

School of Government

PADM 512
WORK-BASED PROJECT
(24 Points)

Trimester 2 / 2009

COURSE OUTLINE

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Trimester Dates

Monday 13 July to Saturday 14 November 2009

Withdrawal Dates

Notice of withdrawal must be in writing / emailed to the Senior Programme Coordinator, School of Government, Victoria University of Wellington. Ceasing to attend or verbally advising a member of staff will NOT be accepted as a notice of withdrawal.

Class Times and Room Numbers, Course Content, Course Learning Objectives, Course Delivery, Expected Workload, Group Work, Readings, Materials and Equipment, Assessment Requirements, Mandatory Course Requirements, Class Attendance, Deadlines and Failure to Meet Due Dates, and Communication of Additional Information

Refer to the subject outline supplied by ANZSOG.

Other Information

For the following important information, follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/

WORK-BASED PROJECT 08

SUBJECT OUTLINE

OVERVIEW

As the last compulsory subject in the EMPA, the Work-Based Project represents a true capstone experience by providing students with the opportunity to apply the skills and knowledge they have developed through their participation in the program to a real-life issue within government. The major element of assessment, a major research report, will involve cross-jurisdictional project teams analysing and proposing solutions to substantive and contemporary issues in public management and public policy identified by agencies in participating jurisdictions. Projects will test each team's ability to define a 'real-life' problem, design a strategy for the problem, gather data, formulate and evaluate options and make recommendations addressing the problem. The intention is that the Work-Based Project will bridge the worlds of classroom and practice as participants manage the challenges of working cooperatively in teams spanning jurisdictions and work backgrounds to develop genuine and sustainable solutions to difficult and complex issues.

SUBJECT OBJECTIVES

The purpose of the Work-Based Project is to bring to a successful conclusion a complex task within the constraints imposed by working in a team that may span jurisdictions, disciplines and working backgrounds. The rationale for this arrangement is that it places students in a fairly accurate approximation of the real world – where the achievement of goals is frequently dependent upon the successful navigation of complex working relationships with others. Research consistently indicates that ability to collaborate creatively, write and manage tasks and projects is increasingly important in the business environment (Pfaff and Huddleston 2003)¹. The academic literature also reports that collaborative learning has the potential to increase individual achievement more than individual or competitive learning. This is because collaborative learning requires persistence when facing adversity, willingness to perform difficult tasks, ability to translate knowledge from one task to another, greater social skills, and intrinsic motivation (Johnson, Johnson and Smith 1998)².

¹ Pfaff E and Huddleston P (2003) 'Does it Matter if I Hate Teamwork? What Impacts Student Attitudes Toward Teamwork', in *Journal of Marketing Education*, 25(1) 37-45

² Johnson, DW, Johnson, RT, and Smith, KA (1998) 'Learning returns to college. What evidence is there it works?', in *Change*, (30) July/August

The subject will enable participants:

1. To apply relevant theory and concepts to an actual problem confronting government in order to develop genuine and sustainable solutions to this problem.
2. To develop the skills to conduct a major piece of applied research from problem recognition and definition through to completion.
3. To utilise appropriate strategies to respond to the challenges of working with others to complete the task and achieve an effective outcome.

LEARNING OUTCOMES

At the conclusion of the subject each student should have:

1. The capacity to undertake primary research within a collaborative, team-based framework
2. Skills in evidence-based analysis
3. Enhanced strategic capability
4. A better understanding of the context of public policy and public management in Australia and New Zealand
5. Written and verbal communications skills to convey the significance of their research, its findings and recommendations.
6. Capacity to network across government and levels of government
7. Improved policy design skills
8. Demonstrated evaluation capabilities
9. An understanding of how to conduct research in accordance with ethical principles

FORMING TEAMS

In the Work Based Project, teams will be cross-jurisdictional, comprising five or six students drawn from the participating jurisdictions. Students are given the opportunity to indicate preferences and ANZSOG will endeavour to accommodate at least some of these preferences.

THE ROLE OF THE PROJECT TEAMS

The key tasks of each team are to

- indicate their preferences from the list of research projects nominated by agencies which will be circulated early in 2009
- establish an effective working relationship with the agency sponsoring their research so that their research leads to the development of genuine and sustainable solutions to the issue under consideration
- negotiate a 'contract' relating to their working arrangements with the academic supervisor assigned to them by ANZSOG
- conduct research in accordance with ANZSOG's ethical guidelines
- prepare a substantial report to accepted academic standards, and deliver a time-limited presentation upon their research and their recommendations

MANAGEMENT OF THE PROJECT TEAMS

The Project Teams in the Work Based Project will be self-managing. As teams will be multi-jurisdictional, it is anticipated that most if not all interaction between team members will be either by email or teleconference. (This does not rule out face to face meetings but these would need to be organised and funded by members of the team). Teams will need to establish a means of convening and communicating that best suits their composition and their respective commitments. Teams will also need to allocate functions, roles and responsibilities within the group and to agree upon a timeframe for meetings/communication, as well as significant milestones in the completion of their task.

Teams will be given broad guidelines to assist them in the development of their working arrangements with their academic supervisor and the agency sponsoring their research project.

SELECTING A TOPIC

The key task of each team is to prepare and submit a major report of approximately 10,000 words prepared to appropriate academic standards that addresses a significant issue confronting government today. In the WBP 09, student teams will work on projects nominated by agencies in ANZSOG jurisdictions. Under this arrangement student teams will work collaboratively with agencies on specific topics and will be provided with access to key personnel and/or data held by the agency. In return the agency will receive a copy of the final report of the team including its key findings and recommendations.

Once teams have been formed they will be invited to indicate their interest in research topics nominated by agencies by listing four topics in order of preference. Topics will be allocated on a 'first come, first served' basis. At least one member of the team should reside in the same jurisdiction as the nominating agency. This is essential in terms of developing a working relationship with the sponsoring agency.

Where all the topics nominated by a team have already been allocated, that team will be advised so that it can submit alternative preferences. Once teams have their topics confirmed, they will be advised of the relevant contact officer in the agency whom they can then approach. Teams will also then be allocated their academic supervisor.

CONDUCTING ETHICAL RESEARCH

All research conducted as part of the Work Based Project must be in accordance with *The National Statement on Ethical Conduct in Research Involving Humans* issued by the Australian Government and endorsed by the Australian Vice Chancellors Committee. In the words of the *National Statement*:

It is now widely accepted that all kinds of research involving or impacting upon humans should conform to the highest standards of academic integrity and ethical practice (1999 p.2).

To ensure that research involving humans meets the highest standards, the *National Statement* requires that such research must be reviewed and approved by

an appropriately constituted ethics committee before it can be undertaken. An ANZSOG Ethics Committee has been appointed for this purpose.

But what does the term 'research involving humans' mean and how does it apply to the Work Based Project? The term might be assumed to refer to aspects of medical or scientific research, such as research involving the use of human tissues. However, *The National Statement* defines 'research involving humans' to include 'the use of and/or collection of personal, collective or cultural data from participants and their records, which may include their oral testimony' (p.6). Thus research involving opinions, questionnaires, surveys, observations and interviews - all research tools which might be adopted by project teams in the Work Based Project - would be subsumed within this definition. As such, project teams using these research tools will be required to submit an application for ethics clearance to ANZSOG's Ethics Committee. Further information regarding procedures for gaining ethical clearance is available on the ANZSOG website (under Governance), together with the application form to be submitted (if necessary). Academic supervisors appointed by ANZSOG to assist project teams will also play a key role in providing guidance and support to teams in matters relating to the ethical conduct of research.

SUPERVISION OF THE MAJOR PROJECT

An academic supervisor, drawn from one of ANZSOG's partner universities, will be allocated to each team once it has finalised its research topic. Supervisors will be appointed on the basis of capacity to assist teams and relevant supervisory experience. It is not expected that academic supervisors will necessarily be experts in the particular field of public policy or public management that a project team will be focusing upon.

In general, the role of the academic supervisor will be to discuss and provide guidance upon the team's research design and methodology and the preparation of the report. The academic supervisor might have advice regarding, for example, means of accessing data or the design of a questionnaire. The academic supervisor might also agree to read and comment upon one or more drafts of the report. It is not, however, the role of the supervisor to project manage the team or to ensure that the team meets its deadlines. Such matters are the responsibility of the team itself, not the supervisor.

To clarify the respective roles of the team and the academic supervisor (and the expectations they have of each other), each team is required to agree upon a 'contract' with their academic supervisor. This 'contract' will set out the expectations of each party in relation to such matters as key deadlines, nature and timing of consultations, guidance on research methods and feedback and advice on written material. The 'contract' should be finalised by 20 March 2009. Guidelines will be provided for teams in this matter.

Another key role of the academic supervisor will be to guide and advise the project team in matters relating to the ethical conduct of their research. A particular responsibility of the academic supervisor will be to assist the project team in the preparation and submission of an application for ethical clearance to ANZSOG's Ethics Committee if required.

THE RESEARCH REPORT

The Work Based Project culminates in a 10,000 word research report. While there is no standard template which teams must use, reports must conform to normal scholarly standards. Teams are encouraged to use the *Style Manual (2002)* - a classic reference prepared for the Australian Government and now widely recognised as an authoritative aid for writers in government. Each team's report is subject to ANZSOG's Intellectual Property Policy which is at Attachment A.

The research report will be assessed against the following criteria:

- communication of the significance and scope of the project
- communication of the research objective, including the research question
- explanation of research methods used
- explanation of key findings
- explanation of the options considered, ie appreciation of the political, legal and stakeholder environment
- recommended course of action ie the extent to which the report's recommendations will lead to genuine and sustainable solutions to difficult and complex issues, and
- the overall presentation of the report ie the extent to which it conforms to accepted academic standards

Teams are encouraged to make specific recommendations for consideration by the sponsoring agency, and to avoid very general recommendations such as recommending that further research be conducted.

PRESENTATION

Each project team will make a formal 15 minute presentation on their project during the residential component of the subject and take questions from ANZSOG faculty, guests and fellow students in relation to their research project and their recommendations. Each team member is expected to be present for the presentation and to have contributed to the content and/or delivery of the presentation. Presentations will be assessed on both the quality and content of the presentation. Panels, comprising an academic and an ANZSOG alumnus, will take the following factors into consideration when assessing the presentations:

- communication of the significance and scope of the project
- communication of the research question
- explanation of the research methods
- explanation of key findings
- explanation of options
- recommended course of action
- quality of responses to questions
- use of time allocated
- effective contribution by all team members
- quality of audio-visual aids
- quality of handout materials
- overall quality of the presentation.

There is no set format for the presentation. In the past, teams have used role plays, and other devices to convey the key elements of their projects.

INDIVIDUAL ESSAY

In addition to the team report and presentation, students will be required to submit an individual essay of no more than 2,000 words reflecting upon their experience in the Work Based Project. This essay should include the following:

- How the team pursued its task, including research methodology
- The student's role within the team – specific tasks and contributions
- How report findings and recommendations might be applied to agency
- Personal learning outcomes and how these might be applied in the student's own workplace

READING

There is no single textbook for this subject. In terms of approaching their research, students should consult at least two of the following text books on research design and methodology. In addition, a selection of readings that provide advice on different stages in the research process will be provided electronically. Students should make sure they understand the research process and the requirements of each different stage in this process including problem definition through, undertaking a literature review, choosing tools of data collection and analysis and building recommendations from research findings.

- ❖ Zina O'Leary, 2005, *Researching Real World Problems*, Sage, London.
- ❖ Wayne C. Booth, Gregory G. Colomb and Joseph M. Williams (2003) *The Craft of Research*, 2nd edn, University of Chicago Press, Chicago
- ❖ John Gill and Phil Johnson (2002) *Research Methods for Managers*, 3rd ed. Sage, London.

In addition, students will be expected to refer to a broad range of readings in the preparation of both the major report and the individual essay. Students may find some past readings from other EMPA subjects useful in terms of approaching the task of the major report. Teams would be expected to discuss literature relevant to their research topic with their academic supervisor.

GENERAL GUIDELINES FOR WRITTEN WORK

Both the team based report and the individual essay must be prepared and completed to appropriate scholarly standards. Most universities have web-based material providing guidelines for the presentation of written work and it is advised that these be consulted. In addition, students may wish to refer to the Style Manual (2002) - a classic reference prepared for the Commonwealth Government and now widely recognised as an authoritative aid for writers in government.

A summary of expectations in relation to written work follows:

Referencing: All materials used in the preparation of the report and the essay (including unpublished material and web-based documents) must be acknowledged and cited. If extracts are used these must be cited. Where ideas are used or relied upon to advance argument, these too must be acknowledged. Students are free to

choose the style of referencing they wish to employ although the Harvard or Scientific method preferred (eg. Hughes 2003) is preferred to footnotes or endnotes.

Plagiarism: Plagiarism (presenting the work or ideas of another person as your own) is unacceptable and a serious academic offence that may lead to disciplinary action. Please take great care to acknowledge the ideas and words of others in your work.

Presentation: Each report should include an index which lists chapters, sections, tables, figures etc. Given the size of the team report, project teams should submit their report in a bound form.

The individual essay should be typed in 12 point font, double or one and a half spaced on A4 paper with ample margins on both sides.

Acknowledgements: As a matter of courtesy each team should appropriately acknowledge the agency sponsoring the research project and agency personnel who have facilitated or contributed to the project. The report should also acknowledge the contribution of the academic supervisor.

Word limit: Word limits must be observed. Where word limits are exceeded, the words written in excess of the word limit will not be read. The word count does not include tables, footnotes or endnotes (if used), bibliography or appendices.

ASSESSMENT

The allocation of marks for the subject is as follows:

Team-based report (10,000 words)	60%
Group Presentation (15 minutes)	25%
Individual essay (2,000 words)	15%

DUE DATES FOR ASSESSMENT

Friday 20 November 2009 - Submission of team-based report. Two copies are to be submitted to Linda Losanno, Student Coordinator, ANZSOG, PO Box 4023, Parkville, Victoria, Australia, 3052.

Monday 23 November 2009 - Submission of individual essay. This should be submitted electronically to assignment@anzsog.edu.au

Thursday 3 December and Friday 4 December 2009 - Residential, including team presentations.

Attachment B shows key deadlines for the Work Based Project.

ADVICE TO STUDENTS RE ASSESSMENT OUTCOMES

ANZSOG will endeavour to meet the following timeframe in terms of advising students of assessment outcomes:

Group presentation: 18 December 2009

Individual essay: 29 January 2010

Research report: 29 January 2010

SUBJECT LEADER AND CONTACT DETAILS

The Subject Leader is Associate Professor Joanne Kelly, The University of Sydney. She is located at the Graduate School of Government, Room N204, The Institute Building (H03), The University of Sydney, Sydney, Australia

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ATTACHMENT A

Intellectual Property Policy

(adopted by the Board of ANZOSG on 9 Dec 2004)

1.1 For the purposes of this policy “Intellectual Property” means the copyright in any literary work (excluding computer programs), artistic work or musical work, as those terms are defined in the Copyright Act (1968) Cth.

1.2 Intellectual Property in the research report or reports that are created or developed in a Work-Based Project vests in the ownership of the student researchers in the Project Team for each Work-Based Project, subject to the obligations and licence rights granted by the student researchers as set out in clause 1.4.

1.3 The student researchers own Intellectual Property vested in them pursuant to clause 1.2 as tenants in common in equal shares.

1.4 Intellectual Property rights set out in clause 1.2 are subject to:

(a) the requirement that the academic supervisor or supervisors of a Work-Based Project are appropriately acknowledged in any publication of a report; and

(b) ANZSOG and each university member of ANZSOG at which a student researcher for that research report is enrolled in the ANZSOG EMPA are severally granted an irrevocable, world-wide, non-assignable royalty-free licence to use and to exploit the Intellectual Property for their respective research, teaching and scholastic purposes.

1.5 In exercising licence rights ANZSOG and each university member of ANZSOG must recognise the moral rights of the student researcher authors, including the right of attribution and integrity of authorship.

1.6 All parties must execute all documents, and do all acts that may be necessary or desirable to give full effect to the provisions of this policy.

ATTACHMENT B

WORK BASED PROJECT 2008: TIMELINE

December 08	Teams formed by ANZSOG - Students notified
December 08	Subject Outline and agency topics circulated to students
Early 2009	Team Preference Form circulated to students Team Preference Form returned to ANZSOG
February 09	Topics allocated to teams
February 09	Presentation about WBP at GBR Student teams meet
end Feb/early March 09	Academic supervisors allocated to teams
March 09	Contract agreed between academic supervisor and team
15 May 09	Teams submit ethics application to ANZSOG HREC (if required)
late May 09	ANZSOG HREC meets
14 August 09	Teams submit first formal progress report to academic supervisor
16 October 09	Teams submit second formal progress report to academic supervisor
20 November 09	Research report submitted
23 November 09	Individual essay submitted
3-4 December 2009	Attendance at residential. Presentations by teams.