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Professional Development for the Public Sector



Seminar 1:

Strategic Change Management in the Public Sector

15 & 16 April 2010, Intercontinental Hotel, Wellington

Seminar 2:

Giving the Treaty Meaning: Applying the Treaty of Waitangi to Strategy, Policy and Action

26 & 27 April 2010, Museum Hotel, Wellington

Seminar 3:

Machinery of Government

19 & 20 May 2010, Duxton Hotel, Wellington

➔ TRAINERS:

**Michael
Mintrom**



**Darryn
Russell**



**Janine
Hayward**



**Rob
Smith**



**David
Clarke**



**Matthew
Allen**



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team and save!
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Conferenz
Management Training

Strategic Change Management in the Public Sector

➔ 15 & 16 April 2010, Intercontinental Hotel, Wellington

Change Management: An Overview

- What is change? Defining change management
- Change and the public sector
- Central Govt vs Local Govt change – are there differences?
- SOEs, NGOs and other non-core organisations
- Case Study: Public Sector Reforms – the good and the bad

Institutions, Stability and Change

- The virtues of institutional stability
- Hierarchies and resistance to change
- Identifying opportunities for change
- Incremental versus dynamic change

Models for Leading Change

- Robert E. Quinn on deep change
- John P. Kotter on the heart of change
- The political economy of change
- An inventory of tools for effective change management

Building the Case for Change

- Diagnosing the current situation
- Identifying key performance variables
- Highlighting weaknesses
- Gathering needed information
- Drawing comparisons across organisations
- Creating sound alternatives to the status quo
- Communicating the case for change

Mapping Processes and Contexts

- Developing a sense of institutional history
- Understanding the lines of responsibility
- Appreciating the organisational politics
- Identifying entry-points for change efforts
- Identifying likely barriers and how to get around them

Creating a Change Agenda

- Treating the process as a product
- Identifying what is central to the argument for change
- Creating and exploiting windows of opportunity
- The art of compromise
- Securing buy-in from powerful allies
- Working with unlikely messengers

Keys to Promoting Change

- Securing energy and commitment
- Constructing a shared vision or end goal
- Leading through conversation
- Starting outside the core and moving inward
- Using flexibility to your advantage
- Locking in successes as they occur

Conclusion: Taking Stock and Looking Ahead

- Review of the day
- Next steps

Successful Change Leadership

- The politics of change leadership
- Selecting the right people to implement and lead change within the public sector
- Building teams to embark on the change process
- Motivating others to embrace change
- Developing a change culture; assessing goodness-of-fit within New Zealand's current management culture

Communicating Change

- Successfully communicating to reduce and eliminate fear of change
- Creating opportunities for sharing of good news and turn-around stories
- Identifying and empowering champions for change
- Defining stakeholders and effectively communicating and engaging with them

Coalition Building for Change

- Developing an effective change management team
- Anticipating opposition
- Bringing people on board
- Working with politicians, interest groups, and the media

Monitoring and Controlling Change

- Developing clear metrics and measuring the change
- Establishing a management dashboard
- Anticipating and monitoring risks
- Working to secure critical success factors

Conflict Management

- Adopting a future orientation
- Identifying shared interests
- Creating a path to effective resolution

Crisis Management

- Identifying lead indicators
- Developing containment strategies
- Working through crises

Continuing to Build Change Management Skills

- Capturing lessons learned from experience
- Learning from the experiences of others
- Closing knowing/doing gaps

Seminar Review and Evaluation

- Discussion of key points
- Final question and answer session

Trainer:
Michael Mintrom



Giving the Treaty Meaning: Applying the Treaty of Waitangi to Strategy, Policy and Action

➔ 26 & 27 April 2010, Museum Hotel, Wellington

Pre- and post-Treaty Maori

What was Maori society like before the Treaty was signed?

- Key organising concepts in pre-Treaty Maori society
- Maori, resources and land
- Mauri, tapu, mana, utu, and muru
- How has Maori society changed since the Treaty?
- Who is Maori today?
- The Waka Umanga legislation

The drafting and signing of the Treaty of Waitangi

It is important to understand the Treaty in its historical context. What does it say that is relevant for us today?

- Why would the British draft a Treaty?
- Why would Maori sign a Treaty?
- What did the Treaty say?
- What 'went wrong' after the Treaty was signed?
- Why is the Treaty relevant today?

The principles of the Treaty of Waitangi

Many laws refer to the 'principles of the Treaty of Waitangi'.

- Legal recognition of the Treaty since 1840
- What are "principles"? Where do they come from?
- The Resource Management Act 1991
- The Local Government Act 2002
- Other key examples of statutory references to the principles of the Treaty.

The Waitangi Tribunal, the courts and the government

Several 'sets' of Treaty principles have emerged from the Waitangi Tribunal, the courts and the government.

- Governments' principles of the Treaty
- The Waitangi Tribunal's Treaty principles (the development of key principles)
- The courts and Treaty principles (examples of key judgments)

What do the principles of the Treaty mean in practise?

There are many ways to interpret Treaty principles in different contexts. How have some of these concepts been given meaning?

- What is 'active protection'?
- What is partnership?
- What is consultation? Is consultation enough?
- Issues surrounding Maori representation
- Do Treaty principles go far enough?

The Treaty settlement process

The Treaty settlement process attempts to redress Maori for breaches of the Treaty. What are the limits to what can be achieved?

- Key institutions and processes in the Treaty settlement process, including the Crown Law Office, Crown Forestry Rental Trust, Te Puna Kokiri, the Maori Land Court, the Office of Treaty Settlements.
- What is the settlement process trying to achieve?
- Where is the process up to? What is the future of settlements?
- Historical and contemporary Treaty settlements
- A case study of a settlement process

Beyond Treaty settlements

In a post-settlement environment, Maori iwi are better recognised and resourced. What are the implications of this for their relationships in government and non-government sectors?

- Case studies of post-settlement iwi

- Maori and local government
- New relationships with iwi
- Treaty obligations to whom? Iwi and Urban Maori.

Giving the Treaty meaning through strategy

What does the Treaty, and its principles, mean for your work at a broad strategic level?

- How does the Treaty and its principles apply to strategic thinking?
- Best practice examples from local government, central government, and beyond government.

Giving the Treaty meaning in policy

What does the Treaty, and its principles, mean for policy objectives?

- What are the legal and other obligations policy makers have under the Treaty of Waitangi?
- What difference do the Treaty principles make for policy-making?
- Best practice examples from local government, central government, and beyond government.

Giving the Treaty meaning through actions

What does the Treaty, and its principles, mean in terms of day-to-day actions and outcomes?

- How can the Treaty and its principles be given meaning in every-day actions and outcomes?
- Best practice examples from local government, central government, and beyond government.

Trainers:
Darryn Russell &
Janine Hayward



Seminar 3:**Machinery of Government**

➔ 19 & 20 May 2010, Duxton Hotel, Wellington

The State Sector

- An overview of the public sector in New Zealand
- Where does your agency/organisation fit?
- Codes of Conduct
- The Treaty of Waitangi
- Case Study: Public Service Ethics and Responsibilities

Public Service departments, Crown entities and other State sector organisations

- Public Service departments
- Non-Public Service departments
- Crown entities
- Public Finance Act Fourth Schedule Organisations
- Reserve Bank of New Zealand
- Offices of Parliament
- State-owned enterprises
- Officials and Ministers
- Case Study: Effectively meeting your Minister's needs

The Machinery of Parliament

- Overview of the political parties
- How does parliament work?

Reforms

- New Zealand Government pre and post reforms
- Why were there reforms?
- Where to now?

Legislation applying to all state sector employees

- Crown Entities Act 2004
- Human Rights Act 1993
- NZ Bill of Rights Act 1990
- Official Information Act 1992
- Protected Disclosures Act 2000
- Public Finance Act 1989

- State-Owned Enterprises Act 1986
- State Sector Act 1988
- Coordinated state agencies
- Case Study: Working effectively with other agencies

Working with the Official Information Act

- Disclosure and withholding of information
- Formal processes
- Appeals to the ombudsmen
- Case Study: OIA Requests

Cabinet and Cabinet processes

- The Cabinet Office Manual
- Cabinet papers
- Appearing before Cabinet Committees
- Case Study: Cabinet processes
- Case Study: Regulatory Impact Statements

The Legislative Process

- What is your role in the legislative process?
- Processes
- Requirements of good legislation
- LAC guidelines
- Drafting
- Bill of Rights
- Introduction and first reading
- The Select Committee stage
- Second reading, Committee of the Whole House and Third Reading
- Case Study: Taking a Bill through the House

Trainers:**Rob Smith, David Clarke & Matthew Allen****Conferenz – Proudly NZ Owned, Sustainable and Supporter of our Community:**

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Conferenz also supports the **Whakaangi Landcare Trust's** kiwi conservation in its establishment of a kiwi conservation area. Whakaangi is near Hihi in Northland and is home to the northernmost population of North Island Brown Kiwi.

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Professional Development for the Public Sector

Strategic Change Management in the Public Sector

15 & 16 April, Wellington

Key Learning Objectives

- The need for change management in the contemporary public sector
- Models for leading change
- Strategies for building and communicating the case for change
- Process steps needed to make change happen
- Effective approaches to monitoring and controlling change
- The role of conflict management in successful change management
- The common threads that link change management and crisis management
- How to draw lessons from past successes and failures

Who Should Attend:

All those involved in policy planning and implementation within local and central government agencies, including public sector managers involved in:

- Designing and managing government programmes
- Monitoring and assessing programmes
- Implementing policies, projects, and programmes
- Policy development and analysis

Training Methodology:

The seminar is organised into a series of modules, each of which involves a formal presentation of material followed by structured discussions and case work. Participants are encouraged to relate elements of each module to current problems and proposals for change in their organisations. The accompanying workbook contains notes on each module, discussion questions, and suggestions for further reading.

YOUR TRAINER:



Michael Mintrom is an associate professor in the Political Studies Department at the University of Auckland, where, since 2002, he has offered courses on Policy Analysis, Evaluation, and Research Methods. He coordinates the University of Auckland Master of Public Policy (MPP) degree and works with

others to run the annual Auckland Public Policy Seminar Series. He has extensive experience as a trainer of public sector professionals in New Zealand, Australia, Asia, and the United States.

Throughout his academic career, Michael has studied and written about aspects of policy analysis, policy change, and approaches to securing change in the public sector. His books include *Public Entrepreneurs: Agents for Change in American Government* (Princeton University Press, 1995), *Policy Entrepreneurs and School Choice* (Georgetown University Press, 2000), *People Skills for Policy Analysts* (Georgetown University Press, 2003), and *Political Leadership in New Zealand* (Auckland University Press, 2006). Most recently, Michael has been studying approaches used by universities to create stronger research cultures and promote greater engagement between academics and knowledge-based enterprises.

Michael received his Ph.D. in Political Science from the State University of New York at Stony Brook in 1994. Prior to that, he received an MA in Economics from the University of Canterbury and worked from 1987-1990 as a policy analyst in The Treasury. From 1994-2002, he was a faculty member at Michigan State University, where he attained the rank of associate professor with tenure in the Department of Political Science and the Institute for Public Policy and Social Research. He has also been a visiting professor in the School of Policy, Planning, and Development at the University of Southern California.

Giving the Treaty Meaning: Applying the Treaty of Waitangi to Strategy, Policy and Action

26 & 27 April, Wellington

Key Learning Objectives

- Familiarity with the historical context of the Treaty of Waitangi
- Understand the historical context of Maori society, and the contemporary significance of the Treaty
- Appreciate the principles of the Treaty, as expressed by the courts, government and the Waitangi Tribunal
- Appreciate the significance of the Treaty and Treaty principles at the different levels of strategy, policy and action
- Discover a range of 'good practice' examples of how to apply the Treaty and its principles to strategy, policy and action
- Acquire a 'toolkit' of ideas relevant to your own specific work/business which will help to give the Treaty meaning, with tangible outcomes.

Who Should Attend:

- Policy Analysts and Policy Advisers from local and central government
- Iwi representatives or those who work for or on behalf of iwi/Maori organisations
- All those who wish to gain a better understanding of Treaty issues
- Those who want to develop strategic alliances with Maori
- Those who are working in regions with significant Maori populations
- Regional and local government managers who want to increase their understanding of these issues
- Anyone else with an interest in the Treaty and policy development

Training Methodology:

This two-day workshop combines seminar sessions with case studies in an interactive learning exercise. All attendees will be provided with a workbook.

YOUR TRAINERS:



Dr Janine Hayward, Senior Lecturer, Politics Department, University of Otago. Previously research associate and report writer with the Waitangi Tribunal, Wellington. Research Interests: Treaty politics; constitutional politics; comparative indigenous issues (Australia and Canada); public policy; environmental; local government politics; media and politics.

Her publications include: *The Waitangi Tribunal: Te Roopu Whakamana I te Tiriti o Waitangi* (Bridget Williams Books 2004) (co-edited with Nicola R Wheen); *Political Communications in New Zealand* (co-edited with C Rudd 2004); *Local Government and the Treaty of Waitangi* (Oxford University Press 2003)



Darryn Russell, PGDip, MIndS, Director, Office of Maori Development, University of Otago

Darryn is responsible for providing leadership in 'Treaty' partnerships across the country and for developing and implementing the Maori Strategic Framework, the University's strategic plan which aims to ensure the University of Otago is a vibrant contributor to Maori development. Darryn also holds ministerial appointments to the Pharmacy Council of New Zealand and Disciplinary Tribunal of the Social Workers Registration Board of New Zealand. Darryn is also director on Araiteuru Whare Hauroa and Trustee with J R McKenzie Trust (leading national philanthropic organisation).

Machinery of Government

19 & 20 May 2010, Wellington

Key Learning Objectives

- Understand the structure of the Government and Public Sector in New Zealand
- Understand key obligations applicable to Government Employees under State Services legislation including political neutrality, transparency
- Understand the processes of Government, Cabinet, the legislative process and the procedure and operation of Select Committees
- Learn how to effectively use the Official Information Act and respond promptly with OIA requests

Who Should Attend

Anyone who works in Government will benefit from this course, particularly those new to the public sector who wish to gain an understanding of how the public sector and government work including:

- Parliamentary Services
- Employees of Ministries and Other government departments
- Employees of crown owned entities
- Local Government
- Those working directly with government as consultants or suppliers.

Training Methodology:

This two day master class will utilise adult learning methods, small group work and case studies with interactive learning exercises. All attendees will be provided with a workbook and a certificate is available upon completion.

YOUR TRAINERS:



Rob Smith, LLB/BA, Senior Associate, Allen & Clarke

Rob will be your course facilitator. He will also present some of the modules along with David, Mathew, and Allen & Clarke's other experts. Rob has over 11 years experience working within the government sector – both as a public sector employee and as a senior Allen & Clarke consultant. Rob has led a range of projects across the full policy and legislative development continuum and has a sound working knowledge of the machinery of government. He is an excellent project manager and has worked on numerous inter-sectoral projects, involving diverse stakeholders.

Expert speakers from Allen & Clarke:

The modules in the course will be presented by expert speakers from a leading New Zealand policy consultancy firm Allen & Clarke Policy and Regulatory Specialists. Allen & Clarke provides policy, project management, legislative development, and evaluation services to a wide range of government agencies.

Allen & Clarke's two Directors are:



David Clarke LL.M (Hons) – David has over 20 years experience working in senior legal roles in the public sector and as a principal legal and policy consultant. He is an expert in the practice and processes of government, with extensive experience in developing and implementing policy and legislation.



Matthew Allen BSc, Dip Env Hlth, MA (App) Env St – Mathew has an extensive background in both central and local government having worked in operational, senior policy, and management roles. He has led numerous complex policy projects requiring the development of best practice policy approaches.

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Strategic Change Management in the Public Sector

Giving the Treaty Meaning

Machinery of Government



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Strategic Change Management Giving the Treaty Meaning Machinery of Government

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Giving the Treaty Meaning	\$1895 plus GST SAVE \$100 (8 Mar 2010*)	\$1995 plus GST (22 Mar 2010*)
Machinery of Government	\$1895 plus GST SAVE \$100 (31 Mar 2010*)	\$1995 plus GST (31 Mar 2010*)

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