

Today

PUBLIC ADMINISTRATION

EDITION 42
APR-JUN 15

THE
INTERNATIONAL
EDITION



PARTNERING WITH GOVERNMENT



They have deep understanding of the business and industry regulatory framework, as well as attention to detail and the ability to work seamlessly as a team across a variety of disciplines. They also have a strong focus on budget control and value for money.

*GOVERNMENT CATEGORY, AUSTRALIA
CHAMBERS ASIA PACIFIC 2015*



Michael Brennan



Debra Tippett



David Crane

Our multi-disciplinary Government team of 300 lawyers, drawn from all of our practice areas, delivers leading edge solutions to Commonwealth, as well as State and Territory governments.



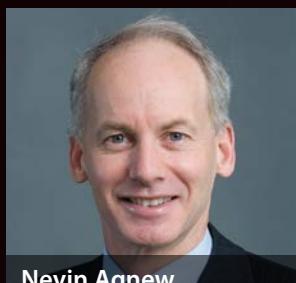
Neal Parkinson



Amanda Story



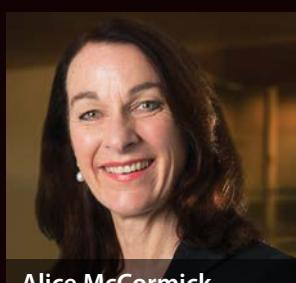
Andrew Gill



Nevin Agnew



Mark Treffers



Alice McCormick



MinterEllison

EDITOR Ron Dent

EDITORIAL, PRODUCTION AND

ADVERTISING MANAGER Sally Woolford

DESIGN EnvyUs Design, Suzanne Green

EDITORIAL & PRODUCTION MANAGEMENT

Faceworks Marketing Solutions

PRINTER Finsbury Green

This edition saved 1,389kgs of greenhouse (CO₂) emissions compared to a non-green printer

PUBLISHER (COPYRIGHT)

Copyright for published articles (including digital) resides with *Public Administration Today* and its publisher, IPAA ACT Division, CEO Drew Baker. After publication, authors may reproduce their articles in other forms with appropriate acknowledgement.

STATE EDITORIAL CONSULTANTS

ACT & COMMONWEALTH

Amanda Anderson,
amanda.anderson@act.ipaa.org.au

NATIONAL

Jo Rose, jo@nsw.ipaa.org.au

NSW Megan Scardilli

megan.scardilli@dpc.nsw.gov.au

NT Kevin Thomas, kevin.thomas@nt.gov.au

QLD Christine Flynn, christine.flynn@bigpond.com
Ray Lane, rlane4u@optusnet.com.au

SA Tony Lawson, tlawcons@bigpond.net.au
Renae Haese, renaeH@sa.ipaa.org.au

TAS Rebecca Moles,
rebecca.moles@dpac.tas.gov.au
Summa McIntyre, summa.mcintyre@dpac.tas.gov.au

VIC Robin Astley, rastley@vic.ipaa.org.au
Nick Bastow, NBastow@vic.ipaa.org.au

WA Yohan Fernando, yohan.fernando@ipaawa.org.au
David Gilchrist, david.gilchrist@curtin.edu.au

EDITORIAL DEADLINES

July-September 2015 – 15 May 2015

Theme: *Productivity*

October-December 2015 – 14 August 2015

Theme: *Professionalism*

January-March 2016 – 6 November 2015

Theme: *The Indigenous Issue – Closing the Gap*

The ACT Division of the Institute of Public Administration Australia (IPAA) publishes *Public Administration Today*, with the support of National Council. The magazine is primarily a national communications medium for all IPAA members. It aims to report IPAA activities, promote and celebrate achievements in Australian public sector management, disseminate information about major trends and developments, and facilitate discussion and debate. Articles are published on editorial relevance and merit. Views expressed are those of individual authors and do not necessarily reflect the views of the Institute or the editorial team.

Today is available on the web – full editions only to IPAA members and subscribers – via a password. Sample pages from each edition are freely available as are covers and contents lists from past issues.

CONTRIBUTIONS Proposed articles, media releases, letters to the editor and constructive feedback are welcome – via email only to rondonet@faceworks.com.au. Please read the Contributors' Guide at the IPAA ACT website.

ADVERTISING For details, including rates and material specifications, email sallywoolford@faceworks.com.au

SUBSCRIPTIONS Annual subscription is \$104 AUS. International subscription \$160 (AUS inc GST). Quarterly editions posted to your nominated address. Also available as part of IPAA individual or corporate membership, Australia-wide. Ask your local divisional office.

Visit IPAA ACT at www.act.ipaa.org.au

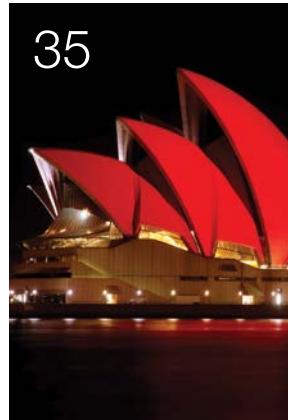
GOLD SPONSORS IPAA ACT acknowledges the generous assistance of its Gold Sponsors: Centre for Public Management, Hays Recruiting, KPMG, Telstra and Minter Ellison.

ISSN 1832-0066

CONTENTS

COVER: BADGING Australia's place in the world

©iStockphoto.com @pagadesign



06 EDITOR'S NOTES FROM THE EDGE Freedom ... is not 'just another word'	35 PRESIDENT'S COLUMN Embodying the Spirit	46 VIC MAKES IP FREE Richard Vinciullo, Department of Treasury and Finance, Victoria
05 SLIPPERY SLOPE? Darryl Gobbett	34 BUILDING ENGAGEMENT WITH CHINA Warwick Smith, Chair Australia-China Council	35 SHARED EXPERIENCES Professor David Gilchrist, Curtin University, WA
06 COMPETITIVENESS AND PRODUCTIVITY Productivity Commission	38 MAKE MORE OF OUR GLOBAL PROFESSION Nick Chiam, Victorian Department of Education and Early Childhood Development	40 TASMANIA'S GLOBAL CHALLENGE Jan Davis, CEO, Tasmanian Farmers and Graziers Association
10 INNOVATE TO COMPETE INTERNATIONALLY Daniel Quinn and Mike Lawson, Department of Industry and Science	42 EDUCATING THE WORLD Anne Baly, Department of Education and Training	46 AUDIT ON WORLD STAGE Australian National Audit Office
13 INTERNATIONAL ENGAGEMENT MEANS SAFER WORLD Mike Mrdak, Department of Infrastructure and Regional Development	50 AROUND THE WORLD WITH OPEN GOVERNMENT Elizabeth Tydd, Information Commissioner, NSW Information and Privacy Commission	52 REVIEW – AROUND THE NATION
17 FRUITFUL REGIONAL HARVEST Department of Foreign Affairs and Trade	56 COMING ATTRACTIONS	
20 G20 FOCUS ON FEMALE WORKERS William La and Nick Mowbray, Department of Employment		
22 NARRATIVES AND POWER NETWORKS IN WASHINGTON Lex Drennan, NSW Ministry of Police and Emergency Services		
26 BECOMING COMPLACENT Julie Sloan		
29 SAME BUT DIFFERENT John Doyle, Auditor-General, Victoria		
30 BEST PRACTICE – INTERNATIONAL REGULATION Today reports with Grant Pink and Matt Marshall, Department of the Environment		
32		

**Get in first.
Stay in front.**

To find out how to have *Today* delivered to you visit www.act.ipaa.org.au and follow the prompts.

REINVENTING THE POSTAL SERVICE FOR THE 21ST CENTURY

Australia Post and its Managing Director and CEO, Ahmed Fahour, are revolutionising mail as you know it. They've introduced the Digital MailBox to offer Australians online transactions and instant delivery, alongside stamps and physical mail. It's the future of post. And Telstra's secure Cloud is the foundation of Australia Post's vision.

For more on this and other
Telstra solutions, visit
telstra.com/enterprise/auspost



Freedom ... is not 'just another word'



Five score years ago, come November, our forefathers sailed forth from this continent to defend the liberty on which this newest of nations was founded.

Now we are engaged in a great global battle, testing whether this nation, or any other so conceived and dedicated, can long endure.

Our way of life is being threatened by terror that aims to cow us into submission to those who would dictate their own twisted views on morality and how we should live.

It is altogether fitting and proper we should resist. We owe it to the brave men

and women, living and dead, who have struggled and sacrificed to keep alight the torch of freedom, including those brave souls at *Charlie Hebdo* whose lives were stolen for daring to speak freely by murderous fanatics posing as men of piety.

The world will little note, nor long remember what is said here, but it can never forget what they did in the name of freedom. It is for us the living, rather, to be dedicated here to the unfinished work, which they fought to protect and have thus far so nobly advanced – dedicated to the great task remaining before us – that from their honor we take increased devotion to that cause for which they gave the last full measure of

devotion – that they shall not have died in vain – and that government of the people, by the people, for the people, shall not perish from the earth.

This edition of *Today* is dedicated to freedom and especially to the men and women who, internationally, work for those elected officials who are charged with protecting it. [T](#)

Ron Dent
Editor
rondent@faceworks.com.au
[@mrrondent](https://twitter.com/mrrondent)

*Inspired by recent events, the ANZAC Centenary and *Abraham Lincoln's immortal Gettysburg Address.*



DIGGER SPIRIT An Australian bringing in a wounded comrade to hospital. Notwithstanding the unhappy situation, they joked as they made their way down from the front (Australian War Memorial: 1915, Ottoman Empire: Turkey, Dardanelles, Gallipoli)

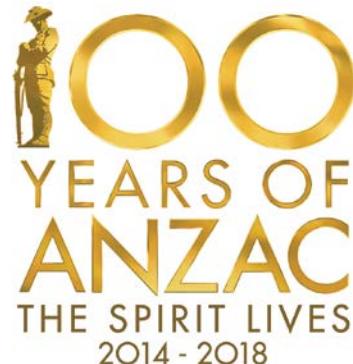
272 WORDS*

PUBLIC ADMINISTRATION Today is the premier national members' magazine of the Institute of Public Administration Australia (IPAA).

It promotes IPAA activities, events and people; is a platform for member communication; and supports the IPAA brand across Australia.

Today reports, promotes and celebrates achievements in the wider public sector; disseminates information and provides thoughtful insight on trends, developments and projects.

It facilitates discussion and debate about public policy, its development and implementation. [T](#)



IPAA 2015 NATIONAL CONFERENCE

SYDNEY 14 & 15 OCT

THE HILTON, SYDNEY – 488 GEORGE ST, SYDNEY



FEDERATION
REFORM:
IMPACTS AND
OPPORTUNITIES

JOIN US to connect with some of the best public sector thinkers, speakers and facilitators and participate in a range of new and innovative Conference sessions.

To learn more or register your interest:

WWW.IPAA2015.ORG.AU

Embodying the spirit of public service

What does 'public service' mean to you? IPAA national president Terry Moran recently presented the Sir Edward 'Weary' Dunlop Asialink Lecture. It gave him 'pause to reflect'.

Weary Dunlop was an Australian surgeon renowned for his leadership in Australia Asia relations. An extraordinary individual, his suffering, strength and bravery in Japanese prisoner of war camps during the Second World War, his post-war work with returned POWs and in reconciliation with Japan, is almost inconceivable in its scale.

Weary Dunlop embodies the ideal of public service. An aspect of the malaise currently afflicting our nation reflects the willingness of some to relegate this ideal of public service to less prominence – despite community attitudes.

We know from surveys that citizens admire and trust, above all other groups, those at the front line who live a life of public service – nurses, teachers, doctors, fire fighters, police and others like them. The problem is our broad senior leadership group is losing sight of something Australians see clearly.

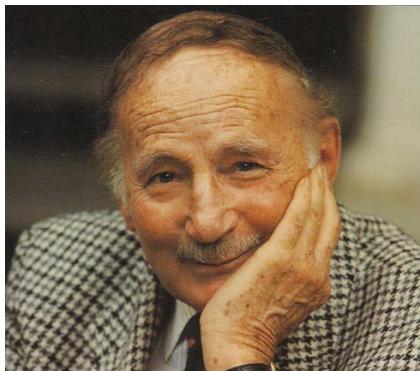
So the challenge for those who occupy – or seek to occupy – those senior positions is to explore how they might recapture the spirit of public service in many of our institutions.

How could we rebuild that sense of public service in Australia? Service on the heroic scale of Weary Dunlop is probably to some extent a product of nature – as much as nurture. But here are four that could ensure the ground for public service is made more fertile.

First, we could act to bridge the gulf that seems to be growing between the public and private sectors. We should welcome the head of the Business Council of Australia Catherine Livingstone's plan to 'close the gap between what government thinks and what business knows'.

Secondly, we could develop closer public sector engagement with Asia.

Strikingly, the public sector – among the largest employers in Australia – has been largely absent from that discussion. The capabilities for Asia engagement need to be spread far wider than the important but relatively narrow confines of the Department of Foreign Affairs and Trade.



EXTRAORDINARY LEADER Sir Edward 'Weary' Dunlop embodies the ideal of public service

My third suggestion is we could rebuild the concept of public service by re-thinking the way our public services interact with Indigenous Australia. As Noel Pearson has so eloquently described – formal recognition in the Constitution is one way to begin that re-thinking. But it also means recognising that – since the arrival of that 18th century public servant Arthur Phillip – my profession has singularly failed to respond to the needs of Indigenous Australians and at times in the past has been complicit in their murder, dispossession and criminal neglect. Tragically, this has happened despite a series of prime ministers, most particularly from Harold Holt onwards, wishing to achieve major reforms and rapid improvement. The success of the reforms on Cape York suggests Noel Pearson's diagnosis of the need to radically reshape the way public administration and governments work with Indigenous Australia is correct. And given the challenges of welfare reform in the broader community, the work in Cape York may also point to the future of wider welfare reform.

My final observation is about the need for better political leadership. There has been a growing trend for Australian political leaders, on both sides of politics, to portray themselves as effective managers. In doing so – they do themselves and the nation a disservice. Much of the dysfunction in the relationship between ministers and their departments comes from quite a few ministers seeing their role as micro-managing their departments. Not surprisingly, given their usual pre-political backgrounds, most ministers are lousy CEO's.

One example of the problems emerging is a tendency for balanced professional advice from public servants to be interrupted in transmission before it is properly considered. The short term near sightedness of governments and the lack of a credible strategic approach to reform is one consequence. It is becoming apparent the public recognises this and does not reward governments that operate in this way, as evidenced by opinion polls and the trend for average time in office to decline.

The real focus of our political leaders should be, and in the case of the good ones is, on their ability to touch the ground and build coalitions of support for new ideas and reforms. By this means the public can be taken on a journey as support for reform is built.

None of these suggestions would be easy or risk free, for our public sector, political leadership, private sector and the community because they challenge self-interest, complacency and tradition. In essence they demand courage and an ability to overcome what Edmund Burke called 'false, reptile prudence, the result not of caution but of fear'.

It is surely a chance worth taking. None of it will be easy but if we ignore the value of public service it will expand the hole that currently sits in our national heart. **T**

Slippery slope?



Leading economist and investment adviser Darryl Gobbett, left, ponders our slide in the changing world order, where to for public administrators and whether Australia really could become 'the white trash of Asia'.

It is a cliché that Australia punches above its weight in global political, military, economic, social, education and administrative affairs.

That's illustrated across a broad range of issues from being a major participant in helping set up the United Nations and International Monetary Fund; in peace keeping roles; multilateral trade institutional developments and agreements; global parliamentary committees; 2014's chairing of the G20 Summit; and the last two years of chairing the UN Security Council.

The questions now include was this a 'golden age', a post WW2 belle epoch? Are we now on a path to global irrelevance? Could Australia's relative decline in many international sports over the last two decades be a pointer to our positions in other global areas as once poor but much more populous countries push past us economically; and, what does that increased income and wealth allow them to do in other fields?

More fundamentally, if the West is losing its leadership on values, including on the idea of representative liberal democracies and market economies, what role and position do we have as an outpost of the West? And the question is much more than one of geography. For example, are our views of parliamentary democracy and administrative meritocracy as wellsprings of economic and social development just outmoded conceits on our part?

What does each of those mean for policy makers and administrators? Does it matter? Do we really care?

Growth differentials

Measures of economic size are nowhere near the full picture of where a country is positioned globally but they are generally a good indicator of capability to do various things.

PwC in the United Kingdom has just released *The World in 2050: Will the Shift in Global Economic Power Continue.* www.pwc.co.uk/economics

PwC uses a number of methods for measuring Gross Domestic Product for comparison purposes. Using local prices for production and market foreign currency exchange rates (MERs), Australia declines from 12th in the global rankings to 17th in 2030 and 19th in 2050.

Does it matter? Do we really care?

By 2030, China is forecast to be at number one, with India third. Mexico, Indonesia, South Korea and Saudi Arabia all move ahead of Australia. By 2050, Turkey and Nigeria are forecast to move well ahead. Egypt is not far behind and by then the combined sizes of the Chinese and Indian economies are about double that of the USA's.

Indonesia's economy is forecast to rise from currently 58 per cent of the size of Australia's to 32 per cent bigger by 2030 and 200 per cent larger in 2050. India's economy is forecast to rise from 38 per cent larger than Australia's to 2.6 times its size by 2030 and 9.6 times larger by 2050.

China's economy is forecast to be 18 times larger than Australia's by then.

On another measure of GDP that adjusts for the different price relationships across different countries, Australia's ranking falls faster.

These growth differentials reflect the combined impact of generally faster population growth in the other countries with stronger productivity growth per person. Whereas Australia's real growth per capita is forecast to average 1.6 per cent a year to 2050, real growth per capita in Indonesia and Malaysia is forecast at 2.8 and 3.6 per cent a year. We've discussed in earlier articles Australia's productivity performance and this PwC study puts another edge to it. (*See also page 10 'Competitiveness and productivity' and page 13 'Innovate to compete internationally'.*)

PwC also forecasts the faster-growth economies will generally see their currencies rise against the US dollar – which adds to the value of their incomes. In contrast, the Aussie dollar is forecast to edge lower. (*See separate panel, page 8.*)

Likely slide

Such forecasts have to be treated with care. But it seems likely that Australia will progressively slide out of the top 20 from currently being one of the middle ranking global economies. Importantly, in Asia we could go from being the fourth largest, behind China, Japan and India, to around sixth, being passed by 2050 by Indonesia and South Korea. As well, by 2050, the Philippines, Pakistan, Malaysia, Thailand, Vietnam and Bangladesh would then have economies only 15 per cent smaller than Australia's.

Australia will likely still be a significantly richer country in terms of income and



©iStockphoto.com @Pashalgnatov

assets per head than most globally and in Asia but the gap will have markedly reduced and Singapore and South Korea could be on par with us.

As countries grow their economies, both absolutely and per capita, their perceptions of their place in the world and what they wish to spend on also changes, both private and public.

We are already being impacted by China's and India's increasing capacity and desire to increase their military spending to be more in line with their desired place in the region and world, despite there arguably being no increase in the actual military threats to either. In turn, however, this is stimulating other countries in the region to increase both the level of arms spending and the sophistication of the technologies. Japan is reviewing its overall military positioning.

For Australia, the increased wealth, industrial and education capacities in our region suggest we will soon not be able to rely upon the technological and skill advantages we have had for

much of the last several decades to offset the population differences. I doubt we have either the capacity or political will to substantially increase our defence spending or employment.

But these issues prompt the question of what impact does our declining relative economic position have on the long term willingness of the USA to see us as a prime ally in Asia.

It is probable we will see a decline in our influence in trade and other international affairs.

The military issue is just one facet of this relative economic decline.

It also is probable we will see a decline in our influence in trade and other international affairs. Our overseas aid will likely give us less influence. The incidence of absolute poverty and hunger in our region will decline; countries that were, or are, aid recipients will likely become competitive donors;

and those that remain recipients, while they get wealthier, may be less inclined to accept the terms and conditions we may wish to apply, including the areas of institution building and human rights.

Increased interest

On trade and investment, we are seeing increased interest from businesses out of China, India and Indonesia in owning and developing rural land and food processing to serve both their home markets and exports. Most of this is about meeting already rapidly rising demands for better quality and more western style foods, not about meeting basic food shortages. Concern about this foreign ownership, which seems often to be racially driven, has resulted in political and administrative action on land value test thresholds for investment.

That demand for increased quality and overseas ownership of these industries, supply chains, etc, will increase growth opportunities in Australia but also the perception that 'best quality' – such as now for seafood and fruit – will be too expensive for locals. *Continued.*

Increasingly we will then be importing the lower cost, lower quality goods. It also is likely, as has already happened in Singapore with pig production, that conditions such as increased wealth, urbanisation, water shortages and pollution will see some countries wanting to shift some types of production overseas.

Australia has been a major participant in, and beneficiary of, the liberalisation of international trade and capital markets since World War 2. This has largely been driven by the Western capitalist democracies and impacted and influenced by their value systems. (See also page 20 'Fruitful regional harvest'.)

Where will our policy makers and administrators sit if the international trade and capital agendas are increasingly driven by the production and capital investment demands of businesses and public sector organisations from countries such as

China and India as they increase their share of global investment and trade? (See also pages 38 & 40 'Shared experiences' and 'Make more of our global profession'.)

Some will say 'who cares about global rankings?'

These agendas may well mean increasing pressure on issues over which we feel the right to retain control. These are likely to include employment conditions and overseas workers, tax rates, animal welfare, conditions of land and water use, food safety standards, intellectual property and company law and regulation. There also may be issues about our access to overseas markets.

For policy makers and administrators these pressures will likely come bilaterally but also increasingly from multilateral policy institutions.

This, as other countries grow their formal and informal power and influence with increasing absolute and relative economic size. As they increasingly have the cash and staffing resources these multilateral agencies need to stay solvent and relevant, it is likely their agendas will get more attention.

Education

Education is another area likely to need the increasing attention of policy makers and administrators as regional competition and demand increases.

Rightly, there is debate at all levels – preschool, primary, secondary, tertiary and vocational – about whether in absolute terms Australia has the necessary standards and capacities and is getting the right outcomes.

Education is important in its own right across domestic needs for the welfare of our people, for a well functioning

Economic comparison

This article uses PwC estimates of the value of economic output in 2014, 2030 and 2050 in \$US. The 2014 estimates were collated by the International Monetary Fund in local currency terms from each country's statistical organisation, then converted to \$US at end of 2014 exchange rates.

For 2030 and 2050, PwC has forecast the local currency value of output for each country using its own forecasts of productivity growth and United Nations population estimates. The local currency values have then been

converted to \$US at the forecast market exchange rate of each local currency to the \$US.

PwC explains in detail how these future exchange rates are forecast. Most interesting from the perspectives of Australia's changing relative position in the world and regional orders is that the \$A is forecast to fall relative to the \$US, which also is expected to fall against the currencies of many of the faster growing countries.

So Australia faces two headwinds. Our growth in output per head is forecast to be slower than most

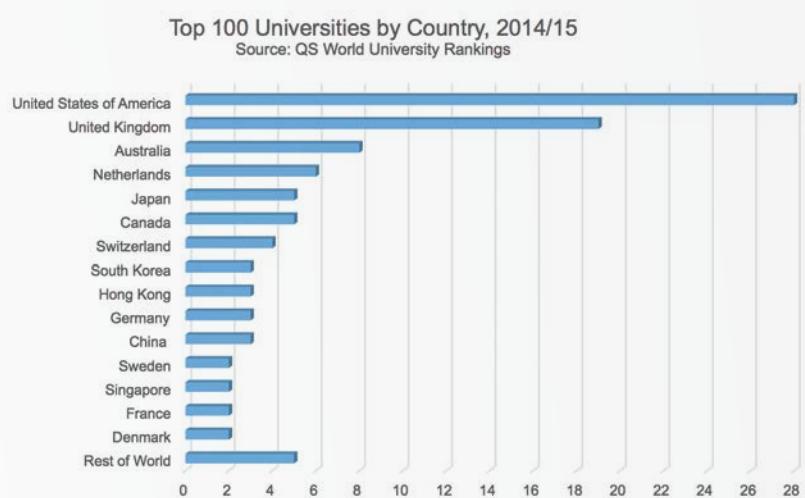
countries in our region, so our economy grows slower in \$A terms than does output valued in many of the other countries' currencies. And, because the \$A is forecast to fall against many of the other currencies, the growth in \$US purchasing power of our output versus these other countries would lag even further.

That is of more than academic interest as a weakening currency and a relative decline in global spending power are hardly conducive to increasing economic, political and military influence. ■

democracy and to meet the needs of the private and public sectors. It also is one of our major export industries. (See page 46 'Educating the world'.)

The quality of our educational institutions relative to that of most countries in Asia, and particularly the top Universities, has also contributed to Australia's sense of position and influence. The 2014 QS World University Rankings (see table above) show Australia has eight of the top 100 Universities, a remarkable third highest behind the USA and UK, followed by Japan with five, China, Hong Kong and South Korea each with three, Singapore with two and New Zealand with one. www.topuniversities.com.au

Education is one of those 'income elastic' services, along with health care, on which people and countries spend proportionately more as income and wealth rises. Self and community advancement along with status are important drivers. So we should expect the faster growing countries in Asia to spend an increasing proportion of their national income on education overall and – for reasons of demography, industrial development and international competitiveness and status – on higher education. They will want to increase the proportions of their populations with tertiary qualifications.



Some of that spending will undoubtedly flow to Australian universities. We should also expect, however, a growing focus of these countries on increasing the size, number and quality of their own universities as part of meeting local aspirations and lifting their national status. That will likely in part be judged on where their universities rank globally.

Becoming 'the white trash of Asia'? Our choice!

Australian policy makers and administrators already need to solve the human and financial challenges of meeting the increasing local concerns about education at the pre-tertiary levels. At the same time, the regional economic outlook suggests policy makers and public administrators will face an escalating challenge at a number of levels, including financially, in at least maintaining the global status of our universities.

Who cares?

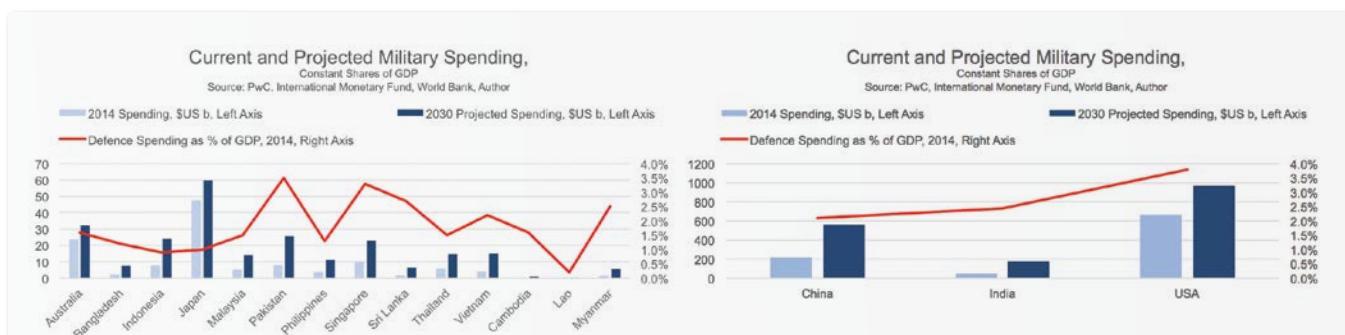
Some will say 'who cares about global rankings?' I believe those rankings are

both an important factor of where we rate overall now in Asia and the 'canary in the mineshaft' as to how we will meet the broader challenges we face.

As the Australian economy declines quantitatively relative to our more rapidly growing regional neighbours, it will be the quality of how we plan and implement the necessary changes in our international relations, industries, workforces, social support, tax systems and public administration that will determine our future. Quality needs to lift relative to our competition and that seems unlikely without our universities at least maintaining their rankings.

Or, do we again face the fate – as described in 1980 by one of the world's great leaders, Singapore PM Lee Kwan Yew – of becoming 'the white trash of Asia'. Our choice! **T**

Darryl Gobbett is a freelance economist and investment adviser and a Visiting Fellow at the University of Adelaide's SA Centre for Economic Studies. He has held senior advisory and executive management roles in the Federal Departments of the Treasury and Prime Minister and Cabinet and in private banking and financial services companies.



Competitiveness and productivity

Today asked the Productivity Commission to report on where Australia fits internationally.

Australia has experienced 23 years of uninterrupted economic growth, propelling it to the fourth most prosperous OECD economy, in terms of real per capita Gross Domestic Product (GDP). The drivers of growth have shifted over time. During the 1980s and 1990s, the source of Australia's economic wealth was driven by sustained productivity growth. More recently, significant demand for Australia's mineral and energy resources have driven investment growth and a record terms of trade boom, which has increased Australia's real purchasing power.

However, Australia's international comparative position will be tested in the future (see 'Slippery slope', page 6), as declining terms of trade and an ageing population drag down income growth and add further to the fiscal pressures from increasing public spending expectations. To sustain continued income growth, Australia will need to strengthen international competitiveness and use its resources more efficiently in producing goods and services, which according to recent productivity estimates, is lagging behind developed economies, including some of our major trading partners.

Productivity as a measure of competitiveness

Measures of international competitiveness of different industries or economies are influenced by various environmental factors, including differences in resource endowments; production costs; the use of technologies; and institutional and regulatory arrangements.

For that reason, several quantitative and qualitative indicators can be used to measure international competitiveness. Most commonly, international competitiveness refers to a country's productivity performance – how efficient its industries are at producing goods and services from a given set of inputs.

Over the last decade Australia's productivity performance has slipped dramatically compared to other OECD economies.

For example, the World Economic Forum's *The Global Competitiveness Report 2014-2015* measures competitiveness as the 'set of institutions, policies, and factors that determine the level of productivity of a country.' According to the World Economic Forum, productivity 'sets the level of prosperity that can be reached by an economy'... and... 'also determines the rates of return obtained by investments in an economy, which in turn are the fundamental drivers of its growth rates.'

While alternative measures of competitiveness, such as the relative input and output prices of production or exchange rates, can affect a short-term country's competitiveness, price competition is unlikely to determine longer-term economic performance.

Unlike measures of relative prices, productivity measures are less concerned

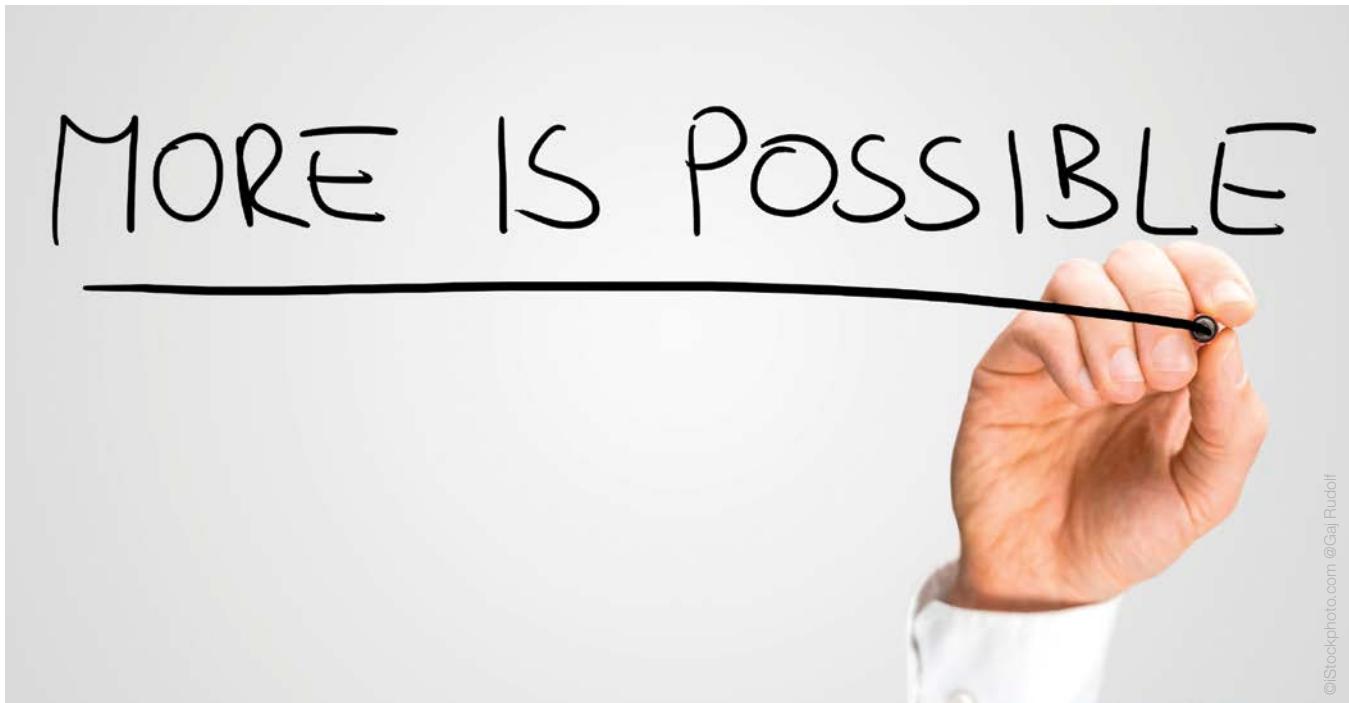
about 'value' differences or consumer tastes. Rather they seek to measure improvements in the production process, such as through the application of new technologies or better organisational structures resulting in output growing faster than inputs.

An economy that can apply technological developments to produce more output with fewer capital or labour resources will be in a better position to compete in the global marketplace. Moreover, an economy that can enhance its productive capacity will benefit from increasing living standards, the prospect of future growth in real incomes, as well as the nation's capacity to address challenges such as ageing population and adverse global influences.

Where Australia is at, internationally

Real per capita GDP is a crude measure of productivity in the total economy. In 2013, Australia was ranked fourth amongst the top economic performers in the OECD – behind Luxemburg, the United States and Norway. That was a considerable rise in fortunes – by 1983 Australia's ranking had slipped to 14 out of 34 OECD economies (See Figure 1, page 12).

Australia's improvement is likely the result of a period of sustained economic reforms during the 1980s and 1990s, which included, among other things, the opening up of trade and capital markets to competition, partial deregulation and commercialisation of key state-owned enterprises, labour market reforms of centralised wage fixing systems and



©Stockphoto.com @Gaj Rudolf

national competition policy. These reforms not only directly provided productivity gains by better utilising the economy's existing labour and capital resources, they also enabled firms to access productivity gains from the innovations generated by the use of information and communications technologies (*Australia's Productivity Growth Slump: Sign of Crisis, Adjustment or Both, PC Visiting Research Paper, Dean Parham 2012*).

According to Dean Parham in 2013 – ‘Australia’s Productivity: Past, Present and Future’, The Australian Economic Review – total factor productivity (TFP) growth, which specifically measures how efficiently labour and capital resources are used in production, was around 1.8 per cent a year over Australia’s surge period of productivity growth – 1993–94 to 2003–04 – a better, albeit imperfect, indicator of the effect of technological change and efficiency improvements.

Over the last decade however, Australia’s productivity performance has slipped dramatically compared to other OECD economies. According to the Conference Board Total Economy Database at www.conference-board.org/data/economydatabase/, TFP growth averaged around minus 1.1 per cent in the decade to 2013.

This rate of growth places Australia in 30th place relative to OECD economies. However, this growth is comparable to other resource rich economies, such as Norway at 32 and Canada, ranked 27th.

Australia faces some pressing future economic challenges and opportunities.

Despite Australia’s poor productivity performance strong levels of investment, driven by significant demand for Australia’s mineral and energy resources, have helped sustain its level of economic wealth over the last decade (see *Figure 1, page 12*) – with the terms of trade effect, generated by strong foreign investment, contributing around a third of per capita national income growth in the period from 2000 to 2013.

The decline in Australia’s comparative productivity standing is also reflected in other measures. According to the World Economic Forum’s competitiveness indicator, Australia fell from 16th to 22nd most competitive economy in the period from 2006–07 to 2014–15. (See *Table 1, page 12*).

Other countries improving their performance on various measures while Australia’s results have remained relatively stable over time mainly drove that fall.

Future challenges

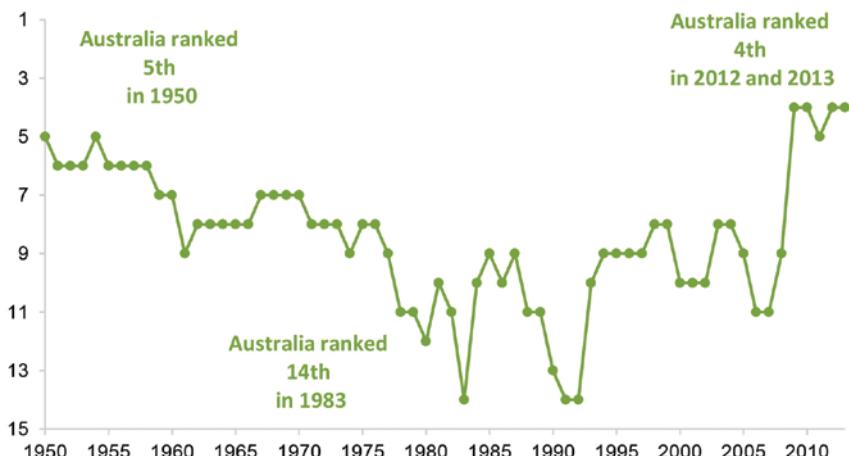
Australia cannot be complacent about its current level of economic wealth, especially as it faces some pressing future economic challenges and opportunities.

A record boom in terms of trade has propped up Australia’s national income growth over the last decade but is now declining. Meanwhile, a fall in the proportion of the population in the workforce, resulting from population ageing, is also expected to detract from future income growth. Both these effects will hurt Australia’s future living standards, especially as we deal with the fiscal challenges of caring for an ageing population – including greater expenditure on health, aged care and age pensions – meeting future infrastructure needs and dealing with the effects of climate change.

A return to stronger productivity growth will assist Australia in meeting these challenges by sustaining current levels of national income and wealth. *Continued.*

Figure 1: Australia's economic ranking

Real GDP per capita in 1990 US\$ (converted at Geary Khamis PPPs), OECD countries



SOURCE The Conference Board Total Economy Database™, January 2014,
www.conference-board.org/data/economydatabase/

Recent research conducted by the Productivity Commission has identified specific factors impacting the productivity growth of several industries over recent years, which are likely to diminish over time. That includes the impact of drought on certain industries, evolving policy and regulatory frameworks – especially to deal with environmental issues – record capital investment in mining, and the high exchange rate. (See also *Productivity Commission research working papers on measurement and interpretation of productivity in the mining, electricity, gas and water and manufacturing industries*).

What can we do about it? Incentives, flexibility and increasing capabilities.

The key to future income growth will be in the joint efforts, creativity and innovation undertaken by businesses, investors and workers to produce new and better goods and services and more efficient ways of doing things to enhance wealth, jobs and opportunities.

Government policies and decisions also have a critical role in boosting the productivity performance of firms through ensuring incentives – the external pressures and disciplines on

organisations to perform well exist within free and competitive markets; creating regulatory frameworks that enhance flexibility for firms to make changes to respond effectively to market pressures; and increasing capabilities, including the human and knowledge capital, as well as infrastructure and institutions, that are needed to support productivity growth.

Government has a critical role in boosting the productivity performance of firms through ensuring incentives.

The Commission's work over the last year has highlighted the importance of developing effective processes for assessing and developing public infrastructure (*Public Infrastructure Inquiry*); the ways in which we can support greater workforce participation and address children's learning needs (*see the Childcare and Early Childhood Learning Inquiry*); and the regulatory and economic impediments raising business costs (*see the Costs of Doing Business inquiries in the retail trade and dairy manufacturing industry*).

Current Commission enquiries into the Workplace relations framework and Barriers to setting up, transferring and closing a business, will further identify options for reducing barriers to innovation and productivity growth, where appropriate. ▀

The Productivity Commission is the Australian Government's independent research advisory body on economic, social and environmental issues affecting the welfare of Australians. Besides enquiries focusing on specific topics, it has a role in contributing to public debate and encouraging informed policy discussion – by analysing Australia's productivity performance and disseminating information about trends and developments that may affect the wellbeing of Australians.

Table 1: WEF Global Competitiveness Index 2014-15 Top 30 economies

Rank	Economy	Rank	Economy	Rank	Economy
1	Switzerland	11	Norway	21	Austria
2	Singapore	12	United Arab Emirates	22	Australia
3	United States	13	Denmark	23	France
4	Finland	14	Taiwan	24	Saudi Arabia
5	Germany	15	Canada	25	Ireland
6	Japan	16	Qatar	26	South Korea
7	Hong Kong	17	New Zealand	27	Israel
8	Netherlands	18	Belgium	28	China
9	United Kingdom	19	Luxembourg	29	Estonia
10	Sweden	20	Malaysia	30	Iceland

SOURCE www.weforum.org/reports/global-competitiveness-report-2014-2015

Innovate to compete internationally



Industry innovation and competitiveness remains a challenge for Australian business, say Daniel Quinn, far left and Mike Lawson, left.

To stay ahead of competitors – even survive – Australia's companies must find ways to become more efficient and innovative.

Around the world, competitive markets are the primary drivers of industry competitiveness and the global economy is increasingly competitive for Australian business.

While we are part of Asia – the world's fastest growing region – with access to billions of potential new customers, increasingly sophisticated competitors also have them in their sights.

The Australia Government's vision is for a nimble economy, capitalising on Australia's commercial and scientific strengths. Central to that is the need for strong, self-reliant and innovative businesses. It is essential scientists and businesses work together effectively. Facilitating that connection is a key focus of the Department of Industry and Science (DIS).

A number of indicators signal Australia's international competitiveness is in decline — an issue discussed in the recently released *Australian Industry Report* (www.industry.gov.au/industry/Office-of-the-Chief-Economist/Publications/Pages/Australian-Industry-Report.aspx) and *Australian Innovation Systems Report* (www.industry.gov.au/innovationreport).

Challenges

Australia faces challenges. After growing by an average of around two per cent a year across the 1990s, 'total factor productivity' – after accounting for

increases in capital and labour inputs – has essentially been flat since 2003. Production costs are among the world's highest and overall jobs growth is outside publicly-funded sectors. In increasingly globalised and digitised competitive markets Australia has low levels of trade to GDP and low participation in global value chains. Exports show a lack of diversity and complexity.

Rather than leading through innovation, too many Australian businesses are 'playing catch up'.

Australia has entered an era where its economic strength will be measured by the competitiveness of its knowledge-based industries and its businesses must adopt new approaches. They must innovate to improve their efficiency and ensure the high productivity that maintains international competitiveness.

Local data clearly shows the importance of innovation in driving competitiveness. Innovative Australian businesses are 31 per

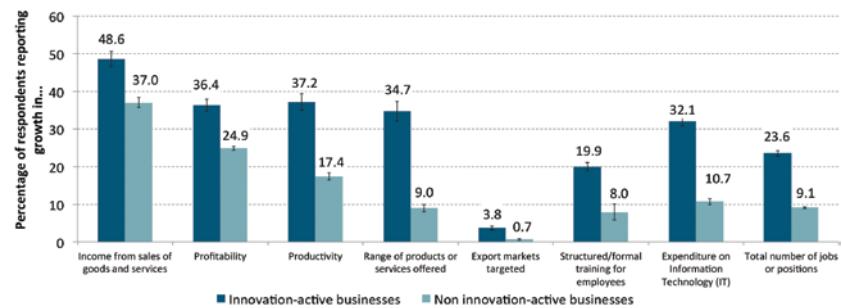
cent more likely to increase income, 46 per cent more likely to report increased profitability, twice as likely to export, five times more likely to increase the number of export markets targeted, twice as likely to increase productivity, employment and training, three times more likely to increase investment in information and communications technology and three times more likely to increase their range of goods and services.

However, just 42 per cent of Australian employing businesses reported any innovative activity in 2012-13. In that year the innovative businesses had a 70 per cent share of employment (see Chart 2 on page 14). That means 58 per cent of employing businesses – accounting for 30 per cent of all jobs – are 'missing in action' when it comes to innovation.

The situation may even be worse – 39 per cent of businesses who report innovative activity, do not spend any money on it and much of the innovation is not new to the world, or even to Australia. Rather than leading through innovation, too many Australian businesses are 'playing catch up'.

Continued.

CHART 1 Average increases in business performance and activities compared to the previous year, by innovation status, 2006-07 to 2011-12



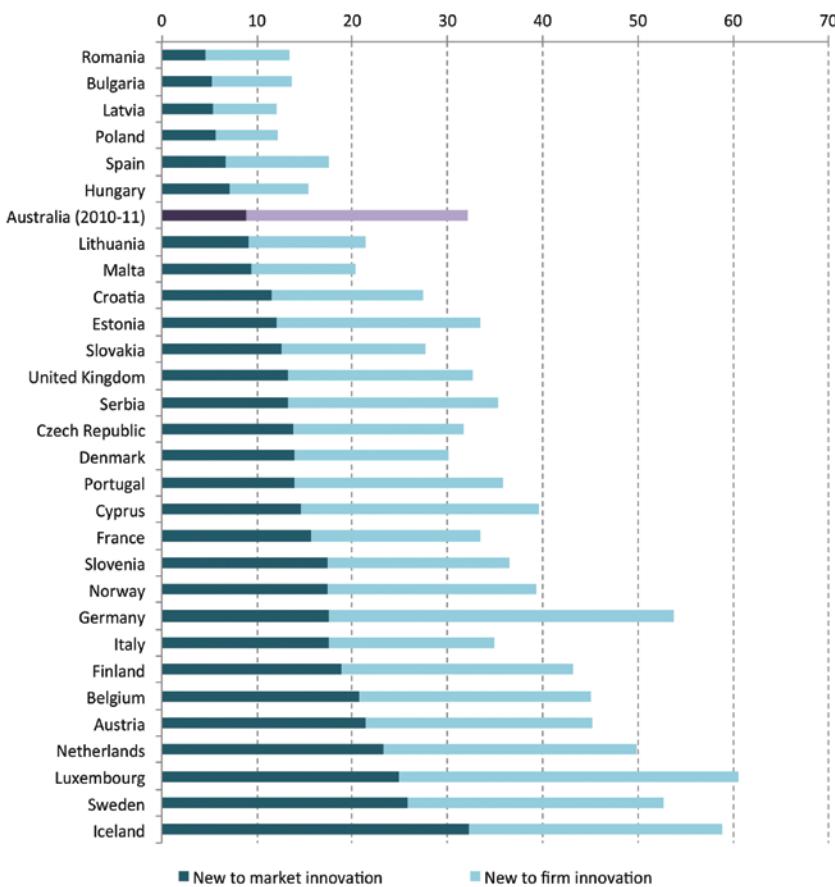
SOURCE Australian Innovation System Report 2014, p. 43 www.industry.gov.au/innovationreport
NOTE Averages and standard errors are generated from year on year variation in each indicator

CHART 2 Total estimated number of employing businesses that are innovation-active and their contribution to employment, income and capital investment, 2011-12



SOURCE Australian Innovation System Report 2014, p. 38 www.industry.gov.au/innovationreport

CHART 3 Country comparison of innovation novelty, 2010



SOURCE Australian Innovation System Report 2014, p.51 www.industry.gov.au/innovationreport

Australia can do better.

This nation already has in place many of the components for more innovative businesses but needs to do more to connect them.

Australia possesses strong scientific capabilities and highly developed scientific institutions. On a per capita basis it ranks near the top for articles published in highly influential journals. In 2010, the CSIRO ranked in the top one per cent of world scientific institutions in 14 of 22 research fields.

Scientific activities are particularly important in delivering productivity improvements through 'new to the world' innovations. International evidence indicates as much as half of the total factor productivity growth in manufacturing between 1953 and 1980 can be attributed to increases in scientific knowledge. But Australia will not capture these productivity improvements until our scientists and business work together more closely.

As reflected across a number of indicators, Australia is not effectively translating the Federal Government's annual \$9.2 billion investment in research and development into enough commercial products and benefits.

Our levels of 'new to the world' innovation are low by international standards, despite our strong science base. (*See Chart 3.*)

Among OECD countries, Australia has one of the weakest levels of networking, collaborative innovation and business capacity to absorb and exploit external knowledge. Collaboration between scientific researchers and business is the worst in the OECD.

Australia's low level of scientifically driven innovation is reflected in low intangible capital investment – increasingly important in modern, knowledge-based economies – such as data, software, designs, new organisational processes, management quality, research and development, patented technology, reputation (brand strength) and firm-specific skills.

The ratio of intangible to physical capital investment – at 42 per cent in Australia in 2010 – compares poorly with the United States at 200 per cent and the OECD average of 82 per cent in the same year. (See Chart 4.)

Increased competitiveness

Improving innovation performance will lead to increased competitiveness, which ensures productivity improvements that benefit consumers as businesses are forced to pass on cost reductions and improved quality.

The Australian Government is attempting to improve Australia's competitiveness through the *Industry Innovation and Competitiveness Agenda*, announced in October 2014. It includes four overarching ambitions: a lower-cost, business-friendly environment with less regulation, lower taxes and competitive markets; a more skilled labour force; better economic infrastructure; and industry policy that fosters innovation and entrepreneurship.

To improve returns from the nation's investment in science and research, the government is implementing reforms to increase the amount of research that creates new products and processes and improves Australian business competitiveness. These are designed to ensure incentives for researchers to collaborate with businesses; raise scientific literacy and awareness across the community; build long-term scientific capability; and link business research priorities with nationally funded research priorities.

The government is investing \$188.5 million in 'Industry Growth Centres' to improve translation of publicly funded research into productivity and improved business competitiveness.

Initially, five centres will focus spending on Australia's strengths – food and agribusiness; mining equipment, technology and services; medical technologies and pharmaceuticals; oil, gas and energy resources; and advanced manufacturing.

The centres will foster collaboration to increase knowledge transfer between researchers and business and identify industry's knowledge priorities to inform national research priorities.

Centres will also enhance management and workforce skills; identify opportunities to reduce regulatory burden; and improve capabilities to engage with international markets and global supply chains.

Culture to blame?

Poor business innovation culture is often blamed for Australia's moderate to low performance on innovation. In 'Why do Management Practices Differ across Firms and Countries?', *Journal of Economic Perspectives*, Nicolas Bloom and John Van Reenan claim international comparisons show Australian management capability is 'second-tier'. www.aeaweb.org/jep/index.php

The Australian Government's \$484.2 million Entrepreneurs' Infrastructure Programme – its flagship initiative for firm-level competitiveness and productivity – aims to address that. The program – utilising a network of 125 business and

commercialisation advisers and facilitators drawn from industry – offers small and medium enterprises from the five growth sectors and their enabling sectors – easy-to-access advice, assistance and tailored support, to help them become more self-reliant, competitive and focused on growth.

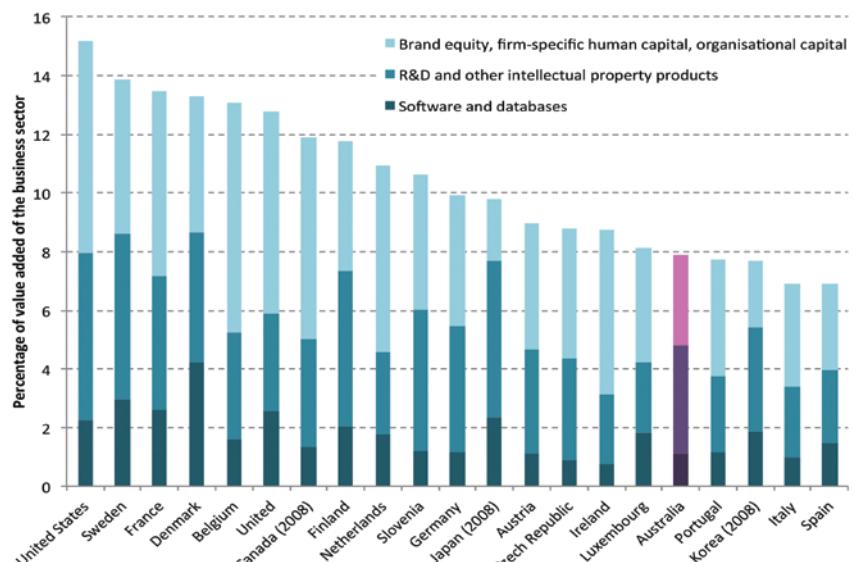
The Department of Industry and Science's 'Single Business Service' also aims to make it easier for businesses to find the information and services they need through streamlined access to essential information at an improved business.gov.au website, contact centre (13 28 46) and AusIndustry's national network.

DIS says these programs are just some of the ways it aims to help create the links and resources Australian businesses will need to compete successfully in the knowledge-based, global economy. ▀

For more information and reports, visit www.industry.gov.au or telephone the contact centre on 13 28 46.

Mike Lawson is head of portfolio, Strategy Division, Department of Industry and Science. Daniel Quinn is a colleague.

CHART 4 Investment in intangible capital by country, 2010



SOURCE Australian Innovation System Report 2014, p.57 www.industry.gov.au/innovation-report
NOTE For Canada, Japan and Korea estimates refer to 2008

**REGISTER
ONLINE TODAY**

ANZSOG
Annual
Conference
2015

Opening Government

Transparency and Engagement in the Information Age

conference.anzsog.edu.au

**4–6 August, 2015
Melbourne**

Follow us



International engagement means safer world



Department of Infrastructure and Regional Development (DI&RD) Secretary, Mike Mrdak, left, says international engagement builds relationships and helps keep transportation – for Australians, overseas travellers and cargo – safe and secure.

International engagement is not uppermost in the public consciousness about the role of Australia's federal infrastructure and transport portfolio.

National highways, major roads, black spots, road safety, heavy vehicles, Sydney's second airport, aviation, rail safety, vehicle imports and standards, ships and ports are probably perceived as 'domestic'.

However, the DI&RD has a long history of international engagement.

Since its establishment as a transport department with responsibility for aviation policy and programs, its focus has been on facilitating safe, secure and efficient air transport services and appropriate infrastructure. Its objective in the maritime sector has been efficient, competitive, and safe shipping and shore-based services to support Australia's international and domestic trade.

Consequently, the department works through specialised agencies of the United Nations (UN) – primarily the International Civil Aviation Organization (ICAO) and the International Maritime Organization (IMO) to influence the development of international regulations, standards and cooperative frameworks.

International engagement has intensified in the past decade – particularly in relation to transport security in aviation and maritime and safety and environmental regulation.

The September 11, 2001 airborne terrorist attacks in the US presented enormous challenges for the global aviation community and Australia has been at the

forefront of international efforts to forge effective counter-terrorism cooperation, especially in the Asia Pacific, where strong partner transport security relationships have been established. Departmental officers work in a number of countries, making joint assessments of facilities and supporting capacity-building training and support on airport and maritime security. That includes aviation security initiatives with like-minded countries in the 'QUAD' group – with the US, European Commission and Canada.

More recently, the focus has widened to include international engagement on infrastructure investment, trade and the global regulatory environment – all highlighted as priority areas during Australia's 2014 presidency of the G20 group.

The DI&RD has a long history of international engagement.

Broad international engagement includes diverse and complex issues in improving vehicle safety standards through UN regulation on side impact crashes with narrow pole-like objects; work by the Australian Maritime Safety Authority (AMSA) and Civil Aviation Safety Authority (CASA) on international forums dealing with safe passage through international conflict zones and piracy; coordinating the search for missing Malaysia Airlines flight MH370; and supporting and helping improve the capacity of transport sector safety and security for our international neighbours, including Indonesia and Papua New Guinea.

The Infrastructure and Regional Development portfolio is the Department of Infrastructure and Regional Development, Australian Maritime Safety Authority, the Civil Aviation Safety Authority, Airservices Australia, the Australian Transport Safety Bureau, the National Capital Authority, Infrastructure Australia and the National Transport Commission. ▀

The department's portfolio is a diverse and exciting international mix of treaty and rule making, policy negotiation, regulatory oversight, capacity building, research and emergency response.

Australian Maritime Safety Authority

AMSA represents Australia at the IMO on a broad range of issues including safety, environment, legal, technical, security, search and rescue, and maritime communications.

Australia is a significant coastal state with strong interests in international shipping. Some of Australia's current priorities at the IMO include:

- Implementation of a mandatory international code of safety for ships operating in polar waters.
- Extension of Australia's 'Particularly Sensitive Sea Area' to the Coral Sea for improved safety and environmental protection.
- Implementation of the IMO's 'Mandatory Member State Audit Scheme' in the Asia-Pacific and Indian Ocean regions to complement Australian domestic safeguards.

Continued.

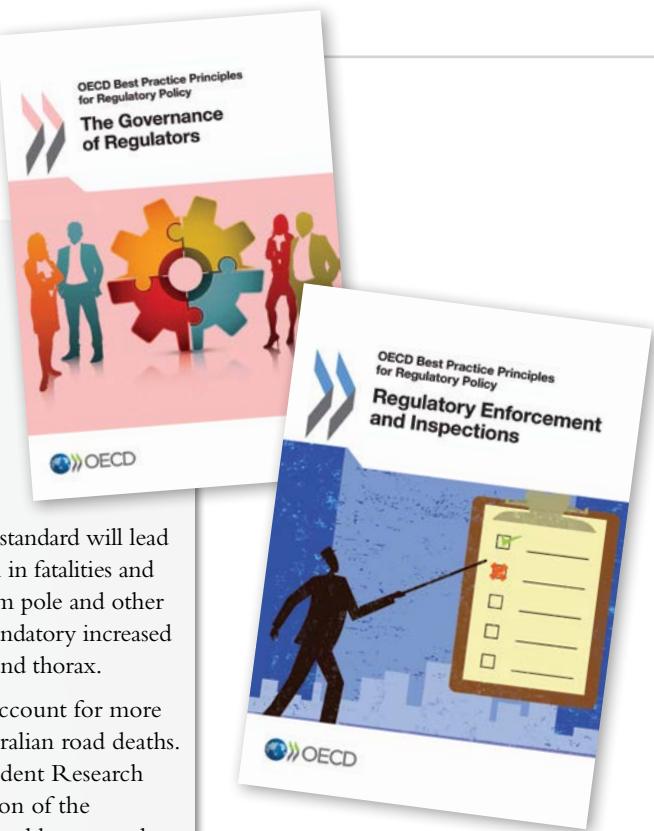
Making vehicles safer

The UN World Forum for Harmonization of Vehicle Regulations is the peak international body for the development of automotive standards, which takes the form of Global Technical Regulations (GTR) and/or UN regulations. Harmonisation of Australian regulation with the UN provides Australian consumers with access to a large range of vehicles from the global market. It also ensures high levels of vehicle safety and anti-theft and environmental performance, while minimising regulatory costs.

The department has participated on the UN's 'Working Party 29' since the early 1990s and, recently, on Australia's behalf first led development of an international standard.

It set performance requirements for pole-side impact crashes – with narrow pole-like objects – and was adopted as both a GTR and UN regulation. The standard will lead to a substantial reduction in fatalities and serious injuries, both from pole and other side impacts, through mandatory increased protection for the head and thorax.

Side impacts currently account for more than 20 per cent of Australian road deaths. Monash University Accident Research Centre estimated adoption of the GTR/UN regulation would save nearly 700 lives in Australia over a 30-year period as well as prevent approximately 800 traumatic brain injuries. ▀



In March 2007, a Garuda Indonesia Boeing 737 crashed while attempting to land at Yogyakarta airport in central Java, claimed 21 lives including five Australians, with others sustaining serious injuries.

The tragic accident resulted in Australian transport safety professionals working closely with Indonesian counterparts to enhance safety and build additional capacity to meet the challenges facing Indonesia. The Australian and Indonesian Governments announced the Indonesia Transport Safety Assistance Package in 2007.

The department works with Indonesian Government counterparts to deliver on the job training, guidance and mentoring in aviation and maritime security to enhance and promote transport security practices across the region. Key programs include the 'Preventative Aviation Security Enhancement Partnership' – delivered through the 'Australia-Indonesia Security Cooperation Program' and providing in-country mentoring in aviation security quality assurance and training in a range of aviation security competencies; and the 'Australia-Indonesia Fellowship Partnership' is delivered through the 'Australia Award Fellowship Program' – a month-long fellowship providing extensive training and mentoring to mid-level managers from the Indonesian Ministry of Transport.

- Development and implementation of e-navigation, which involves increased integration of existing and new electronic navigational tools to enhance communication between ship and coastal states and increase navigational safety.

Civil Aviation Safety Authority

CASA is actively engaged in regional and global efforts to improve aviation safety. Key aspects of that international engagement include participation in the work of the ICAO and the development and maintenance of bilateral relationships with relevant aviation safety partners – including China, New Zealand, US, Brazil, Korea, Singapore, Hong Kong and Canada. CASA is also involved on a range of aviation forums and relevant assistance programs and is a technical advisor to the Australian Council Representative to the Pacific Aviation Safety Office.

Helping Aussies get where they want to go

International aviation is not an 'open' trade market and airlines can only operate services by virtue of complex international agreements.

Current international aviation rules mean they cannot fly between countries without these bilateral arrangements between governments. The department negotiates these arrangements on Australia's behalf with a range of destination countries.

The basis for air services negotiations is a national interest assessment. That seeks the views of a large range of stakeholders who may have an interest in the outcome of air services negotiations – including airlines, airports, tourism and trade stakeholders, state and local governments, unions, and other interested parties.

Almost 100 bilateral air services arrangements have been negotiated to date. These allow airlines to offer a range of services, giving Australians easy access to the world and benefitting Australia's economy through tourism, trade and aviation.

Supporting Asia Pacific Neighbours

Indonesia

The department is actively engaged with the Indonesian Government to help establish best practice in aviation safety enhancement and security awareness within the region.

Finding MH370



Papua New Guinea (PNG)

Australian and PNG transport agencies work together to improve transport safety and security – in accident investigation, aviation safety regulation, air traffic management, transport policy and maritime safety – under the Australian Government's transport assistance program to PNG.

Important is work to integrate transport safety and security streams to address PNG transport development and improve monitoring, reporting and evaluation activities.

Some highlights of that program include:

- Airservices Australia is providing assistance to PNG Air Services Limited (PNGASL) to commission a new air traffic management system and enhance existing surveillance and to improve competencies for ICAO standards' compliance.
- The ATSB is providing assistance through the long-term placement of a senior accident safety investigator within the PNG Accident Investigation Commission.
- CASA is working to develop and strengthen CASA PNG's management capability as well as hosting an annual safety forum in PNG.
- AMSA is providing assistance to the PNG National Maritime Safety Authority with search and rescue gap analysis implementation.
- The department is assisting PNG's Department of Transport by coordinating a professional development pathway for senior female executives within the PNG transport sector.

Australia remains committed to assisting PNG to achieve safe and secure transport and meet international standards for aviation regulation.

Work through the infrastructure portfolio reflects Australia's international standing and the role it takes in its region and in international forums. **T**

CENTRAL VOICE From left, Sir Angus Houston, then Chief Coordinator, Joint Agency Coordination Centre; China's Minister of Transport, Yang Chuantang; Australia's Deputy Prime Minister, Warren Truss; Malaysia's Minister of Defence, Hishammuddin Tun Hussein and Deputy Minister of Foreign Affairs, Hamzah Zainudin; China's Vice Minister for Foreign Affairs, Xie Hangsheng

On March 8 last year, Malaysia Airlines flight MH370 disappeared en-route from Kuala Lumpur to Beijing with 239 passengers and crew on board.

At Malaysia's request, Australia assumed responsibility for coordinating the search effort in the southern Indian Ocean, within the Australian Search and Rescue Region.

While the disappearance of MH370 is a tragedy – and the search has so far been unsuccessful – it is an impressive example of international cooperation involving a vast range of assets and expertise from around the world.

The Joint Agency Coordination Centre (JACC) is Australia's centralised voice on MH370 and works with the Australian Transport Safety Bureau (ATSB), the Australian Defence Force and more than 11 other Australian and state government agencies to coordinate search efforts, international liaison, communication with next of kin and media communications.

Australia's support – critical to all phases of the search – including surface search and rescue in the southern Indian Ocean lead by AMSA:

- identification of the underwater search area utilising an International Search Strategy Working Group led by ATSB
- underwater search operations including bathymetric mapping of the search area lead by ATSB

- assistance by ATSB as an accredited representative of the investigation; and provision of key communication tools for next of kin and media by the JACC.

The JACC continues to work closely with the Malaysia and China governments, with Chinese and Malaysian liaison officers seconded to it. They meet face-to-face with JACC, ATSB and Defence officers on a daily basis. Teleconferences are held regularly with other government representatives at Australia's Beijing and Kuala Lumpur posts, as well as face-to-face meetings in various locations.

While detailed and groundbreaking analysis of the satellite data has narrowed the search area tremendously, the search remains complex and challenging.

Mapping undertaken in preparation for the underwater search shows a complex seafloor terrain at depths up to 6,000 metres, with underwater mountains, crevasses, ridges and 2,000 metre sheer cliffs, all potentially impeding search.

At the end of January this year, more than 18,000 square kilometres of the 60,000 square kilometre 'high priority search area' had been searched using side scan sonar technology. Assuming no significant delays with vessels, equipment or from weather, the current underwater search area may be largely completed around May 2015.

While the size and scale of the search task is tremendous, Australia, Malaysia and China remain cautiously optimistic that the resting place of MH370 will be located. **T**

Fruitful regional harvest

Australia's trade diplomacy is on a roll. Over the past 14 months free trade agreements (FTAs) have been struck with three major Asian trading partners.

FTAs were concluded with Korea in December 2013 and Japan and China in April and November 2014.

According to the Department for Foreign Affairs and Trade (DFAT) the agreements 'form a powerful trifecta for liberalised trade and investment with these three markets'. They collectively account for 61 per cent of Australia's goods exports and 19 per cent of services.

Australia has long been a staunch advocate of global trade liberalisation and regional economic integration. DFAT says it does so to 'promote growth and prosperity in our own economy and our neighbourhood'.

It says the lack of momentum in the World Trade Organization (WTO) led many governments, including Australia's, to pursue bilateral and regional free trade agreements to more effectively reduce trade barriers.

Content

DFAT says Australia offered full elimination of its tariffs to Korea, Japan and China – 'with phased elimination for our most sensitive industries' – to allow them time to adjust – 'broad access to our services markets on similar terms to the best treatment enjoyed by our other trading partners' and 'less restrictive foreign investment screening procedures, similar to arrangements with the US and New Zealand'.

In return Australia sought, to the greatest extent possible, the elimination of all tariffs applied to its resources, agricultural and manufacturing exports, which 'traditionally faced fairly high barriers in these Asian markets, particularly agriculture', as well as improved access for services industries and investors.

Each of the three negotiations had its

own dynamic, given the differing nature of economic ties and depended on each side's own objectives. This had led to three agreements that are similar but not identical – packages of 'outcomes reflecting the balance of interests underpinning each negotiation and incorporating acceptable trade-offs.

Australia has long been a staunch advocate of global trade liberalisation and regional economic integration.

For Australia, DFAT says the three agreements will collectively deliver, when fully implemented, 'greatly improved access into these important and growing markets'. For Korea, tariffs covering 99.8 per cent of Australia's goods exports will be eliminated. Japan will make duty free 97.5 per cent of goods exports, or will give preferential treatment. For China, the figure will be 95 per cent. 'Our services industries will also benefit from more certain and improved market access.'

Why now?

Negotiations had been underway for several years. Talks began with China in 2005, Japan in 2007 and Korea in 2009.

After it was elected in September 2013, the Abbott Government said it intended to accelerate negotiations and conclude them in short order. 'Australia is open for business', was the PM's mantra and his government brought to the table a renewed determination to advance and identify points for breakthrough.

'Even so', DFAT says, 'one side's desire for conclusion needed to be matched by willingness from the other side for progress to be made'.

For Korea, Australia's preparedness to include an Investor State Dispute Settlement (ISDS) mechanism was a threshold issue that allowed negotiations to advance quickly to conclusion.

ISDS is basically a safeguard against foreign government expropriation of an investment. It remained a 'sensitive issue in some quarters', due to it having been used elsewhere to counter governments' ability to regulate in the public interest, such as to promote the public welfare in terms of health and the environment. The Australian Government is confident that additional conditions negotiated to accompany the ISDS provision in the Korea FTA will guard against that kind of misuse. And, DFAT says, ISDS works both ways – 'Australian investors also will benefit from its protections for their investments in Korea'.

For Japan, concluding an FTA with Australia coincided with Prime Minister Abe's desire to open and reinvigorate the Japanese economy. Mr Abe had been Prime Minister in 2007 when its FTA with Australia first began – 'our negotiation was a piece of unfinished business needing completion', DFAT says. 'The conclusion of our FTA negotiations with Japan's key competitor Korea was a catalyst in focusing Japan's attention on our FTA'. Japan was also aware of the positive demonstration effect a liberalising agreement with Australia would have, particularly in the Trans Pacific Partnership (TPP) negotiations



DONE DEAL Commerce Minister Gao, President Xi, Prime Minister Abbott and Trade and Investment Minister Robb in Canberra, after announcement of conclusion of negotiations for the China-Australia Free Trade Agreement (ChAFTA) and signature of a declaration of intent, on 17 November 2014 **PHOTO** David Foote, Auspic

concurrently underway, to which Japan is a party along with Australia, the US and nine other countries of the Asia-Pacific region – Brunei, Canada, Chile, Malaysia, Mexico, New Zealand, Peru, Singapore and Vietnam.

China, in late 2013 under President Xi Jinping's new administration announced a wide-ranging economic reform agenda that included establishing a Shanghai Free Trade Zone and other initiatives to promote structural reform and stimulate the economy. In early 2014, Premier Li Keqiang announced China's intention to accelerate FTA negotiations with Australia, Korea and other Asian partners. In late 2014, China's hosting of APEC in Beijing and Australia's hosting of the G20 summit in Brisbane, followed by a bilateral visit to Canberra by President Xi, provided convenient 'book ends' for the negotiations. 'Officials the world over search for big announcements to accompany high-level visits ... and we were confident this sequence of bilateral summits would help focus negotiators on delivering results and assist in crunching any last-minute difficulties', DFAT observed.

'And so it proved ... that we had announced a target for completion did not weaken our negotiating position ... after nine years of discussions and 21 formal negotiating rounds, there was no hasty rush to conclude.' Both sides shared the goal of completing this agreement – both knew where the landing zone was and what was needed to reach it.

It was never a case of sacrificing Australia's interests just to get a deal finished.

Incentives

According to DFAT, with the growth of bilateral FTAs in Asia, a dynamic of competitive liberalisation is emerging.

'Our negotiation was a piece of unfinished business needing completion.' DFAT

Countries are keenly aware of their competitors' FTA positioning and the implications for their own competitive positions and prospects. For Australia, Korea's completed FTAs with the US and EU – plus negotiations underway with Canada and New Zealand – were powerful incentives for Australia not to leave negotiation with Korea in abeyance. Under the Korea-US FTA, Korea's 40 per cent beef tariff was being steadily phased down to zero for US producers and Australia's beef producers would soon have felt the impact if their exports could not benefit from equivalent reductions.

The same argument applied in the case of China. Several of Australia's competitors in the Chinese market – exporting coal, dairy, meat, wine, seafood and horticulture – faced lower or no tariff barriers, to the disadvantage of exporters of these products. The FTA with China thus restores Australia's competitive position and protects it for the future.



EXCHANGE Jan Adams, Deputy Secretary, and Yoshitaka Akimoto, Ambassador of Japan, exchange notes in Canberra on 16 December 2014 to mark the completion of domestic processes for the Japan-Australia Economic Partnership Agreement (JAEP) **PHOTO** David Foote, Auspic

In the case of Japan, the fact Australia is the first to obtain significant liberalisation of its highly protected agricultural market, places our producers in a very advantageous position versus competitors.

Outlook

The agreements with Korea and Japan have been signed and entered into force. The FTA with China still awaits formal signature before being ratified by both governments, probably coming into effect later this year.

These agreements have lowered barriers for Australian businesses. It will now be up to companies to take advantage of the opportunities. The Minister for Trade and Investment, DFAT and Austrade will be heavily focused over coming months in promoting these agreements to the Australian business community and monitoring to ensure their smooth implementation.

Meanwhile, Australian officials continue to work on two large regional negotiations – the Trans Pacific Partnership and the Regional Comprehensive Economic Partnership – of the ten ASEAN members, China, Japan, Korea, India, Australia and New Zealand – as well as bilateral FTA opportunities with India, Indonesia and the Gulf Cooperation Council.

DFAT says Australia's FTAs now account for nearly three-quarters of total exports. 'Our goal of expanding trade access for our business community is steadily being achieved.' ■

G20 focus on female workers



William La, far left, and Nick Mowbray, left, on the G20 goal to increase female participation in the workforce.

Many women around the world face significant barriers to workforce participation, adding up to a significant loss in personal and community wellbeing. Empowering women is a global concern and on the agenda of a range of international forums, such as the United Nations and Asia Pacific Economic Cooperation.

In responding to the Global Financial Crisis (GFC) in 2009, G20 Leaders announced a ‘Framework for Strong, Sustainable and Balanced Growth’. In a bid to generate more inclusive growth they also resolved to support the most vulnerable and place quality jobs at the heart of economic recovery.

Under the Australian G20 presidency in 2014, the leaders of the world’s 20 largest economies came together again and made a commitment to improve the economic participation of women around the world. They set a goal to reduce the gap in participation rates between men and women by 25 per cent by 2025. That alone would bring an estimated 100 million more women into the labour force.

Addressing global economic and social concerns

International trends in many gender indicators have been encouraging, especially in the area of educational attainment. However, progress has been patchy across indicators and countries.

Since the GFC, a number of G20 members have introduced measures dedicated to women’s economic empowerment. However, gaining global traction on what is just one of many issues on the G20 agenda is an ongoing challenge.

The goal is to reduce the gap in participation rates between men and women by 25 per cent by 2025.

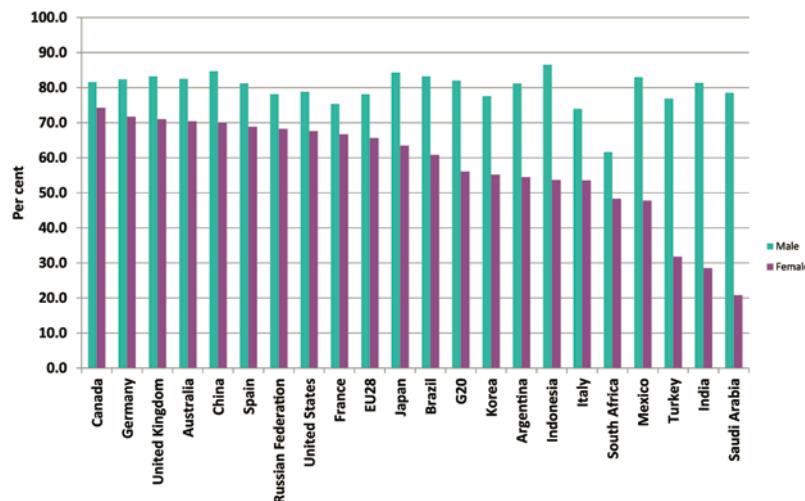
Advised by a ‘Taskforce on Employment’, the G20 labour and employment ministers identified women as a key demographic group to target increased workforce participation. Helping more women into the workforce can make a real difference to many socio-economic outcomes, including for individual women, increased economic growth and reduced poverty.

The ministers, supported by international organisations, have been looking at strategies to improve female participation. A great challenge is the unique economic circumstances faced by each G20 member. There is no one-size-fits-all solution, which makes implementing common strategies challenging.

Accelerating progress

Under the Australian presidency in 2014, the G20 focused on achieving tangible results to strengthen growth and jobs and boost the global economic resilience. With gender differences in workforce participation in all G20 economies, greater female inclusion can offer substantial growth dividends. Differences in participation rates range from seven to 58 per cent across member countries.

G20 ‘Sherpas’ – the senior officials representing political leaders – played an important role by placing female participation among the year’s priorities,



PARTICIPATION Male and female labour force participation rates among those aged 15-64 years, G20 economies, 2012 **SOURCE** OECD

while labour and employment ministers were critical to agreeing the recommendation for the leaders' summit. A G20 Taskforce on Employment, co-chaired by representatives from the Australian Government Department of Employment and the Turkish Ministry of Labour and Social Security – aligned with the 2014 and 2015 G20 presidencies – advised the ministers.

Policy discussions were sequenced leading up to the November 2014 summit.

The first stage focused on building a shared understanding of evidence – the case for change in different national contexts, key policy drivers in developing and advanced economies and taking stock of commitments already in place. International organisations were particularly valuable in contributing independent analysis and expertise.

Secondly, a range of options was tested around the formulation of a new commitment to boost female participation and identify the options attracting most support. Key factors included the choice of indicator, implications for each of the G20 member economies from the options and the flexibility of the agreement. An ambitious but achievable commitment was sought, one that was quantifiable and agreed by each member.

The third stage was to agree a recommendation to the labour and employment ministers September 2014 meeting and to see it reflected in the ministerial declaration. Agreement on a powerful but simple commitment was aided by agreement to complementary policy priorities across a range of areas relevant to gender concerns.

The culmination was to secure public agreement by G20 leaders to the



COLLABORATION Marie-Claire Carrère-Gée, France, left, and Holly Ransom, right, Australian Youth 20 representative, at the September 2014 G20 meeting **PHOTO** Andrew Taylor, copyright G20 Australia

commitment, plus a process for monitoring implementation of the commitment.

Reaching consensus

The practicalities of negotiating the G20 female participation commitment highlighted the importance of cross-agency coordination and advocacy, in particular building support with economic, foreign affairs and labour ministries, and their ministers. That was supported by departmental engagement with non-government stakeholders.

At every stage, considerable effort was made to build coalitions, settle interpretations – make necessary concessions – and bring government representatives on board. That involved a range of strategies: bilateral engagement by officials and ministers across different G20 working groups; advocacy by diplomatic representatives; and encouragement of non-government endorsements – especially by the official G20 engagement groups from business, labour, civil society, think-tanks and youth.

Advocacy by a range of international organisations helped build the case for action, which could then be tailored to the circumstances of different countries and interests. Existing commitments by member governments in other environments, international and domestic, also helped secure agreement.

The labour and employment ministerial meeting helped accelerate discussions and reach consensus. Ministerial discussion of their visions for female participation and practical strategies being taken helped galvanise a recommendation to G20 Leaders, expressed through the ministerial declaration.

Continued.

Increasing participation has the potential to boost Australia's productive capacity and help ease the challenges of ageing populations.

There was broad support for developing a collective commitment on boosting female participation, with a number of countries recognising the policy's potential economic value, beyond vague expressions. However, formulating and securing agreement among all G20 members involved overcoming many challenges.



FOREFRONT Australian Minister for Employment, Eric Abetz, with Secretary, Department of Employment, Renée Leon, right, and co-chair of the G20 Taskforce on Employment, Margaret Kidd, left, at the September 2014 G20 Labour and Employment Ministerial Meeting **PHOTO** Andrew Taylor, copyright G20 Australia

Ultimately, G20 leaders agreed to reduce the gap in participation rates between men and women by 25 per cent in their countries by 2025, taking into account national conditions. Achieving that goal could increase the G20 labour force by more than 100 million women above current projections, including 200,000 in Australia.

Connections between international and domestic agendas

From a domestic viewpoint, increasing participation has the potential to boost Australia's productive capacity and help ease the challenges of ageing populations. The Grattan Institute estimates that six per cent more women in the paid workforce could see the Australian economy expand by 25 billion dollars a year.

On current policy settings, Australia's gender gap in participation rates is expected to continue to narrow to 2025 but not enough to reach the G20 goal without further change.

Next steps

Achieving agreement among G20 members on a common goal was a significant milestone in helping more women participate in the workforce.

Six per cent more women in the paid workforce could see the Australian economy expand by 25 billion dollars a year.

Arrangements are now in place to support the implementation and monitoring of goals, including through G20 employment plans member countries can use in outlining a policy pathway to meet identified challenges and commitments.

Subsequent G20 presidencies and international organisations will have an important role in securing global

progress but Australia can be proud of its contribution to this important initiative.

The creation of G20 employment plans was a first, created under the Australian presidency, with labour and employment ministers asked to report their progress in 2015. These provide G20 nations with the flexibility needed to tailor plans to their circumstances and control the pace of change.

While reaching the G20 goal will be challenging for some economies, this target is the culmination of an important vision to bring greater prosperity to women and to national economies. **T**

William La and Nick Mowbray work in the Labour Market Strategy Group of the Australian Government Department of Employment. In 2014, they were members of the G20 Taskforce on Employment Secretariat.

The Melbourne Master of Public Administration

Because an **idea** is only as powerful as the people **who make it happen.**

Designed for working professionals, the new Master of Public Administration is taught in flexible modules which include Managing Effectively, Public Finance, Governance, Using Evidence, Rule of Law and an Executive Internship.

Our Master of Public Administration will take your career in the public, non-profit or corporate sector to the next level.

>

Professor Janine O'Flynn
Melbourne School of Government

Janine O'Flynn is a Professor of Public Management and Director of the Master of Public Administration.

Award winning teacher and scholar. Expert in public sector redesign, innovation in service delivery, and building high performing organisations.



Apply now for our July intake.

Visit us at government.unimelb.edu.au



**MELBOURNE
SCHOOL OF
GOVERNMENT**

Narratives and power networks in Washington DC

Lex Drennan, right, reflects on her stint as an intern in Washington DC, in the Congressional Office of New York Democrat Jerrold Nadler.

On my first day as an intern in Congress I got lost. That, in itself, is a rite of passage. The immediate and most striking thing about working on Capitol Hill is it is a labyrinthine township in its own right, with its own subterranean shops, tunnels, trams and cafeterias. I spent two months in this labyrinth, participating in, enquiring about and primarily observing, the world that is life on and under 'the Hill'. These two months could be broadly categorised as an ethnographic field study, within the political microcosm of Capitol Hill.

My vantage point was that of the Congressman's front desk where, as an enquiring, and not-infrequently baffled observer, I watched the whole rhythm of life on the Hill flow by. Over those two months, I attended many functions and spoke to many people – Congressmen and women, governors, chiefs of staff, legislative assistants, academics and congressional researchers, bureaucrats, journalists, administration officers, cooks, café attendants and janitors. I was both participant and observer, trying to orient my observations to a framework of understanding.

On my third day in Congress I licked stamps. And every day afterwards I performed all manner of administrative duties in the beating heart of the world's most powerful democracy. I would run chores that took me past the House of Representatives and Senate Chamber, wander down – the wrong – corridors and try not to gape as famous faces came the other way. I quickly learned to read the signs of a television interview in progress around a corner and to pivot 180 degrees in a split second, due to the desperate need to avoid bombing a shoot.

I learned the best coffee is on the Senate-side and that the Rayburn cafeteria has, if possible, even worse food than the Cannon one.

There is a rhythm and a routine to working on the Hill that, in its very ordinariness, jars against DC's 24/7 media blitzkrieg. The set pieces of committee hearings, speeches, media doorstops and dramatic filibusters on the floor are in stark contrast to the day-to-day grind of general office work. The news is ever present – it comes on Facebook, twitter, in print, radio, C-SPAN and – to an Australian – via an almost overwhelming plethora of TV channels. TVs are inescapable.

I was both participant and observer, trying to orient my observations to a framework of understanding.

They broadcast parts of the story as they happen, catch the staged 'react' to present other perspectives and weave a rapid-fire analysis throughout. Analysts and anchors compete to articulate, and sell, their interpretations of what 'it' means – whatever the 'it' of the day may be. And, in the act of telling the story commentators wield enormous influence by privileging what is told and left out and how the discussion is framed.

From my worm's-eye view on the front desk, I watched the comings and goings of the Congressman's and many other offices, for more than two months. In that time decisions were made, positions

taken, interviews given, legislation tabled, marked up, voted down, argued for, and against. The longer this went on the more curious I became about the nature of power in DC.

From the President down, position did not seem to offer any guarantee of power but that is more than a reflection on the separation of powers established in the Constitution. Between the President and his own party, between senators, representatives and their whips, between committee chairs and their members, every single activity was a negotiation. The genius of the American constitution can be seen in the need to build a majority consensus to achieve anything.

By the time a congressman reached the floor of Congress, the outcome of any bill was generally known. Decisions were not made in the House of Representatives (certainly not with the seat distribution while I was there) and rarely on the floor of the Senate. I recall one long-time staffer reminiscing about a House vote on a piece of trade legislation, which he attended in person for the duration of the 10 hour plus debate, because: 'for once I had no idea what the outcome would be'.

Power didn't seem to sit with any one individual. There weren't meetings where you could point and say: 'there – that's where this decision was made'. But you could sense and see when they had been. Somewhere between the office and the third floor of the Cannon House rotunda – where a senator or representative would stage their 'react' – a position had been taken.

Instead, power seemed to lie in the inter-connections between people, elected and unelected.



TRYING IT ON FOR SIZE Lex Drennan

It lay in the passing conversations, lunch meetings, gala dinners, house parties, the influential article, the sudden spark of media brilliance or burn out and the quiet word. It lay in emails and phone calls. More importantly than almost anything else, it lay in who would answer your call. If people picked up the phone when you rang, you had influence. And influence is power.

Your influence, and your power, was contingent on the narrative. Were you regarded as a valuable quantity; an operative; someone on the rise; or, with the ear of yet more influential people? The narrative about who was who – and who had what pull – was an evolving, branching, moving feast that absorbed and encompassed every aspect of life on the Hill.

These narratives often moved with breath-taking speed, in frequently unpredictable directions. If ever there is a place to see the behaviour of a complex adaptive system it's on the Hill. Stand in the hallways of Congress and you can almost see the evolving and rapidly reconfiguring power narratives, shaping and re-shaping.

You could select any given topic and there would be a narrative specific to it. It would feature deeply held beliefs, conflict, moral dilemmas, debate and drama. It would speak to actors, their inter-relationships and shifting power dynamics. There were narratives about gun control, women's reproductive rights, health care, the Israel/Palestine conflict, unemployment benefits, 'oh-god-not-Anthony-Weiner-again', the Tea Party/Republican split, the 'will-she-won't-she run-for-President debate – and so it goes on.

And all the narratives fed into meta-narratives of DC and, ultimately, America's political life.

Note that the narrative of the President bypassing Congress, and associated outrage about executive over-reach is also contested. The Obama Presidency is on the lower end of executive order use in the 20th and 21st century.

In their aggregation into meta-narratives, striking commonalities arise. Almost everyone featured the increasing partisanship of Congress; the almost irreconcilable ideological conflict between parties that made consensus impossible and dragged Congress into a mire of inactivity. It was juxtaposed against the President, and the Office of the President – ostensibly the most powerful man in America, if not the world – unable to pass key pieces

of his legislative platform, resorting more and more often to executive orders to bypass a 'do-nothing Congress'. Note that the narrative of the President bypassing Congress, and associated outrage about executive over-reach is also contested. The Obama Presidency is on the lower end of executive order use in the 20th and 21st century. The meta-narrative whispered to disconcerting questions about the Constitution and its relevance to the changing demographics and politics of the 21st century.

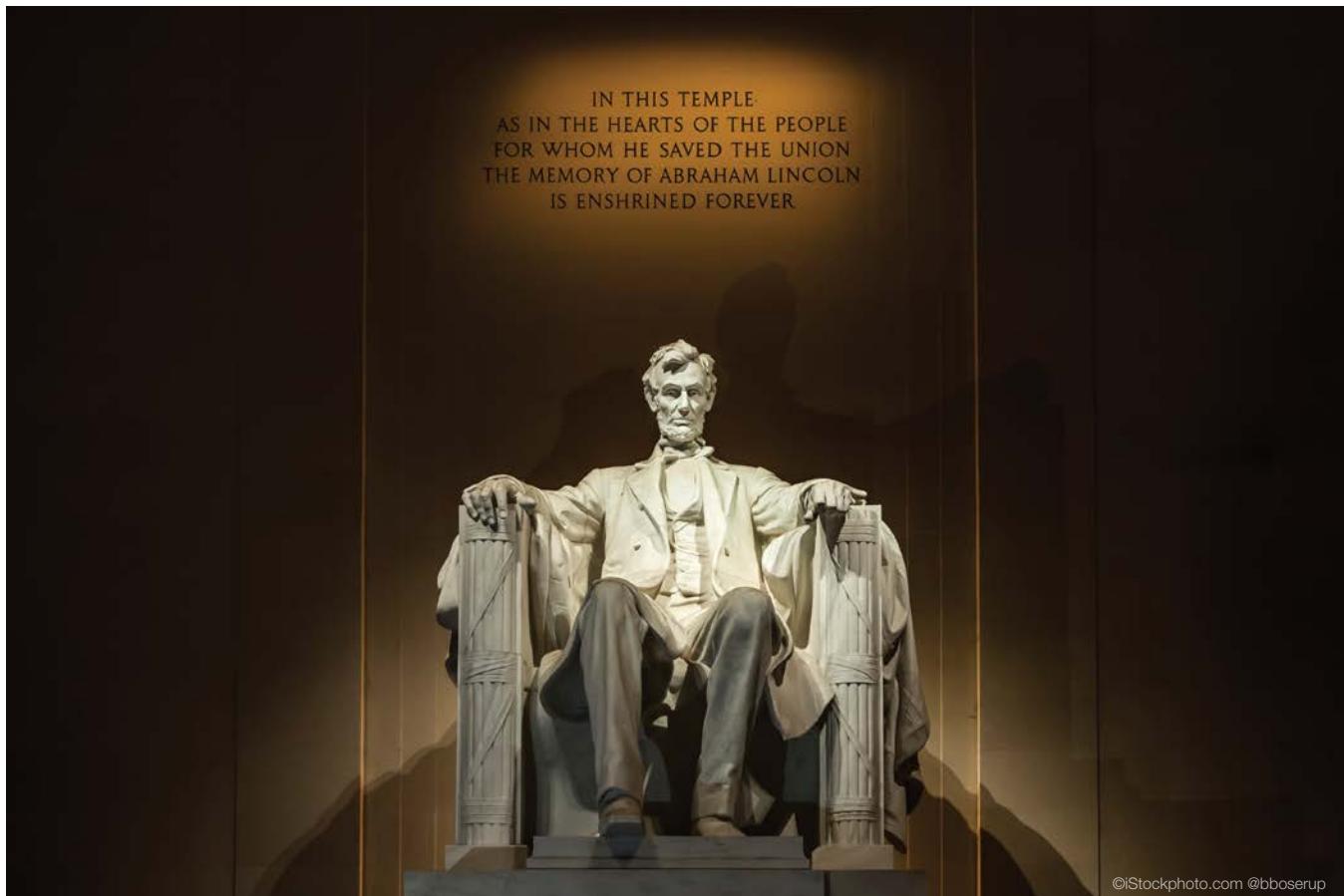
The meta-narrative, seen through the overlapping lenses of individual policy debates, questions the form, function and future of the American system of government. It challenges American secular worship of the Constitution. As Congress increasingly fails in its functions to legislate, power accretes to the executive, further swaying practice from the Constitution's principles.

And while these questions sit uncomfortable and unanswered, the struggle to win the daily media battle continues. There's a reason it's called the 'Washington Echo Chamber'.

Working in Congress exposed me to the almost reflexive obsession with the narrative in politics. Shaping the narrative, changing the narrative, spinning, managing, owning and challenging it – the narrative is everything. Piecing together all these activities is the art form of daily politics in DC. However, analysing the meta-narrative of DC, identifying their common underlying themes, is to appreciate the conflicts and the challenges facing contemporary America and the future of its democracy.

Continued.

REFLECTION



I learned many things working in Congress; watching the great, the good and the generally normal go about their business. I gained a deep appreciation for Australia's system of parliamentary democracy, the Westminster tradition of ministerial accountability and the comparatively predictable nature of policy making in a political system with strong party discipline. I came to truly understand how public opinion can shape policy. Observing elected representatives at close quarters highlighted to me that, even at the national level, all politics are local. Knowing the people, understanding the problem and listening to their stories provides a window into what drives elected representatives and shapes their policy perspectives.

Of all my observations, the most striking is about the role of storytelling. As a public servant my ability to create not just good policy, but policy to which elected representatives are receptive, is contingent on my ability to understand and be responsive to the narrative.

It is how we create meaning from our past, understand our present and shape our future.

Observing elected representatives at close quarters highlighted to me that, even at the national level, all politics are local.

As individuals, communities, and governments, the stories we tell ourselves about who we are, and what we believe, ultimately shape what we become. **T**

Lex Drennan, now Senior Manager, Response and Recovery at NSW Ministry of Police and Emergency Services. While a Master's student at Griffith University and working part time for in the Queensland Government, she was selected to intern for Jerrod Nadler as part of the 'Uni-Capitol Washington Internship Program'.



TOUR OF DUTY Lex Drennan on a tour of the US House of Representatives press gallery

Becoming complacent ... losing the lead



Globetrotting workforce-planning guru Julie Sloan, left, looks at Australia's place in the world.

Australia was once a global leader in Workforce Planning but is fast losing pace with the rest of the world

and already reeling from the impact of inadequate workforce planning in many sectors and industries. Our reduced capacity to compete in the global labour market is evident – as is our arrogance – in believing we can still attract and retain the workforce we need.

Commentary in *The Mandarin* said ‘the Australian public service’s capability and capacity have fallen behind the United Kingdom and worldwide benchmarks after failing to heed 10 years of warnings about inadequate workforce planning.’ It went on to say that the Australian Public Service (APS) had, for more than 10 years, been seeking to build workforce planning capabilities to position itself to better manage its people – referred to in the APS as human capital – but the 2014 State of the Service Agency Survey showed that workforce planning capabilities remain problematic with 69 per cent of agencies – covering 92 per cent of the workforce – reporting they are seeking to improve workforce planning capability.



CONCERNED AMA vice president Stephen Parnis

AMA vice-president Stephen Parnis said, in a December 2014 article in the *Australian Institute of Tropical Health and Medicine*, the AMA was concerned medical workforce planning in Australia has stalled since the abolition of Health Workforce Australia in this year’s federal budget. ‘Workforce planning’, he said, ‘is falling dangerously behind, and it is patients and communities who will miss out on the highly trained doctors they need in the future if we don’t get the planning right now’.

ISO has identified workforce planning as one of the most significant issues for organisations globally.

The demand since 2007 from Australian industry for stronger workforce planning capability will result in the 2015 launch by Standards Australia of the inaugural ‘Australian Standard on Workforce Planning’.

The International Standardization of Organizations (ISO) has identified workforce planning as one of the most significant issues for organisations globally and has established a global working group to write the inaugural ISO Standard, due for release in 2016. More than 40 workforce planning experts from 13 countries – Australia, Canada, France, Finland, Germany, Italy, India, Netherlands, Nigeria, Pakistan, Sweden, UK and USA – are currently drafting the inaugural ISO Workforce Planning Standard.

I believe there is no argument that workforce planning is fundamental to determining the current and future people requirements of an organisation. It is closely linked to human governance as most aspects of corporate governance have a human element; and workforce planning is about assessing and mitigating workforce risk.

The problem in Australia is the level of delegation for workforce planning. It is generally far too low on the corporate priority list, resulting in unsophisticated methodologies, systems, inadequate resourcing, limited capability and disparate activities in government, regions and industries and across sectors.

It is now time for a ‘whole-of-government’, ‘whole of industry’, whole-of region’ strategic workforce planning approach, underpinned by predictive diagnostics and managed by experienced, skilled, strategic workforce planners focused on delivering meaningful workforce plans.

Recognising the implications of poor workforce planning, the rest of the world is embracing the hard skill of workforce planning, creating chief workforce planner positions to sit alongside chief finance and chief executive officers to predict, manage and be accountable for workforce risk.

Australia has a lot of catching up to do. **T**

Now a globetrotting consultant in workforce planning, Adelaide-based Julie Sloan convenes the ISO working group and is lead writer of the inaugural Australian Standard.

Same but different



Victoria's Auditor-General John Doyle, left, reflects on his roles here and overseas.

Experience as Auditor-General in British Columbia in Canada (BC) and Australia has given me a unique perspective on public accountability.

In the Westminster system, auditors-general hold special places in the fabric of accountability at state, provincial and national levels. Many of these offices have been in place for more than 150 years.

All are held in high esteem for their independence from executive government and normally they are protected by constitutions and statute. That is the case here in Australia and in BC where specific legislation establishes the role of auditor-general as an independent officer of the parliament. My Victorian role is enshrined in the state Constitution and guided by the *Audit Act 1994*. In BC the role is detailed in its *Auditor General Act*.

Auditors-General usually have two main foci – financial and performance audit. Interwoven into both are major projects – known in Canada as ‘P3s’ and here as ‘PPPs’ – technology and alternate service provisions providers.

Public audit offices are now on a par with major accounting firms regarding the quality of work undertaken within financial audit – or the ‘financial accountability space’. And they uniquely provide performance audits assessing the economy, efficiency and effectiveness – and sometimes a fourth ‘e’ – environment of government programs. Traditionally, they report to a parliamentary committee and table their reports in parliament.

Tensions

The natural tensions that should exist between an auditor and executive government and the public sector should be constructive and recognised by all parties. The auditor-general has been afforded special status and is expected to report the results of work conducted without fear or favour.

The government’s increased use of IT can improve efficiency and effectiveness but it is not without risks.

In BC, I raised concerns about the government’s approach to the rich and unique environment where biodiversity was declining and the government was not doing enough to address the loss.

I also noted, despite the BC Government’s decades-long objective to conserve biodiversity – and commitments made on the national and international stage – it was not fully implementing or monitoring its habitat-protection tools.

In another example of reporting without fear or favour, my office in BC released a 2012 report that summarised IT-related issues identified during an audit of government’s financial statements. Almost one-third of the issues identified in that audit related to IT controls and more than half of those had to do with deficiencies in ensuring IT systems and data are protected.

One of the key points I made at the time was that government’s increased use of IT can improve efficiency and effectiveness but it is not without risks. That becomes truer with every passing year.

Effectiveness through continuous improvement

It is important to note that effectiveness for an auditor-general is not based on the number of reports produced but on the impact and improvement in audited areas over time, as the public sector adopts and implements audit recommendations for which clear evidence has been documented.

However, just producing a report and gaining acceptance is never enough. ‘Gentle but irresistible pressure’ must be maintained in following up recommendations on a timely basis to ensure requisite remedial action is undertaken at the right quality.

My first follow up reports in BC were in response to continuous comment that government did not implement recommendations produced by the audit office. However, I found that not to be the case.

In my experience, public sectors often demonstrate high degrees of responsiveness to and acceptance of audit recommendations; thus demonstrating the impact of the audit office and acceptance of its role.

By the time of my tenth and final follow-up report issued as Auditor General of British Columbia, my office had received more than 100 self-assessments on progress with recommendations. The cumulative self-assessed implementation rates were, on the whole, an encouraging sign of a commitment to continuous improvement in BC’s public sector.



©iStockphoto.com @Richard Gillard

Importantly, as findings and recommendations were regularly shared with agencies during an audit, they were able to take action even before the report was released, so that substantive progress could be reported by the time they were contacted for an initial self-assessment.

Overall, these reviews found there to be supporting evidence for the ministries' description of their actions, but some disagreement around the status of implementation.

Following a similar line in Australia, it is clear many agencies not only accept recommendations based on evidence shown during the course of audit but also implement required changes – although there's always room for improvement.

Learning

So, what have I learned from travelling to different jurisdictions, for work for sharing of ideas, and for the gaining of new techniques and approaches?

Many agencies not only accept recommendations based on evidence shown during the course of audit but also implement required changes.

Auditors-General are usually set up the same way in each jurisdiction and conduct similar work. They take that work very seriously and work hard at being

professional, open, and transparent to those they audit and the citizens they serve.

Accountability is important and many audit offices rightly have such frameworks built into enabling legislation. That provides an important counter balance to the powers they hold.

Over the years I have seconded staff between different jurisdictions and have found, without exception, they have thrived, learned new skills and brought back valuable information regarding techniques and ideas for audit. Examples have included secondments to staff going to Hong Kong, Ireland, the United Arab Emirates, Australia and BC.

Though audit processes may have local nuances, all auditors-general are in the integrity business doing much the same things for the same reasons. ■

Best practice – international regulation



IPAA has launched regulatory professional capability standards guidance for the public sector. Today reports – with additional comments by Grant Pink, far left, and Matt Marshall, left.

The Department of the Prime Minister and Cabinet's Head of Domestic Policy, Rebecca Cross, launched the new standard at IPAA ACT's February program launch in Canberra.

It provides guidance on technical skills and knowledge expected of professional public sector officers. The guidance complements the public sector employment and leadership capability frameworks issued by public sector commissions across Australia.

Primary design work was undertaken by a subgroup of the IPAA-ANZSOG Public Sector Regulators Community of Practice, which includes national, state and territory regulatory experts. Their expertise covers a broad range of subject areas including health, pharmaceuticals, environment, resources and business.

Significant contributions to the final version also came from public and private sector regulatory experts across Australia, plus the Canadian Community of Federal Regulators.

The release of this standard is timely given governments' priorities in minimising unnecessary costs and burden imposed by regulation. Good regulatory design and delivery is critical to achieving governments' goals in this area.

Australia's Auditor-General, Ian McPhee, commended IPAA: 'The professional standard provides helpful guidance on

the capabilities, knowledge and skills regulators require to effectively and efficiently deliver regulatory services,' he said. 'The institute's standard is timely and complements the ANAO Better Practice Guide, Administering Regulation—Achieving the Right Balance, released in June 2014.'

From the launch – Grant Pink and Matt Marshall

At the launch, the newly appointed Australian Public Service Commissioner, John Lloyd, made a number of pertinent observations on the importance of regulation and how it can go wrong. The majority of his reflections and anecdotes came from his time as Victoria's Red Tape Commissioner.

Good regulatory design and delivery is critical to achieving governments' goals.

He said that despite people's frustration with regulation and regulators, the most common complaint he'd hear was not about too much regulation, or bad regulation but about regulators 'not regulating properly and effectively'.

This comment in many ways highlights the critically important contribution the new guidance standard makes. For the first time, it specifically establishes the roles, responsibilities and standards

of regulatory professionals, those public officers engaged in the establishment, governance, implementation and management of regulatory delivery. The standard will be an invaluable tool for benchmarking and assessing regulatory professionals' work.

It also appears at a time when a number of publications have been released internationally and nationally relating to regulatory delivery and the effect to legislative provisions.

International publications

The Organisation for Economic Cooperation and Development (OECD) recently released two guides on aspects of regulatory delivery – targeted at regulatory agencies and bodies of all nations with all manner of responsibilities and which perform multiple roles from traditional policing, to managing co-regulatory schemes and developing and running licensing arrangements.

The aim of the first OECD guide, *The Governance of Regulators*, is to drive further performance improvements across regulatory bodies by providing an overarching framework to support regulatory systems and initiatives. The guide addresses seven principles of good governance: role clarity; preventing undue influence and maintaining trust; decision making and governing body structure for independent regulators; accountability and transparency; engagement; funding; and performance evaluation.

The second OECD guide, *Regulatory Enforcement and Inspections*, recognises the

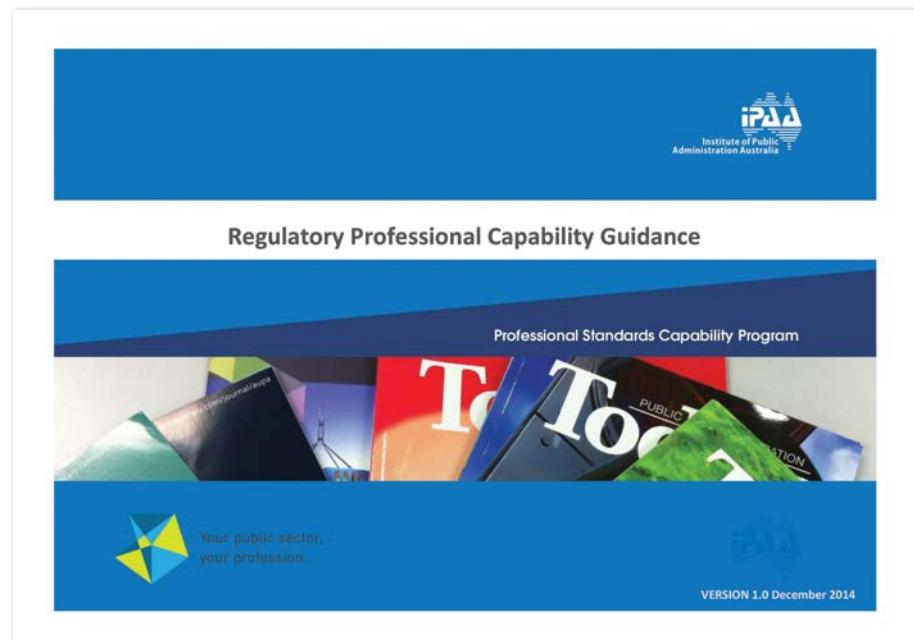
importance of enforcement as a major element in regulation and describes inspections as ‘the most visible and important among regulatory enforcement activities’. It describes eleven core principles: evidence-based enforcement; selectivity; risk focus and proportionality; responsive regulation; long-term vision; coordination and consolidation; transparent governance; information integration; clear and fair process; compliance promotion; and professionalism.

National publications

In Australia, the diversity of regulatory roles has been reflected in the ANAO guide mentioned above. It describes regulatory delivery as administering regulation and covers the various regulatory roles and responsibilities in a purposive and outcome-based way.

This is for the best since, in the last few years, the Productivity Commission has developed a number of reports on aspects of regulatory delivery. These show where redundancies and burdens have crept into many Australian regulatory systems – supported by ANAO audit findings demonstrate that the way past current inefficiencies and over-complications involves more robust, streamlined, coordinated approaches with a purposeful outcome orientation. Regulatory delivery has to work at making things better for society – and not be an obstacle to industry and innovation.

This aspect is also captured in the *Australian Government’s Guide to Regulation*, which includes checks of the stock of legislation but also considers the implementation of legislation in the form of regulatory delivery. As such, the way regulatory officers behave and provide



regulatory services and the way their managers make their decisions and deploy resources, are now open to efficiency and assurance processes.

Regulatory delivery has to work at making things better for society – and not be an obstacle to industry and innovation.

DPM&C also released the *Regulator Performance Framework* as a key part of its deregulation agenda. That framework establishes an annual assurance and review process that measures governmental regulatory delivery against six key performance indicators. The assessment of regulatory delivery against those will

increase accountability of and reporting of commonwealth regulatory bodies, leading to better savings for industry and improvements in regulatory practices.

Other related publications

The Australian Environmental Law Enforcement and Regulators neTwork (AELERT) has developed – through its ‘Better Regulation Cluster’ – an assurance and benchmarking tool to assist agencies meet requirements. The ‘Modern Regulator Tool’ (the MRT) establishes clear standards for what a capable, competent and credible regulatory agency looks like.

The MRT and the IPAA standard are complementary. Where the MRT looks to the standards and capability of agencies, the standard focuses on professionals who work within those agencies.

Continued.



LAUNCH From left, Ian McPhee and Glenys Beauchamp

Supporting regulators

Never before have regulators, managers and staff, had such clear guidance and support in carrying out their roles. They can look to international, national and local sources. At the same time there is a growing responsibility for regulatory agencies to achieve clear and concrete outcomes, coordinate and streamline processes, minimise the burden on industry, act with purpose, not exceed their authority, demonstrate impartiality, and carry out their roles appropriately and within scope.

In terms of developing and promoting professional capability standards within the Australian Public Service, IPAA ACT President Glenys Beauchamp said the Institute's new professional standard was already being used to support recruitment, career planning and to 'define appropriate educational curricula for professionals in those roles'.

It is a demanding time for regulatory agencies. Fortunately, IPAA and a number of other bodies have worked hard to find ways to support regulators in facing the challenges. **T**

Grant Pink and Matt Marshall are from the Commonwealth Department of the Environment and work within its Regulatory Capability and Performance Section, as its Director and Senior Regulatory Advisor. They provide strategic policy advice and a range of services to support departmental officers operating across diverse legislation that give effects to Australia's responsibilities under various international agreements and treaties.

Vic makes IP free

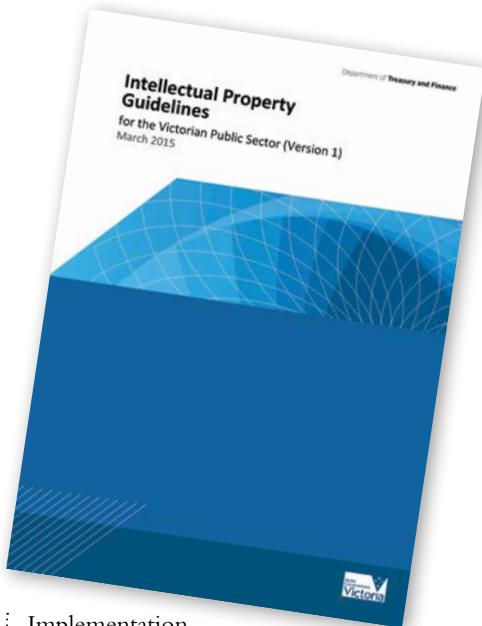
Richard Vinciullo, Department of Treasury and Finance, Victoria.

Following publication of *Intellectual Property Guidelines for the Victorian Public Sector* the state government has directed its public sector to embrace international copyright licensing.

The guidelines, published in February, recommend Victorian agencies release their copyright material to the public under Creative Commons version 4.0 licensing (*see panel below*).

Creative Commons (CC) is an international organisation that provides free copyright licenses, which allow flexible re-use of copyright material by the public. CC licenses have been applied to billions of works worldwide, including music, photographs, articles and books. CC version 4.0 is the first international form of CC licensing, removing the need for different licenses in each jurisdiction.

The IP Guidelines recommend agencies roll out CC version 4.0 on published documents such as annual budget, on agency websites and template documents.



Implementation will ensure the public can freely re-use the government's copyright material, without seeking prior permission. That will allow simple uses such as printing and distribution in a classroom, as well as more complex uses such as remixing or developing commercial software apps.

The publication of the IP guidelines reflect a worldwide shift to open government – embraced by the OECD, European Union, UK and US.

The guide encourages agencies to: proactively release copyright material; grant rights to IP with the fewest possible restrictions; not seek ownership of IP in procurement and funding agreements; not commercialise IP; and use third party IP appropriately. **T**

The IP Guidelines are available from: www.dtf.vic.gov.au/Intellectual-Property-Guidelines-for-the-Victorian-Public-Sector.



**You can read
Public Administration
Today online.**

There are free sample pages but if you are an IPAA Member and obtain the necessary codes from your division you can read all of *Today* in full, glorious colour for free – from your screen.

www.act.ipaa.org.au

Building engagement with China



Chair of the Australia-China Council Warwick Smith, left, asks: As the public service looks to identify cost savings and reduce resources, is it in the public interest to continue to fund public diplomacy initiatives? And what do they actually do? Are Foreign Institutes and Councils such as the Australia-China Council (ACC) autonomous from government, or are they intended to implement government policy?

China was just emerging from the aftermath of its ‘Cultural Revolution’ and tentatively establishing relationships with foreigners when the Australian Government established the Australia-China Council in 1978. The ACC was established after Australia’s first Ambassador to China, Stephen Fitzgerald, wrote to the then Foreign Affairs Minister, Andrew Peacock, about the need to better understand China. In his letter, Fitzgerald said:

‘China is not a habit of mind for Australians. The spread of Chinese influence is a process we do not understand. There is, of course, intrinsic worth in the understanding of Chinese culture for its own value. But the purpose of this dispatch is to suggest there is a very specific Australian interest in the promotion of what is broadly described in China as cultural exchange. Without this, our relations with China will never be more than superficial, and we will be damagingly ill-equipped to adjust to a China dominant in our region.’

In 1978, Australia trade with China was limited. Now, it is our largest trade partner and largest export market, with Australian goods and services exports to China first surpassing \$100 billion in 2013. Australian iron ore, coal, and minerals exports play a critical role in China’s modern day economic transformation and in its current urbanisation drive. Chinese consumers also value quality Australian produce such as red

meat, dairy and wine. China is Australia’s largest source of international students. With more than 120,000 Chinese studying in Australia, education is our fourth largest export (see ‘Slippery slope?’, page 6 – and ‘Educating the world’, page 46). Chinese tourists spend more on average than any other and forecast to grow strongly to 2020.

Chinese tourists spend more on average than any other and forecast to grow strongly to 2020.

Our trade and investment links with China are a success story that has helped ensure the enviable prosperity of all Australians and helped us navigate the turbulent waters of the Global Financial Crisis. But expanding our relationship with China meaningfully needs to be about more than money. Australia’s ability to sustain and grow our engagement in business, education, science and arts – coupled with an effective and appropriately-resourced policy – are essential to enable us to develop deeper people-to-people links and the greater mutual understanding necessary for putting our bilateral relations on an even more substantial basis. This is where the ACC comes in.

ACC’s role

The ACC’s purpose is to promote mutual understanding and foster people-to-people relations between Australia and China.

It is a unique Australian institution because it combines the independent cross-sectoral expertise and advisory capacity of its board with a policy-making and management base in Department of Foreign Affairs and Trade (DFAT).

The Council makes recommendations to the Australian Government on strengthening the Australia-China relationship in ways that support Australia’s foreign and trade policy interests. The ACC’s six strategic goals are to:

- Strengthen the foundation of engagement – China literacy, business and cultural capabilities of Australian institutions and people.
- Seek and foster new areas of engagement between Australia and China across business knowledge and creative solutions.
- Enhance understanding in China of Australian society, economy, politics and culture through the Australian Studies in China Program.
- Showcase Australian creativity, entrepreneurship and innovation in China.
- Generate, disseminate and make accessible, high-quality, relevant and up-to-date information about Australia-China relations.
- Facilitate dialogue, develop professional and institutional networks between our countries and harness the leadership of Australian communities in strengthening bilateral connection.

Continued.



©Stockphoto.com @Prasit Rodphan

KNOWLEDGE ACC promotes people-to-people, education and business links between Australia and China

One of the principal roles of the ACC is to provide seed funding to a range of innovative projects across China, Hong Kong, Macau, Taiwan and Australia. The ACC funds approximately \$700,000 worth of projects via grant funding each year; in 2014–2015, 33 projects in education, business, arts, culture and Australian Studies.

The amount of funding provided is usually only a part of the total required to fund the projects. But ACC funding for projects is significant because its endorsement conveys considerable caché. Since it began, ACC has helped launch hundreds of bilateral collaborations and programs that have helped make our relationship with China a success.

Some of these initiatives include:

- BHP Billiton Chair of Australian Studies at China's Peking University. It was established in 2012 and the current occupant – Professor David Walker – acts as an ambassador for Australian higher education and research and

provides academic leadership to more than 30 Australian Studies Centres throughout China.

- The Foundation for Australian Studies in China is a unique national partnership between business, government and education sectors created to support the BHP Billiton Chair of Australian Studies and which works collaboratively alongside the ACC.

**Each year, the
ACC receives hundreds
of applications for
projects to enhance
bi-lateral relations.**

- The Australia-China Youth Dialogue was relatively unknown five years ago when the ACC first provided modest funding. Now, it has over 5,000 members and has become a premier event on the bilateral calendar that connects emerging

Australian and Chinese leaders at an intensive conference and leadership development program, held over a week.

The Warburton Arts Project's 'Tu Di Shen Ti/Our Land, Our Body' touring exhibition of China was the largest showcase of Australian Indigenous art ever presented in China, touring its regions over several years. It enabled Chinese people to view and engage with Australian Indigenous art in a unique way. Chinese children from high-urban density cities were entranced by some of the contemporary Indigenous audio-visual imagery set in the sparse Australian outback.

- 'A Golden Age of China: Qianlong Emperor (1736-1795)' exhibition at the National Gallery of Victoria. Emperor Qianlong was China's foremost art collector and this exhibition will showcase more than 120 works from the Palace Museum's collection.

- Australia-China Achievement Awards – a program launched by ACC last year – celebrates the creativity and entrepreneurship of Australian organisations and individuals in engaging with China. Prime Minister Abbott announced the winners of the ACC's inaugural Achievement Awards during the Address to Parliamentary Dinner for Chinese President Xi Jinping, at Parliament House. The awards celebrate successes of Australian organisations and individuals in advancing Australia-China relations.



WARM GLOW The Sydney Opera House is lit in red at night to commemorate Chinese New Year

Each year, the ACC receives hundreds of applications for projects to enhance bi-lateral relations. To help guide applicants, the ACC has articulated three main funding priorities for its grants program – education, economic diplomacy and arts and culture.

These areas are identified in the ACC's strategic plan to 2018, which sets out the role and direction for the ACC in taking forward the bilateral relationship at a time when Australia's relationship with China is growing rapidly and deepening.

In 2015–16 ACC will seek out innovative ideas to support the Australian Government's economic diplomacy agenda – particularly business opportunities flowing from the China-Australia Free Trade Agreement or ChAFTA (see '*Fruitful regional harvest*' page 20) – an historic agreement providing unprecedented opportunities for Australian business, of which the ACC will help promote understanding.

Given the ACC's role in promoting people-to-people, education and business links between Australia and China, we will also find ways to actively support the New Colombo Plan, which in 2015 will be rolled-out in China for the first time.

The Australia-China relationship is presently at an historic high.

Board's role

One of the main roles of the ACC board is to connect ideas, programs, people and networks to achieve the best outcomes for Australia's relationship with China.

Board members also act as ambassadors for advancing Australia's engagement, regularly representing the ACC, government and Australia at major events. Last December I travelled to Beijing to be part of the inaugural High-Level Dialogue with China, where I spoke about the trajectory of the bilateral

relationship and its elevation to a comprehensive strategic partnership.

The Australia-China relationship is presently at an historic high, following the positive momentum surrounding the Prime Minister's April 2014 visit to China and 'Australia Week' there, plus President Xi Jinping's state visit to Australia and address to parliament and the conclusion of substantive negotiations on ChAFTA.

While the ACC does not claim all credit for the successes in the bilateral relationship, it has made a significant contribution to building 'soft power' foundations of the relationship, deepening people-to-people links and fostering a more positive and sophisticated understanding between the people of Australia and mainland China, Hong Kong, Macau and Taiwan. The ACC's activities have been successful in building connections between civil society organisations, and showcasing Australia's vibrant democratic and multicultural society. ■

Warwick Smith, is Chair of the Australia-China Council.

Shared experiences



David Gilchrist, left, also reflects on the fourth Greater China Australia Dialogue.

Within Australia, governments and public administrative units are continuously trying to increase dialogue between jurisdictions to build capacity and efficiency.

Not reinventing the wheel and building on points of commonality are critical to enhancing public sector effectiveness. What is not often considered is the value of discussions focused on public sector experience and practice between jurisdictions internationally.

The Greater China Australia Dialogue on Public Administration is such a forum.

Bringing together academics in political science and other disciplines, plus practitioners from within governments, it seeks to share the latest thinking and practice. The forum also enhances relationships between participating jurisdictions and creates connections important to international understanding. Operating outside the political sphere and building on academic and common experience, relationships are also built outside the event.

Participation changes according to the focus of each meeting and people who might best contribute. Each forum is different and an opportunity to expand networks into differing areas of public administration. However, the core participants hail from China, Hong Kong, Taiwan – ‘Greater China’ – and Australia.

Sun Yat Sen University and the Australian National University drive the initiative. Professors John Wanna and Andrew

Podger were instrumental in developing the dialogue with Chinese academics. Others came from National Taiwan University; City University, Hong Kong; University of Technology Sydney; Curtin University, Fudan University and the Central Florida and Syracuse universities.

Practitioners

Practitioners included Fengjun Cui, Deputy Mayor of Huzhou City; Jinsheng Hu of the Provincial Policy Research Office and Mike Woods of the Australian Productivity Commission. Other Australians were from Bay City Council, the National Disability Insurance Agency, the Commonwealth Government Department of Infrastructure and the Victorian Department of Education and Early Childhood. (*See also page 40 ‘Make more of our global profession’.*)

Papers and the discussions were of great value.

The three-day event had the overarching theme: ‘Maximising the Benefits of Decentralisation: identifying, building and ensuring the capabilities required at local, regional, provincial and national levels’ – timely given Australia’s ongoing debates surrounding federation. There were four sub-themes: matching capabilities and decentralised responsibilities at the local and/or regional level; the role and capabilities of national and/or provincial governments to support and monitor local and regional capabilities; the role of civil

society in enhancing local and regional capability; and ‘political’ as distinct from ‘administrative’ capability requirements, and roles in policy.

Papers ranged from foundation-setting academic pieces to significant examples of practice undertaken in Greater China and Australia. Some considered jurisdictions from ‘inside’ and ‘outside’ – outside observers, including the US academics, with an interest in a particular government.

Papers and discussions highlighted opportunities for collaboration; transfer of experience and models between jurisdictions; and increased understanding about underlying differences – including macro-constitutional arrangements with China a unitary state and Australia a federation. Real value was revealed when the nuances of history, culture and international relations were discussed.

The apparent homogeneity of China was quickly dispelled, while apparent differences between sub-national jurisdictions in the Australian context are quickly reconciled and similarities emphasised and – while sessions tended to focus on international comparisons – Australian participants also came to better understand their environment.

This event is an extremely important format for building understanding and empathy between disparate jurisdictions, particularly at a practical level. There would be great value in emulating this model for other areas of our joint polity.

David Gilchrist is a Professor at the School of Accounting, Curtin University and a WA editorial representative for Today.

Study with one of Europe's leading universities without leaving home.



The University of Canberra's unique new **Master of Management** is the only Australian master's degree to include a postgraduate diploma awarded by the prestigious University of London. Choose between their specialisations in Economic Policy, Policy Studies and Public Management and take advantage of face-to-face support from University of Canberra academics and classmates. Then graduate with two impressive qualifications.

Check out this new degree as well as our range of other career-enhancing postgraduate qualifications and apply now for semester 2 2015.

Make more of our global profession

Nick Chiam, below, reflects on his participation in the 2014 Greater China – Australia Dialogue.

Photos of public servants from around the world hang in the Institute of Public Administration's Melbourne office. As a career public servant, I can't help but feel a connection, a camaraderie with these officials sitting behind their desks in far flung corners of the globe.

An even more tangible sense of this connection, with an extra dollop of admiration, was my strongest take-away from the 2014 Greater China-Australia Dialogue forum held at Zhejiang University, Hangzhou, China. The regular forum brings together academics and public servants from both countries to share experiences and research findings on common public sector issues. The 2014 forum theme was 'Maximising the benefits of decentralisation'.

There is a push on in both commonwealth and state bureaucracies to increase engagement – and the capability for such engagement – with China and other countries in Asia.

Senior officials in China and Australia share a common sense of professional responsibility as well as real life challenges.

Having previously hosted various international delegations of bureaucrats in Australia – and working in migrant settlement services – experience tells me

there is something real in the notion of a 'capability' for cross-cultural engagement. You can easily get it wrong and bad first impressions last.

My experience in the Greater China-Australia Dialogue has also shown me the shared profession of public administration is a valuable building block for effective engagement between governments.

In our discussion in Hangzhou, it was clear that senior officials in China and Australia share a common sense of professional responsibility as well as real life challenges. Both are working on how best to transfer responsibility for risk along with funding. Both want accountability for outcomes while recognising dynamic economies make it





©iStockphoto.com @photonaj

hard to pin down indicators of success; and want markets to do more of the work traditionally undertaken by government but see its role in market systems as different rather than simply less.

These shared concerns were the basis for open and frank dialogue on a range of issues.

There is an opportunity for Australian bureaucracies to draw out this common interest and shared understanding in order to strengthen international engagement.

On this question a few things struck me in Hangzhou. First, the length of the relationship and consistency in the representation matters – this was the fourth such forum run by the same core group of public administration academics.

Secondly, empirical evidence supports engagement by providing a safe way of surfacing differences in cultural context and social objectives. We should infuse more extensive data and evidence into our international engagement – not just as background but also for shared reflection.

Thirdly, there is as much cross-cultural understanding to be gained outside the formal agenda as from it. Public servants are rightly scrutinised for taking part in informal activities but that just means thoughtful event planning is required – a guided tour through a public facility provides as much opportunity for a quiet chat about sensitive issues as does a banquet.

We should infuse more extensive data and evidence into our international engagement – not just as background but also for shared reflection.

Finally, circling back to that feeling of connection that exists between public administrators, we should support international engagement by public servants as professionals not just as representatives of their governments.

It's easier to tap into shared professional understanding when public servants aren't bound to their script and can instead engage on the real but abstracted example, or experience.

And professional connection provides the basis for easy rapport, such as through a shared laugh at something only public servants find funny. The heartiest laugh during our discussion in Hangzhou was at the admission from one official that in devolving power to local authorities he was 'doing himself out of a job'.

Public administration is a global profession and strengthening these professional connections can assist Australia get more from – and offer more to – the Asian century. **T**

Nick Chiam is an executive officer with the Victorian Department of Education and Early Childhood Development. He has worked for both commonwealth and state governments across various portfolios, including tertiary education, apprenticeship regulation, settlement services and youth affairs. The Australian National University sponsored him and other practitioners' participation in the Greater China – Australia Dialogue series.

Tasmania's global challenge



Jan Davis, left, on Tassie's world agricultural trade challenges.

After three tough years, the outlook for Tasmanian agriculture looks to have improved markedly in 2014–15 with an average

eight per cent increase in the gross value of production (GVP) and export returns of about five per cent, mainly due to a weaker \$A.

That can be deceptive because product shipped from Tasmania to Victoria and then exported can be recorded as Victorian exports, masking some of the value-adding and growth occurring here.



GOLD Midlands canola crop

Dairy was Tasmania's key GVP commodity driver in 2013–14 but faces lower international returns this financial year that will not be offset by a weaker \$A or recently negotiated trade agreements.

Tasmania is an island – and don't we know it!

The Tasmanian Farmers and Graziers Association view is that the benefits to this state of the relatively recent free trade agreements with South Korea, Japan and China will largely be medium term. Opportunity ultimately will be governed

by cost competitiveness rather than a sustained increase in returns. We live and compete in a global economy and some of our most direct competitors are not that far away from us.

Red meats are likely to be the main driver of increased GVP, supported by fruit, notably cherries, and seafood.

With regard to cost competitiveness it was pleasing to see increased flexibility in the wages outcomes negotiated by Simplot. Tasmania has more to gain from increased vegetable and potato competitiveness than other Australian states. Whether progress can provide a platform for vegetable exports at an \$A closer to US70c remains to be seen.

The lower \$A coincides with lower international energy prices for fuel and chemicals and more competitiveness should flow to the growers' bottom-lines.

The improved outlook coincides with extensive irrigation infrastructure development under way in Tasmania, which should support a steady increase in output volumes.

However, Bass Strait freight costs and differential treatment of Tasmanian Freight Equalisation Scheme (TFES) assistance remain the most significant drag on export competitiveness for agriculture here. Tasmania is an island – and don't we know it!

We welcomed the announcement in January of Mediterranean Shipping Company's fortnightly service between Bell Bay, Sydney, Brisbane, Noumea and New Zealand and believe it will mean new marketing opportunities, particularly in Sydney. It should be useful for some of our commodities that are less dependent on speed to market, like potatoes and apples. The sailing time to Sydney may open some options – either in that market, or through access to export. It certainly gives the opportunity to break the Port of Melbourne's monopoly for many exporters.

However, at time of writing, the TFGA was still waiting for detailed state government briefings on its rationale for changing the *Spirit of Tasmania* service across Bass Strait to give tourist traffic priority and its proposed \$11 million per year underwriting of a fortnightly international service from Bell Bay to one or two Asian ports by Singapore-based Swire Shipping.

In our view, it is no silver bullet. Far better, we say, to give priority to convincing the Federal Government to extend the TFES to cover exports. The rationale is we face exactly the same cost disadvantage when, for example, we want to send goods to the Port of Melbourne for export. We are still paying much more in domestic freight than producers who have the comparative luxury of cheap rail and road transport from their point of production to the exporting port. The annual cost of extending the TFES to include goods destined for export is put at \$25 million a year. In the overall scheme of infrastructure funding for roads and rail on the mainland, this is a drop in the bucket.

It is beyond dispute that the November visit to Tasmania by Chinese President Xi Jinping following agreement of terms for the China-Australia Free Trade Agreement (CHAFTA) was of great moment for the island's economy, agriculture included.

Both CHAFTA and the President's visit heighten the prospects of a much closer working and trading relationship with China, though one should not be deluded into believing that this is 'free trade' in its true sense.

The agreement will open bilateral investment opportunities in agriculture that have eluded us for far too long. Under the agreement, Chinese tariffs on dairy products will continue for the next four to nine years. Similarly, we have to wait nine years for the tariff on beef to be eliminated and eight years for sheep meat. For vegetables, it's four years before we have a level playing field.

Therefore, 'free trade' it is not. We are still behind the eight ball. There is seldom a true level playing field in free trade agreements.



PREPARING FOR EXPORT Houston's Farm, 'Proudly Tasmanian', employs more than 150

Australian farmers usually come off second best because our farmers operate without tariff protection, without government subsidy and are impotent to fluctuations in the Australian dollar.

We should not delude ourselves into believing that, in terms of our past performance in international trade, Australia is soaring up there with the eagles. It is not!

Anything that gives improved access to the Chinese market has got to be a plus and this agreement does place us on equal terms with New Zealand.

The gradual removal of the tariff burden will have an immense impact of the profitability of Tasmanian sheep and cattle producers. China already accounts for 75 per cent of Australia's raw wool exports and our quota of 287,000 tonnes is only taxed at one per cent. The country-specific quota is recognition of our current place in the market, the quality product provided and the positive relationship fostered with Chinese customers.

Tasmanian farmers have a long history of trade with Asian nations, including China. In 2011-2012, they exported product worth more than \$120 million to ASEAN countries. Major products included dairy (\$42 million), seafood (\$32 million) and wood products (\$20 million estimated from private forestry sector). More than 20 per cent of those exports went to China.

The absence of a bilateral free trade agreement with China had meant Australian producers and exporters faced significant tariffs on agricultural products and were at a competitive disadvantage with countries that already had an agreement, notably New Zealand, Chile and ASEAN nations. The agreement will give Australia a significant advantage over larger players in the Chinese agriculture market – the US, EU and Canada. It also will provide a base for further liberalisation through a review of market access outcomes three years after coming into force.

Tasmania is well placed to benefit from expansion through increased production, increased Chinese financial investment here, and our input to Chinese domestic production techniques. In return, we will be able to provide knowledge and technology to assist Chinese farmers in improving their own productivity.

Continued.



BIDDERS Bothwell cattle auction

The fact we are in the southern hemisphere means our main production season is primarily counter-seasonal with the northern hemisphere and therefore adds scope for us to expand product availability in Chinese markets. The agreement clearly opens many doors for Tasmanian producers. It underscores the fact agriculture will continue to be a stabilising influence on our economy.

We should not delude ourselves into believing that, in terms of our past performance in international trade, Australia is soaring up there with the eagles. It is not. The TFGA has always taken great counsel from the Australian Farm Institute (AFI), a truly independent research body that analyses policy and data about the domestic and global industries.

At the end of 2014, the AFI reported its latest assessment of Australia's performance on world markets. It made for sobering reading, particularly when considering the relative lack of government subsidy

Australian growers get compared to their main competitors. On an international scale, New Zealand is more frugal and then only marginally.

As farmers, we still have the job ahead of us in terms of our global competitiveness.

What the AFI found was that global agricultural trade increased at an average compound annual growth rate of about eight per cent over the last 15 years, while in some regions – central and South Asia, ASEAN, Africa and the Middle East – it topped 12 per cent. However – over the same period – the gross value of Australia's agricultural exports increased much more slowly – at between five and six per cent a year. That means Australian agriculture is losing market share in global trade.

And, we are losing market share in those same regions where the value of agricultural trade is growing most rapidly. To cut to the chase, it means that although our trade to those places is growing, other agricultural exporting countries are doing even better. They include Brazil, other Latin American nations, the US, China and Indonesia.

Oh yes, and New Zealand.

Australian agriculture has to do more to shift up the value chain, increase the unit value of agricultural exports and, in that way, compensate for the lack of potential to increase the volume of agricultural production available for export.

As farmers, we still have the job ahead of us in terms of our global competitiveness in fast-growing markets but which our competitors are servicing more cost effectively. **T**

Jan Davis is chief executive officer at the Tasmanian Farmers and Graziers Association.

IMPROVING ORGANISATIONAL PERFORMANCE

The Centre for Public Management (CPM) offers high quality capability development approaches to improve organisational performance and support the achievement of individual excellence.

Our programs build management and leadership in the public sector by focusing on understanding people and improving individual performance.



Educating the world



Anne Baly, Group Manager, International, Department of Education and Training, left, explains Australia's global education outlook and action.

'Studying in Australia changed my life,' says Akira Inoue, who credits his Australian qualification as key

to the successful direction his career has taken. 'In Japan universities in general are under pressure to internationalise. So having a PhD from a prestigious university in Australia made it easier to get a job. I am now an associate professor in my field of study and it is exactly what I wanted to do. My dream came true!'

Australia is a world leading international study destination for students. Since first opening its doors to international students over sixty years ago more than two and a half million people have visited Australia to study in schools, training institutes and universities, while UNESCO and others have estimated that thousands of Australian students have spent time studying in other countries. <http://data.uis.unesco.org/> Olsen, A. (2014), 2014 Research Agenda: Australian Universities International Directors' Forum, (see www.spre.com.au/download/AIEC2014AUIDFResearchPaper.pdf).

International education is vitally important to Australia's future, building links and relationships with leaders in politics, industry, trade and education.

Cultural and economic impact

International education makes a remarkable contribution to the cultural and economic life of Australia. It plays an important role in internationalising our

campuses and classrooms, helping prepare Australian students for an increasingly globalised workplace. The personal connections formed can last a lifetime and contribute to future international research collaborations, business partnerships and new trade and investment opportunities.

International education is Australia's fourth largest export, after iron ore, coal and natural gas.

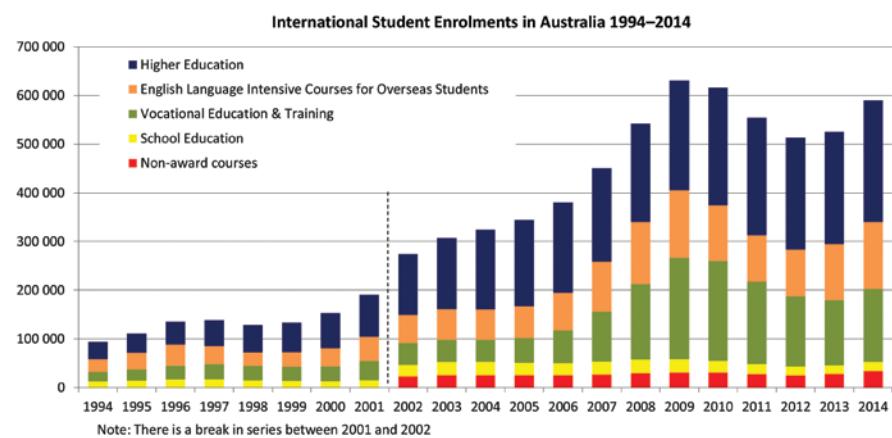
As a nation, Australia has one of the highest internationalised student cohorts in the world with overseas students making up around 20 per cent of the total university student population. In 2014, there were more than 400,000 overseas students in primary schools through higher education.

International education is Australia's fourth largest export, after iron ore, coal and natural gas. The majority of students are self-funded and their living and studying expenses contribute significantly to the Australian economy. The government recognises the importance of international education and works to ensure its sustainability and resilience for the long term.

Counsellors strengthening Australia's international relationships

Australia has a highly effective network of education and science counsellors located in key economies around the globe who work to position Australia as a partner of choice. Counsellors bring together governments, industry, institutions, students and researchers to support far reaching strategic collaborative relationships.

Two decades of international education in Australia



SOURCE Department of Education and Training 2014. <https://internationaleducation.gov.au/research/international-student-data/pages/default.aspx>

Recent international agreements with Japan, Korea and China and a proposed agreement with India serve to benefit Australia's international education and science sectors.

Australia's primary forums for multilateral engagement on education are the East Asia Summit and APEC, as well as UNESCO, the OECD and the European Union. In these forums counsellors negotiate for openness and transparency in education systems.

Australia and China were the first UNESCO member states to ratify the revised convention in 2014.

Improved qualifications recognition and credit transfer arrangements create regional mobility opportunities for students, academics and education providers.

Australia recently led a review of the UNESCO Asia-Pacific recognition

convention that culminated in the adoption of a revised and strengthened framework for qualification recognition in the Asia-Pacific region. In 2014, Australia and China were the first UNESCO member states to ratify the revised convention.

The ongoing success of Australia's counsellor network is integral to Australia's diplomatic work, builds the esteem of Australia's education systems internationally and provides access to key decision-makers in overseas economies. *Continued page 49.*

Niclas Jönsson, Counsellor (Education & Science), Latin America



INTERNATIONAL COLLEAGUES

Nic Jonsson, Counsellor and Carla Furlan, Education Manager, Brasilia

'In October 2014 I opened the Department of Education and Training's new Education Office at the Australian Embassy in Brasilia. I am responsible for developing and enhancing government to government and institutional linkages with Latin American countries, building on the work of Austrade and DFAT.

'Student enrolment data shows extraordinary rates of growth of Latin American students at Australian institutions. Brazil is on track to become a top five source country for Australia and Chile and Mexico growth has doubled. But there is of course so much more to the relationship than student mobility. I have been really impressed by the commitment and effort being made by Australian institutions to build lasting links in academic exchange and research collaboration. Opportunities to learn from each other are immense.'

'Some of the interesting challenges for the year ahead will be to work with Australian universities to prepare for the next phase of Brazil's very popular Science without Borders scholarship program and to renegotiate the bi-lateral MOU on education with Brazil. I would like to raise awareness and engagement in the region of qualifications recognition and quality assurance issues, which are fundamental to increasing international collaboration and exchanges. I also will work closely with Austrade and DFAT to engage with alumni and use their experiences to promote Australia as a preferred destination and partner of choice for Latin American students and education institutions.' ■

Case study: the Australia-Indonesia Centre

An Australian Government initiative, the Australia-Indonesia Centre (AIC) aims to strengthen ties with Indonesia. A priority outcome for the AIC is to strengthen and deepen links in education and collaboration. The inaugural Australia-Indonesia Research Summit hosted in Jakarta in 2014 brought together around 150 of the most enterprising and exciting academics and researchers from Indonesia and Australia to debate ideas and begin to map out opportunities to grow collaborative research.



CLIMBING TO THE SUMMIT From left, Department of Education and Training International Education and Science Counsellor, Astrida Uptis and Professor Paul Ramage, Director, AIC and Indonesian representatives at the summit

Some recent examples of grants awarded by the AIC to leading researchers from Australia and Indonesia include *Uncovering information on food and nutrition for school-age children in Indonesia's linguistic landscape;*

Passive housing in warm climates; and Leapfrogging Jakarta towards sustainable water management to become a water-sensitive city. **T**

Paul Harris, Counsellor (Education and Science), Tokyo

Japan is a world-leader in education and science. It is Australia's second-largest two-way trading partner and a key economic, security and cultural partner. My responsibility is to work with the rest of the Embassy and a wide range of partners in Japan and Australia to ensure education and science cooperation contribute to the further strengthening of the relationship.

Japanese is the most studied language after English in Australian schools and universities and Australia is the most popular destination for Japanese school tours. More than 450 university-to-university agreements and 650 sister school partnerships underpin a robust relationship. Collaboration between Australian and Japanese researchers has, in the last decade, doubled and the



ROUND THE SQUARE TABLE Paul Harris at the Australia-Japan Higher Education Symposium 2014

quality and impact of this work is very high by international standards.

Japanese education and science are undergoing significant change as part of Prime Minister Abe's reform agenda – we work to ensure Australia is seen as a partner of choice as institutions internationalise and send more students abroad. In 2014, we led a successful higher education symposium in partnership with Universities Australia, Austrade and DFAT, to deepen university partnerships leading to increased two-way mobility and

more strategic research collaboration. Eighteen Australian universities, 35 Japanese universities and 30 Japanese companies took part, also providing new opportunities for university-industry connections for student internships and R&D collaboration.

'2014 also saw the finalisation of the Japan-Australia Economic Partnership Agreement and we continue to work with the Japanese Government and other partners to remove barriers to mobility and collaboration.' **T**



Case study: India

Australia and India have a deep engagement in education. Around 50,000 Indian students studied in Australia in 2013. University relationships are also strong with over 400 active links between Australian and Indian universities.

Australia's education counsellor in India works directly with the Indian Government to support the Australia-India Education Council, a bi-national body co-chaired by Australia's Minister for Education and Training and India's Minister for Human Resource Development and established to expand collaboration in education, training and research between the two countries.

Under the auspices of the Australia-India Education Council a student mobility workshop was held at the University of Mumbai in September 2014. This workshop brought together Australian and Indian university representatives to discuss bilateral student mobility programs, student support services, and best practice internship models.

The workshop was held in conjunction with the launch of the New Colombo Plan in India by Prime Minister Tony Abbott. The New Colombo Plan is a flagship initiative of the government offering grants and scholarships to Australian students to study overseas. At the launch several Australian universities signed Memorandums of Understanding with Indian universities to expand student mobility. **T**



STUDENT BUILDERS 'I have never worked so hard in my life, but look what we did!' Australian nursing and mid-wife exchange students helping out in Laos

Case study: Griffith Nursing and Midwifery Students in Laos

The Australian Government's Study Overseas Short-term Mobility Program supported nursing and midwifery students from Griffith University to travel to Laos and work in remote rural communities. The students undertook clinical placements in the villages of the Seuang River region in northern Laos, providing basic health assessments, nutrition advice, promoting health strategies, running midwifery workshops and engaging with local communities. Students were able to give vital health care support to hundreds of villagers over their five week experience in Laos.

In addition to this important service and learning opportunity, the students

were exposed to a diverse range of languages and cultures, developing cultural competence, resourcefulness and resilience. One of their greatest achievements was the combined effort to build a kitchen and toilet block for the local high school in only two days. The students gained valuable experience working in rural and remote areas, where it is important to be able to function with limited resources.

Griffith University continues to offer the project to students, building on the increasingly warm and supportive relationship cultivated with the local community. **T**

From page 47.

Exchanges and mobility

Supporting people to people links strengthens Australian engagement with global and regional partners and reaffirms Australia's strong commitment to education, research and two-way mobility. Through scholarships, fellowships and grants Australia provides opportunities to support international students to study in Australia and Australian students to study overseas.

High profile programs such as the New Colombo Plan, Endeavour Scholarships

and Fellowships and student mobility grants also help facilitate two-way mobility. In 2014, the scholarships supported around 10,000 Australian and overseas students to have an international study, research, or professional development experience. And that is on top of other government support such as the Australia Awards Scholarships and Fellowships for students from developing countries and International Postgraduate Research Scholarships for high performing postgraduate research students from around the world. **T**

Audit on world stage

The Australian National Audit Office supports improvements in public administration internationally. Today reports.

A ‘worldly perspective’ has a number of meanings for staff in the Australian National Audit Office (ANAO) and implications for a range of international programs from foreign aid to the nation’s defence capability.

While it is well known for auditing commonwealth public sector entities in Australia, ANAO’s international role includes examining financial management in overseas posts of the Department of Foreign Affairs and Trade (DFAT) and Defence portfolios, and significant aspects of the operations of other Australian Government entities overseas.

The office is also committed to engagements that contribute to public sector auditing internationally and supporting developing nations.

Australia abroad

Recent DFAT international performance audits include *Delivery of Australia’s Consular Services* (Report No.21 2014–15) and *AusAID’s Management of Infrastructure Aid to Indonesia* (Report No.39 2012–13).

The first examined the effectiveness of DFAT’s delivery of the growing number, and increasingly complex, services provided to Australians travelling or residing abroad. These are delivered through a global network of 167 posts, each with unique legal, logistical and security related factors that influence the types of services and assistance provided.

The audit of infrastructure aid to Indonesia examined the effectiveness of the then AusAID’s management; with particular focus on the \$336 million Eastern Indonesia National Roads

Improvement Project and the \$463 million Indonesia Infrastructure Initiative. Examination of those projects provided insight into the complexity of the operating context and the importance of effectively managing project risks to realise the full benefits of investment.

The ANAO is committed to engagements that contribute to public sector auditing internationally and supporting developing nations.

Other recent audits have covered administration of the Export Market Development Grants scheme and arrangements to meet Australia’s treaty obligations. Presently underway is a performance audit of Australia’s aid to Vanuatu.

Recent Defence performance audits with international dimensions include *Air Warfare Destroyer Program* (Report No.22 2013–14) and *Management of Australia’s Air Combat Capability—F-35A Joint Strike Fighter Acquisition* (Report No.6 2012–13).

The audit of the Air Warfare Destroyer Program examined the design and build of three Hobart-class guided missile destroyers (DDGs) for the Royal Australian Navy – based on a modified Spanish design being developed and exported by the Spanish shipbuilder Navantia for construction within a distributed build environment. The audit considered the relationship between

Navantia and the Australian-based shipbuilders that is central to the overall effectiveness of the program.

The audit of the Joint Strike Fighter (JSF) acquisition assessed Defence’s arrangements to provide insight into the development and production of the F35-A aircraft by the US Government, with Australia and seven other nations entered into partnership arrangements to satisfy their own combat aircraft needs. The audit provided an Australian perspective on the JSF’s progress, including for Australia’s air combat capability and implications for Australian Government acquisition decisions.

Building Australia’s international standing

The ANAO’s clear corporate focus enhances its exchanges and cooperation with international colleagues.

Engagement with other national audit offices allows ANAO to share knowledge and information and contribute to international dialogue about best practice public administration and developments in public sector auditing.

For many years it has provided capacity development assistance to national audit offices in the region, including the Indonesian Board of Audit and the Papua New Guinea Auditor-General’s Office. That is achieved through a strategic partnership agreement with DFAT where ANAO participates in Australia’s international aid program to assist and support Indonesia and Papua New Guinea. That includes strengthening the Indonesian Board of Audit’s performance



and financial statement audit capacity. ANAO's activities align with key focus areas of the Australian Government to strengthen public sector governance, broadly covering institutional leadership and senior management engagement and technical assistance. A senior ANAO staff member is located in Jakarta to offer performance audit support and advice.

The ANAO has maintained links with the Papua New Guinea Auditor-General's Office since the 1970s. Through DFAT programs, ANAO advisers have been deployed to Port Moresby since 2004. Two senior ANAO staff members are currently based there – a senior adviser to the Auditor General and a performance audit adviser. More than 25 per cent of Papua New Guinea staff have also been hosted in Australia on long-term twinning engagements at ANAO's Canberra office and the Audit Offices of New South Wales and the Queensland.

Peer reviews of other national audit offices have included offices of Canada and India. The ANAO's good standing internationally sees it receive a number of requests for visits from international delegations each year.

The ANAO is a member of the International Organization of Supreme Audit Institutions (INTOSAI) – dedicated to promoting the exchange of audit and financial management information among member nations and providing an international public sector audit network. Under that membership ANAO also contributes to the activities of the Asian Organization of Supreme Audit Institutions (ASOSAI) and the Pacific Association of Supreme Audit Institutions (PASAI).

WORLD STAGE Australia's Auditor-General Ian McPhee speaks at an international symposium in Safeguarding the Long-term Sustainability of Finance Policies'.

Within INTOSAI, the ANAO contributes to working groups on environmental auditing and IT auditing. With 22 other ASOSAI countries ANAO recently played a key role in research relating to the role of public sector audit in the prevention, detection and investigation of corruption and money laundering. A final report was presented to the 13th ASOSAI assembly in February. The report included an assessment of the current arrangements to fight corruption and money laundering in participating countries and identified a range of useful audit practices for audit bodies to consider in local contexts.

Australia was most heavily involved in discussion of the second theme, which concluded that – to play an effective role in sustainable development – supreme audit institutions should perform audits on public debt and medium and long-term budgetary planning. As joint rapporteurs for that theme, Australia and the United States were responsible for drafting a report on discussions to be presented to the congress, the key elements being endorsed and reflected in the *Beijing Declaration on Promotion of Good Governance by Supreme Audit Institutions* – adopted by the congress on its final day.

Benefits

In examining significant aspects of the operations of Australian Government overseas entities the ANAO provides assurance and insights to the Parliament and public. Through its collaboration with other national audit offices, ANAO staff members are also able to contribute expertise – adding value, and supporting improvements in public administration, internationally – improving ANAO staff members' appreciation of current challenges facing the global auditing community and individual member countries. Such experience is invaluable in the ANAO's pursuit of its vision to be an "international leader in the provision of independent public sector audit and related services". ■

The ANAO's good standing internationally sees it receive a number of requests for visits from international delegations each year.

INTOSAI members meet every three years at the International Congress of Supreme Audit Institutions (INCOSAI). The 21st meeting, on its 60th anniversary, was in Beijing in October 2013. On behalf of Australia, ANAO delegates contributed to presentations and negotiations, preparing papers on each of two major themes: 'National Audit and National Governance' and 'The Role of Supreme Audit Institutions

Around the world with open government



Elizabeth Tydd, left, Information Commissioner and CEO of NSW's Information and Privacy Commission, looks at international developments and the value of open access to information.

Open government is being actively pursued internationally, with many initiatives

having attained a level of maturity.

Since its introduction in 2011, 'Canada's Action Plan on Open Government' has been refined in response to greater recognition of social, economic and technological developments. Modifications in 2014 provided opportunities for citizens to better understand and participate in government and its processes; and drive innovation and maximise economic opportunities to create a more cost-effective, efficient and responsive government.

'Open government'

The Organisation for Economic Co-operation and Development (OECD) describes open government as 'The transparency of government actions, the accessibility of government services and information, and the responsiveness of government to new ideas, demands and needs'.

Australia's commitment to open government is described as being built upon three key principles: strengthening access to information, collaborating with citizens on policy and service delivery, and making government more consultative and participative (OECD). ▀

The plan commits to three activity streams: open information, data and dialogue.

Of the plan's 12 initiatives one common objective is to contribute to the acceleration of delivery of programs focused on identified needs of citizens that result in more responsive and cost-effective services.

Citizens increasingly recognise the value of information as a strategic public asset.

The plan incorporates performance measures including the utilisation of available data by citizens and businesses and their engagement, through open dialogue, with government.

A strategic asset and citizen engagement

Citizens increasingly recognise the value of information as a strategic public asset.

Governments are progressively recognising and responding to the value placed on the right to information by codifying those rights in legislation – with approximately 93 countries having freedom of information laws.

According to the Centre for Law and Democracy – which publishes ratings for legal frameworks governing access to information in those countries – this represents a 16 per cent increase in the number of countries that, over the last five years, have legislated this right. According to the assessment criteria, Australia ranks 48th.

In 2009, the United States led the way in establishing a portal to access government data. The United Kingdom followed a year later and now a fifth of the world's national governments have established data portals that provide access to a broad range of information – ranging from national company and land registers including environmental hazards and zoning; to public expenditure on programs, including international aid, health and construction.

International examples are instructive in examining the application of the three key features of open government – access to information; citizen engagement; and government accountability.

Access to information

In the UK, responsibility for achieving open government lies with the Minister for the Cabinet Office, Francis Maude, who, speaking at the Open Government Partnership Conference in April last year, described 'open data' as 'the new raw material of the 21st Century'.

But the UK's commitment extends beyond 'access to data'. In October 2013, the UK Cabinet Office published the second national 'Open Government Action Plan'. Broadly, it is designed to enable citizens to see and understand the workings of the government through greater transparency; influence government operations by participating in the policy process and delivery of public services; and hold the government accountable for policy and delivery of public services.



Source: CC-BY: www.semantic-web.at

TAKING OFF Global open government data initiatives

One of the most significant operational commitments contained in this plan is the commitment to establish a ‘National Information Infrastructure’, to deliver an inventory and publication of government data sets ‘likely to have the broadest and most significant economic and social impact’. These data sets will be prioritised for release.

This overarching assessment of social and economic significance recognises the need to balance the rights and responsibilities of citizens and the governments serving them in the release of information.

Importantly, it also provides a categorisation and classification system that enhances accessibility of information and maximises its utilisation. This purposeful approach to information release will enable the value of information as a strategic asset to be realised.

In July 2014, the UK Law Reform Commission published its report ‘Data sharing between Public Bodies’. It examined current legislative and structural arrangements together with existing and proposed oversight mechanisms to progress a contemporary approach to information management.

Similar to arrangements in New South Wales, the UK Information Commissioner’s Office (ICO) was established to provide a single point of contact for citizens, business and all tiers of government. However, the UK model has matured in its recognition of the civic

benefits of an integrated holistic approach to ‘information management’.

The ICO’s role encompasses three specific areas including data sharing; freedom of information; and privacy in administering its *Freedom of Information*

The report provides a cogent set of recommendations to advance information sharing, accountability and transparency.

Act 2000 and *Data Protection Act 1998*. Under this regulatory model the ICO houses a central register of organisations’ ‘data controllers’ that process personal information. A statutory ‘Data Sharing Code of Practice’ ensures access complies with safeguards. Guidance is also provided by the ICO through a checklist that explains legislative application, including to personal data.

It recognises government’s responsibility to form a contract with citizens regarding the utilisation of data by governments to deliver better services and inform policy and decision-making regarding public expenditure.

The report provides a cogent set of recommendations to advance information sharing, accountability and transparency. Those recognise different types of information held

Accountability and transparency

The OECD’s ‘Better Life Index’ recognises the value of civic participation and transparency: ‘Ensuring government decision-making is not compromised by conflicts of interest is key to maintaining trust in government’.

In Australia, 46% of people say they trust their national government.

In response to a recent public survey conducted on behalf of the Information and Privacy Commission NSW (IPC) to inform a statutory report on the operation of the Government Information (Public Access) Act 2009, 84 per cent of people said having the right of access to information was ‘very’ or ‘quite’ important.

The case for open government is compelling. The challenge lies in creating a cohesive and consistent commitment to achieving it. ▀

and provides an opportunity to unlock the government information asset while ensuring accountability and protection of ‘sensitive’ data.

Data co-ordination bodies exist in Denmark and Singapore and are under development in New Zealand. The requirement to ensure safe stewardship of information is essential to public confidence and trust in government.

Continued.

Its conscientious management and government's willingness to be held to account – through transparent legislative, contractual and administrative systems – is essential to the delivery of open government.

Recognition of the need to implement a more contemporary approach to information management, including categorisation, also has been the focus of technology developers. Google recently released its new application 'Google in a Box'. Its features respond to the rapid growth in information through the introduction of categories to bundle related messages and the capacity to view information without opening the message or searching for related information – emails with flight details are automatically updated for current status.

Citizen engagement

Citizen engagement and policy development – informed by both information and public participation – provide the foundations of open government. The benefits of citizen engagement and its contribution to a responsible and representative government have been recognised and codified internationally.

Tangible commitment to the principles of open government is evident in codes of practice applied by the Croatian government to provide an accessible transparent contract with citizens.

Called 'A Code of Practice on Consultation with the Interested Public in the Procedures of Adopting Laws, Other Regulations and Acts', the code – together with a range of other legislative and administrative instruments – have resulted in a range of measures to satisfy its citizens.

These measures have improved public consultation and ensured that government agencies adopt a consistent and rigorous approach to public consultation.

Government accountability

The second national 'Open Government Action Plan' published by the UK Cabinet Office in October 2013 provides guidance. Publication of the government's commitment to the promotion and maintenance of public confidence in elected leaders through transparency; citizen participation and influence; and accountability mechanisms establishes a clear direction that engenders confidence in delivery.

How is open government being achieved?

The increasingly digitised environment requires greater coordination and oversight to ensure maximised citizen engagement and public trust in the management of government information.

The benefits of citizen engagement have been recognised and codified internationally.

Internationally, some governments are responding to the challenge through the implementation of holistic strategies to maximise release of all information types within a sound and responsible governance framework.

These international initiatives arise as a result of effective leadership and commitment to a strategic, holistic approach to the principles of open government.

In New South Wales, accountability mechanisms manifest in the publication of data and the legislated right to information. There are a number of legislative and administrative instruments, managed by a number of agencies, that codify differing 'information management' requirements. However, despite the number of agencies with responsibility

for overseeing the current regulatory approach, NSW has no cohesive, mandated responsibility for information governance, and the execution of open government initiatives. **T**

Elizabeth Tydd was appointed NSW Information Commissioner and CEO of the Information and Privacy Commission NSW in December 2013. In her first six months she delivered to parliament the first S37 Report on the operation of the Government Information (Public Access) Act 2009 (2010–2013).

For further information on this topic, visit:

The global network of freedom of information advocates
www.freedominfo.org/

OECD, 'Directorate for Public Governance and Territorial Development: Modernising Government: The Way Forward', www.oecd.org/gov/modernisinggovernmentthewayforward.htm

OECD Better Life Index, www.oecdbetterlifeindex.org/countries/australia/

Canada's Action Plan on Open Government, <http://data.gc.ca/eng/canadas-action-plan-open-government>
www.law-democracy.org/live/global-rti-rating/

www.theguardian.com/public-leaders-network/2012/apr/18/francis-maude-data-raw-material

'A Code of Practice on Consultation with the Interested Public in the Procedures of Adopting Laws, Other Regulations and Acts', www.opengovpartnership.org/country/commitment/improving-practice-consulting-interested-public-procedures-adopting-new-laws-4

Open Government Partnership, www.opengovpartnership.org/country/united-kingdom



PUBLIC SECTOR WEEK

Building capacity
Building our State

**22-26 JUNE 2015
FEDERATION SQUARE**

www.publicsectorweek.org.au
publicsectorweek

Major
Partners



National

High Australia Day honours



OUTSTANDING From left, Ian McPhee, Bill Spurr and David Tune all made AO in Australia Day Honours

Outstanding public administrators recognised in the 2015 Australia Day Honours included retired Air Chief Marshall Sir Angus Houston AC, AFC – as a Knight (AK) in the General Division – together with AO's (Officer in the General Division) to Ian McPhee PSM, of the ACT; David Tune, Fellow, ACT and William (Bill) Spurr in South Australia.

A keynote speaker at IPAA's international conference in Perth last year, Angus Houston was awarded his knighthood 'for extraordinary and pre-eminent achievement and merit in service to Australia, through distinguished service in the Australian Defence Force, commitment to serve the nation in leadership roles, particularly the national responses to the MH370 and MH17 disasters, and in a variety of roles in the community'.

An IPAA stalwart, soon to retire Auditor General, Ian McPhee

PSM of Forrest in the ACT was awarded his AO 'for distinguished service to public administration, particularly in the areas of accountability and policy development, to the enhancement of public sector performance, and to professional auditing and assurance standards'.

Former Finance Department secretary and IPAA National and ACT councillor David Tune PSM, of Lyneham in the ACT, received his AO 'for distinguished service to public administration through leadership of finance, budget and social policy initiatives, as an adviser to government, and through disaster recovery coordination and liaison'.

Chairman of Education Adelaide, director on the board of the Fringe, trustee of the Adelaide Festival centre and tourism guru William 'Bill' Spurr of Longwood in South Australia, was awarded an AO 'for distinguished service to tourism, to education, particularly through international marketing, to the arts and sport as an administrator of institutions and events, and to the community of South Australia'.

Also honoured with the AO was IPAA ACT Corporate Supporter and former public servant at Parliament House Bernard Wright. He received his award 'for distinguished service to the Parliament of Australia, particularly through contributions to the understanding and development of parliamentary law, practice and procedure, and as an adviser to the members of the House of Representatives'. **T**

Public Service Medalists

IPAA and *Today* also congratulate the following public sector employees awarded the PSM in the 2015 Australia Day Awards. Details and citations at <http://bit.ly/1w3Zoay>

Australian Public Service
(various states and territories)
Dr Simon Barter, Margaret Carmody, Marion Grant, Timothy Pilgrim, Saravanamuthu Ponnampalam, Amanda Ritchie, Penny Williams.

Australian Capital Territory
Grace Dunlop, Dr Donald Fletcher, Roslyn Hayes.

New South Wales
Anita Anderson, Norman Angelkovic, Raymond Brownlee, Peter De Natris, Arthur Diakos, Marwan El-Chamy, Eric Groom, Michele Hall, Christopher Presland, Rodney Towney, Anthony Whitfield.

Northern Territory
Grace Dunlop, John Coleman, Roslyn Hayes, Ernest Wanka.

Queensland
Raymond Burton, Associate Professor Charles Denaro, John Forster, Peter Rule AM RFD, Dr Aneurin Thomas RFD.

South Australia
Christine Russell, Vaughan Levitzke.

Victoria
Kurt Butyn, Peter Farrell, Peter Greenwell, Francis Mickan, Michelle Seddon, Janice Snell, Graeme Turner.

Western Australia
Alexander Errington, David Hartley, Gail Milner. **T**

**Get in first.
Stay in front.**

To find out how to have *Today* delivered to you hot off the press visit www.act.ipaa.org.au and follow the prompts.

IPAA National Fellows



NEW NATIONAL FELLOWS From left, Kath Ingram, Robert Cockerell, Paul O'Connor, Martin Parkinson and Geoff Knight

In the 31 years IPAA has awarded just 211 National Fellowships – its highest accolade. At its national conference in Perth last year the Institute announced 11 new National Fellows.

Australian Capital Territory

Cath Ingram, Paul O'Connor, Dr Martin Parkinson PSM and David Tune PSM.

New South Wales Mike Allen PSM and Leanne Wallace.

South Australia Geoffrey Knight.

Western Australia Richard Sellers.

Victoria Yehudi Blacher PSM and Gill Callister.

Tasmania Robert Cockerell. **T**

NSW prepares to host IPAA 2015 National Conference



VENUE Dockside Pavilion to host Gala Dinner

IPAA NSW will host this year's national conference – 'Fed up Federation reform, impacts and opportunities' – at the Sydney Hilton on October 14 and 15.

Preparations got underway during the quarter in review and conference topics will include – what the public wants; how Australia compares to other countries; how governance is evolving; productivity and new challenges; and new capabilities required of the public sector.

The website www.ipaa2015.org.au says

'a thought provoking and engaging program has been developed'. *Today* will bring you – dear reader – more detail when that is made available to us.

The IPAA National conference is Australia's premier public sector and has, in the past, attracted more than 500 delegates and exhibitors from around the country.

It is an opportunity for public servants, those who support and study the service 'to come together and debate the issues that matter'. **T**

New regulatory standard launched

In launching its 2015 Event Program, IPAA ACT also released nationally the Regulatory Professional Capability Guidance on February 3, at Canberra's QT Hotel. (*See also page 32.*)

The Regulatory Professional Capability Guidance is the third standard to be delivered by Alison Turner with the assistance of accomplished Victorian regulators.

Prime Minister and Cabinet's Rebecca Cross launched the standard and spoke convincingly to its effectiveness. She explained the government's deregulation agenda was not designed to remove regulation but make regulatory practice more efficient and that productivity would be boosted by the reduction of red tape in the regulatory arena.

New Australian Public Service Commissioner John Lloyd – in the first speech in his new role – also praised the standard.

This event – hosted by IPAA ACT President and Secretary of the Department of Industry, Glenys Beauchamp – was also IPAA ACT's launch of its comprehensive suite of seminars and special events for 2015 and was well attended by public servants, academics and representatives from all sectors. **T**



AT THE LAUNCH From left, Glenys Beauchamp and John Lloyd

Cash winners grace leadership in government awards

Late last year the Chartered Accountants Australia and New Zealand announced winners in its 'Annual Leadership in Government Awards'.

Former Auditor-General from the Australian National Audit Office Ian McPhee – subsequently made an AO in the Australia Day Honours (*see page 56*) and Matt Cahill, First Assistant Secretary from the Department of Immigration and Border Protection were announced winners at the National Press Club ceremony.

Ian McPhee was awarded the prestigious 'Federal Government Leader of the Year' award, which recognises exceptional leaders in the Australian Public Service. The prize includes \$50,000 for leadership development and growth. The judges said Ian demonstrated outstanding leadership in over-seeing the checks and balances of

government programs and ensuring they made a difference.

Matt Cahill won the 'Outstanding Contribution to Public Administration' award – judges citing his action-oriented approach and outstanding strategic thinking. Matt's prize included \$20,000 for leadership development.

Chartered Accountants Australia and New Zealand Chief Executive Officer Lee White congratulated the winners and thanked them for their service and contribution to the nation.

'We're expecting our public servants to do more with less,' she said. 'Now is the time for the public service to take a direct and fresh approach to how they action their goals. Continuing to do the 'same' will not work.'

'The work of the public service is essential to the future prosperity of the nation.'

'The award judges found the winners had integrity, vision, passion and personal drive to use their role to make Australia a leading nation.'

At the function, internationally renowned policy adviser, Simon Anholt, presented the keynote address. Simon has advised heads of state and government of more than 50 countries and recently launched the 'Good Country Index', which ranks nations according to their contribution to humanity and the planet.

The event concluded with a Q&A panel chaired by Tony Jones, with panelists – Shadow Assistant Treasurer, Andrew Leigh; Professor Simon; Managing Partner, Deloitte Canberra, Lynne Pezzullo; and, Secretary Department of Finance, Jane Halton – exploring issues around identity and reputation. **T**

Australian Capital Territory

Ethics seminar

IPAA ACT kick started its 2015 seminar program on February 24, at the

Marcus Clarke Street Theatre, Civic, with 'Stay Calm and Remain Ethical: Ethics and the Public Servant'.

The seminar focused on the duty of public servants to ensure public money is spent as efficiently and effectively as possible.

In the first presentation, the Group Manager of the Ethics Group at the Australian Public Service Commission, Karin Fisher, discussed the role of the Ethics Advisory Service, the 'REFLECT' model – a decision making code of behaviour model; and common and emerging ethical issues for the APS.

Acting Deputy Director General and Commissioner for Public Administration in the ACT Government, Bronwen



ETHICS WARRIOR From left, Brendan Sargeant, Associate Secretary, Dept of Defence, Bronwen Overton-Clarke acting ACT Government Service Public Service Commissioner and Gill Savage, principal of Leadability spoke

Overton-Clarke, spoke about the importance of developing professionalism and the emphasis placed on ensuring its public servants do the right thing, in the right way.

The final speaker, Gill Savage the Principal of Leadability Group, presented case studies and situations where ethical

behaviour is jeopardised and how to remedy these issues.

Ethics is always an interesting topic and the live and online audiences submitted many thought-provoking questions. **T**

Webcast at <http://livestream.ssc.gov.au/IPAA/February2015/>

YPs meet CEOs over breakfast

'Geeky Robotics: People to Innovate, Clones to File?' was the intriguing title of this year's Chief Executives and Young Professionals' Breakfast held in the National Gallery of Australia's Gandel Hall, on March 6.

Sponsored by KPMG, this event is always high on the 'I hope I can go to that' list for young professionals in the ACT and is a unique opportunity for young professionals to get to talk with their CEO outside agency headquarters.

Keynote speaker Marita Cheng, founder of Robogals Global and winner of the 2012

Young Australian of the Year, right, spoke enthusiastically about the need for more women to enroll in science and select careers in technology and engineering.

She generously shared information on the progress of her initiative to engineer robotics to carry out low-grade tasks. Marita also spoke openly about the challenges she had encountered when seeking grants to start up Robogals. However, she said that was balanced by the knowledge and information shared with her by sage and more experienced leaders in science and education.



KEYNOTE Maria Cheng, 2012 Young Australian of the Year

Many young professionals who attended would have returned to their office feeling inspired and creative.

We have not yet received word on progress of training clones to do the filing! ☺

Excellence showcased

Winners in the 2014 Australian Awards for Excellence in Public Sector Management were showcased March 24 seminar at the Marcus Clarke Street Theatre.



Chaired by Kerry Kennedy, IPAA ACT Council Member and long-term coordinator of the awards, left, winners in 2014 received a second

opportunity to talk about their award-winning projects. The seminar's thrust was to relay tips and tricks for submitting entries to impress judges and set them a winning distance apart from other nominations.

It was clear from their enquiring questions that some audience members were keen to be on the winners' podium in 2015. In turn, presenters were generous in discussing issues encountered during project implementation and documenting the process as part of their nomination.

Speakers representing 2014 winners included Sally Richmond, Assistant Director, Individual and Family Support (Southern Division), Victorian Department of Health and Human Services and Graham Tanton, Industry and Science, Department of Industry.

Submit an entry from anywhere in Australia, from any level of government. Nominations open April 1 and close on August 14, 2015.

Webcast at <http://livestream.ssc.gov.au/IPAA/March2015/>

Ethics and Leadership in the Public Sector



Registration is now open for this two-day conference bringing together top public servants, former Ministers, business leaders and academics to discuss ethical strategies for leaders.

Find out more and register:
www.psc.nsw.gov.au/ethicsconference

Sydney
7-8 May 2015



Tamara's gain, our loss!



Exactly four years in March since she was appointed to the demanding role as Executive Director of IPAA's ACT division popular Tamara Cutcliffe (**TC**), above, moved back to the Department of Finance, onto a taskforce charged with better integrating its services.

Tamara's amazing performance at IPAA ACT coincides with the birth of *Today*

**Get
in first.
Stay in
front.**



Tamara Cutcliffe, who transformed *Today* on her watch, invites you to find out how to have *Today* delivered to you hot off the press to visit www.act.ipaa.org.au and follow the prompts.

in its new format and as she has been a fervent supporter of the magazine and her editorial team, we thought it appropriate to conduct an 'exit interview'.

T What were the highlights?

TC So many you may need to stop me: the people, the conferences, the awards, growing the business and building capacity.

Two early alliances – with DEEWR, (now the Shared Services Team) who produce the live-streams and videos of our monthly seminar series – and you all at Faceworks in producing *Public Administration Today*. Both have been very helpful in producing visible proof of our events, programs, products and services over the past four years.

Inviting ACT Government Service representation onto our council also proved to be inspired and continues four years later through Kathy Leigh and Bronwen Overton-Clarke.

Our awards teams – Annual Reports Awards and the Australian Awards for Excellence in Public Sector Management – continue to contribute to better practice in their fields.

Leveraging off developments in other jurisdictions has been fun and thanks to IPAA Victoria and IPAA NSW, also the smaller states and NT, for so generously sharing your skills and expertise!

Alison Turner's passion for IPAA's Professional Standards Capability program has been infectious and compelling!

Carmel McGregor and other Council members and the IPAA team contributing to the very successful IPAA 2013 National Conference, 'Serving Australia in the 21st century'. So successful that IPAA ACT plans to hold its own ACT conference in September this year. We'll draw on the expertise of our conference committee to help us again. I hope the Embassies, High Commissions, sponsors and competitors will all line up again.

And ... gaining support from corporate members, in particular, Finance, ANAO and Treasury, was also impressive!

IPAA ACT has had a tenfold increase in total assets from 2009-10 to 2013-14 and, with the aid of Treasurer Barry Mewett, I set up two term investments that assure stewardship of funding for 2015-16 and 2016-17.

T OK, OK ... you said we might have to stop you! What were some of your bigger challenges?

TC Losing our President, Andrew Metcalfe, a month prior to the staging of IPAA 2013 National Conference was problematic, but very appreciative of Glenys Beauchamp PSM stepping up seamlessly to take his place ... thanks to Carmel McGregor and the executive too for all the legwork behind the scenes.

Faced with the need to recruit an editor for *Public Administration Today* on my first day was daunting, but making lasting relationships with Ron Dent, Sally Woolford and Sandi Logan was wholly worthwhile.

T Would you do it all again?

TC In a heartbeat – the best professional development of my career! And ... working with some of the best in our sector!

I thank the past and present executive for their leadership and support ... and, in particular, presidents Andrew Metcalfe and Glenys Beauchamp and vice-president Carmel McGregor.

T Well Tamara, there are some moist eyeballs here at *Today* and we wish you what you truly deserve ... all the very best for your future career and life in general. Thank you for your wonderful support. **T**

As Today was going to press, Drew Baker – from the Centre for Public Management and Australian Institute of Management – was announced as the new CEO, IPAA ACT. Watch out for a comprehensive interview with Drew in our next edition.

New South Wales

Just a picnic in the park

Friday 13 in February was lucky for many IPAA members and guests who flocked to the Rose Garden Pavilion in Sydney's Royal Botanic Gardens for its annual 'Picnic in the Park'.

IPAA NSW President Andrew Cappie-Wood and CEO, John Carnegie hosted an afternoon of networking, drinks and canapés – a great opportunity to learn about IPAA and how it connects people and ideas. **T**



PARTYING PRESIDENTS From left, former IPAA National President and IPAA NSW President



GATHER ROUND IPAA NSW members enjoying their first networking event for 2015; Picnic in the Park



BIG WELCOME Andrew Cappie-Wood, IPAA NSW President



South Australia

Social media abuse warnings



IPAA SA President Erma Ranieri, left, in her role as SA's Public Service Commissioner, has reminded public servants about their ethical obligations not to conduct government business on private email accounts. **T**

In a report to the SA Parliament, Independent Commissioner Against Corruption, Bruce Landers, criticised the use of private emails and false social media accounts.

He said any misuse of social media channels by a public sector employee 'would amount to misconduct even if outside working hours and did not use government information technology'. **T**

IPAA SA shows intrapreneurship in huge seminar



OPENER Tim Mares, Director of Strategic Economics and Policy Coordination for the Department of State Development

As part of Entrepreneurs' Week, IPAA SA hosted a HUGE, sell-out 'Intrapreneurship Forum' on February 6 to showcase examples of internal 'entrepreneurship' in the South Australian public sector and explore emerging trends and challenges for achieving change, improving coordination and facilitating innovation.

Over 150 attendees gained insight into the role of intrapreneurs in pushing government forward, and were inspired by and learned from successful SA-based initiatives.

Tim Mares, Director of Strategic Economics and Policy Coordination for the Department of State Development,

together with Kristin Alford, a futurist and founding director of Bridge8, opened the full-day program by welcoming guests to the forum, the first of its kind.

The keynote speaker, Economic Development Board Chair Raymond Spencer, kicked off with an opening address 'INTRAPRENEURSHIP: The invisible spirit of public sector transformation – the change-making imperative'.

The mid-morning sessions focused on intrapreneurship – what it is and why it's critical. Matthew Salier from the New Ventures Institute, Flinders University gave an address 'Partners in intrapreneurship – new opportunities and the roles of networks and connectors'.

Deloitte's Martin Reid spoke on 'SA Digital Disruption / Digital Opportunities – the times they are a-changin': how digital innovation is influencing the way we live, work and play'.

For taped versions of these addresses visit www.sa.ipaa.org.au

Stories were presented both in buzzing 'PechaKucha' and conference styles and featuring:

- 'Negotiation and tactics: Essential strategies in joined-up policy making' – Carmel Williams, Manager, Strategic Partnerships,

Department of Health and Ageing.

- David Byworth, Manager, Fab Lab Adelaide.
- 'Lessons from a duck herder' by Jason Cotton – specialising in leadership, innovation, change, negotiation and strategic relationships.
- 'Splash Adelaide' – Sandy Verschoor, General Manager, City Culture and Community Services, Adelaide City Council.
- 'Success in the West' with Steven Ward.
- 'Growing festivals' with Christie Anthony, Executive Officer, Festivals Adelaide.
- 'Change@SA – An experiment in cultural change' with Daniel Butler, Manager, Change@SouthAustralia.
- 'Changing from within – with Chris Vanstone, Director of Co-design at the Australian Centre for Social Innovation.

The afternoon sessions went with a swing with more dynamic sessions on 'Emerging opportunities for the intrapreneur' – led by Kristin Alford's address 'Being an intrapreneur is like?'

To understand the skills and capabilities required of intrapreneurs in government in South Australia, as well as the structural and culture systems they work in, delegates doing innovative and change work were asked to complete a survey.



MARKET PLACE Citizens Jury Story – Vivienne Lambert and Meredith Hunt



PANEL From left, Leigh Morgan, The Engine Room; Megan Antcliff, Department of State Development; Peter Smith, Chief Executive Officer, Adelaide City Council; Margie Caust, Urban collaboration; Kristina Dryza, International Trend Forecaster, Writer and Author

That session also explored the responses to understand the attributes, issues and future challenges for intrapreneurs.

Gail Fairlamb, Director, Strategic Engagement and Communications from Department of Premier and Cabinet also gave an address ‘Innovation in the state public sector – Aspiration to delivery’.

Late in the day an ‘Ideas Marketplace’ was held for delegates to discuss new ideas and concepts with the people who had already made those happen. Discussions included concepts like open data, participatory budgeting, industry clusters, and citizen juries.

The Ideas Marketplace line-up was:
‘Simplify story’ – Sarah Thomas and Susie Rodeghiero-Smith.

‘Citizens’ jury story’ – Vivienne Lambert and Meredith Hunt.

‘Participatory budgeting’ – Todd Clappis and Rachael Leverton.

‘Major project case management’ – Joe Mastrangelo.

‘90-day projects – Driving complex change’ – Gess Carbone.

‘Design in policy for a world design capital’ – Trish Hansen.

‘Mapping the collaborative economy in South Australia’ – Matt Scales.

‘Community dolphin conservation’ – Jamie Hicks.

‘Open minds, open approaches and open data’ – Aron Hausler and Alysha Thomas.



IDEAS Raymond Spencer, Chair, Economic Development Board

‘Community engagement: From paper to practice’ – Teresa Janowski.

‘Community governance and participatory facilities planning’ – Kathy Jarrett.

‘Industry cluster development’ – David Grice.

International trend forecaster and futurist author Kristina Dryza, kept everyone on the edge of their seats with her passion and wisdom on ‘How to birth the future in the now’.

The day closed with an open discussion on intrapreneurial themes, with panel members: Chief Executive Officer of Adelaide City Council, Peter Smith; Margie Caust of Urban collaboration; Leigh Morgan from The Engine Room; and the Department of State Development’s Megan Antcliff. **T**

Administrative decision-making

On February 12, IPAA SA hosted a key event for South Australian public sector executives: ‘Administrative decision making – The pathway to decisions’.

IPAA SA President and Commissioner for Public Sector Employment, Erma Ranieri as Master of Ceremonies was supported by keynote speakers Justice Greg Parker, President, South Australian Civil and Administrative Tribunal – who spoke on ‘Administrative law principles applicable to decision-making’ – and the Independent Commissioner Against Corruption Bruce Lander, on ‘The role of administrators: in considering complaints in relation to potential issues of corruption,

misconduct and maladministration in public administration’ and in dealing with matters referred to a public authority by him.

The overarching message was each person in the public sector has a responsibility to make sound and transparent administrative decisions. Unfortunately, public sector leaders do not always do so.

In less serious cases, uninformed or ill-considered decisions can lead to major financial problems, delays, and unsuitable solutions – and also adversely affect individual employees. In the worst cases, decisions can lead to complaints of corruption, misconduct and maladministration and have the potential to result in criminal charges.



PANEL From left, Bruce Lander, Justice Greg Parker, David Stevens, and Kath McEvoy

This forum closed with a panel discussion, featuring Bruce Lander and Greg Parker, together with David Stevens and Kath McEvoy, Commissioner and Assistant Commissioner of the Public Sector Grievance Review Commission. **T**

Tasmania

From Lewisham with learning

Each year, public administrators from Tasmania and Victoria come together to discuss big ideas about the future of the public sector.

This year's event 'Reimagining Government; Reimagining Public Administration' – organised jointly by IPAA Victoria and Tasmania – was held in February at the Museum of Modern Art (MONA) in Hobart.

It featured international guest, Barry Quirk – CEO of the London borough of Lewisham. With a population of 295,000 people, it is one of 32 London councils and one of the few with a directly elected mayor.

With only two levels of government in the UK, local government plays a very large role in service provision, ranging from taking children into care to rubbish collection. Lewisham has an annual budget of around A\$2 billion but with a controllable budget of A\$500 million.

Barry outlined the enormous challenges faced by elected councillors and local public servants in making cuts of some 80 million dollars Australian due to the



SCENIC START Delegates arrive by boat at MONA

fiscal austerity being applied in the UK. He said making cuts of that magnitude could not be done managerially as there was a real question about the political legitimacy of decision makers.

He described the process of large-scale community discussion and involvement in co-design of services Lewisham had undertaken to meet this challenge.



ENGAGING Barry Quirk

This year's forum – chaired by IPAA ACT's Carmel McGregor – also featured a panel with Barry Quirk; the principal of dandolopartners, Bronte Adams; Greg Johannes, Secretary, Tasmanian Department of Premier and Cabinet; and Jude Munro, with experience as CEO of four councils – St Kilda, Moreland and the Adelaide and Brisbane City Councils. 

Audio at <http://goo.gl/VHZg9i>



ENGAGEMENT A delegate gets involved

PHOTOS Jon Jarvela

Agility and effectiveness in the Public Service



BREAKFAST From left, IPAA Tasmania President David Nicholson talking to the speaker, Chairman of the Productivity Commission, Peter Harris

Promoting agility and effectiveness in the public service was the topic for IPAA Tasmania's new initiative, the 'Emerging leaders breakfast forum'.

The event was held in Hobart in November last year (after *Today* went to press).

Chairman of the Productivity Commission and IPAA stalwart Peter Harris presented for 116 young professionals and emerging leaders in the Tasmanian state service – who also took the opportunity to engage with each other and explore issues of importance.

Peter's presentation highlighted the changed environment for the public sector

As a consequence of this new world, Peter said the public sector needed a new strategy and the 'agility of a mountain goat'. He said the new public service world contained increasing expectations from the community,

media, ministers and governments. The public sector must deal with ever-diminishing resources; higher compliance standards and a major increase in individual exposure – 'just consider the Royal Commission into the Home Insulation Program'.

'This is an era when ministers learn from and copy each other. Not everyone is your friend and every email sent is a potential transfer of personal risk.'

So how does the public sector cope in this new world? Peter laid out a number of principles:

- Increase transparency and put everything in writing from the beginning.

This becomes an agreement on how you will do things. Oral agreements and advice are no longer sufficient.

- 'Don't just ask what and when. Know precisely who you are working for, who is accountable, how things are to be done, and always ask "why?".'
- 'Identify factors that have potential to cause failure. If you need to adapt to those factors, be explicit about what can and can't be achieved.'
- 'Not all risks can be managed so don't try to accommodate the impossible – you could become a victim in the process.'
- 'Be as agile as a mountain goat! Know who the park rangers are, who are the hunters and always have a Plan B.'
- 'If failure is likely, be the first one to make the call and never – ever – be the second person to discover your failure.'

Finally, Peter urged delegates to 'tend the garden everyday'. 'It may keep you awake at 4 am,' he said, 'but re-evaluating your position on a regular basis and asking if there's a better way of doing things is vital.'

'With the 'agility of a mountain goat' your Plan B may suddenly look like a better proposition than the one you're using!' ▀

Victoria

Public Sector Week

IPAA Victoria announced its inaugural 'Public Sector Week', themed 'Building capacity – Building our State'.

It will be held June 22 to 26 at Federation Square and venues throughout Victoria.

Designed for people who work in or with the public sector, the program offers a range of inspiring activities and meetings focusing on big ideas for building a great nation and state; analysis of future

challenges; thoughtful discussion about what it means to be a part of the public sector and reflections on what it can learn from its long-term achievements.

The week will provide challenging professional development opportunities and promote the public sector's role and its achievements to the broader community. ▀

Find out more at www.publicsectorweek.org.au

STOP PRESS



As this edition of *Today* was going to print, news came through that the Chief Executive Officer of IPAA Victoria, Dr Geraldine

Kennett, would resign effective May 1 to immediately become Professor of Practice in Management at La Trobe University.

Today and all your IPAA friends wish you well, Ged. ▀

Victoria

Public sector leadership

'Every picture tells a story' and it was quite a big one when new Public Sector Commissioner Belinda Clarke and IPAA Victoria President, Gill Callister, announced ten winners at the 2015 Public Sector Leadership awards, 'from a near record field of entries'.



AWARDING Belinda Clark, Victorian Public Sector Commissioner



YOUNG INDIGENOUS LEADERSHIP SCHOLARSHIP FINALISTS From left, Tom Bell, Department of Justice and Regulation; Elliejean Singh and Kellyann Edwards both of Department of Education and Training



RISK MANAGEMENT WINNER East Grampians Health Service with VMIA CEO Paul O'Connor, far right, and IPAA Victoria President Gill Callister, centre



SERVICE DELIVERY AWARD WINNERS Melbourne Health, in partnership with Barwon Health, Monash Health, Royal Children's Hospital, Arcitecta and Precedence Health Care



WINNER DEPARTMENT OF HEALTH AND HUMAN SERVICES AWARD Shelley Bowen



FINALIST DEPARTMENT OF HEALTH AND HUMAN SERVICES AWARD Steve Kozel

Two new awards were presented for the first time – ‘Communications’ to Melbourne Health; and ‘Environmental Sustainability’ to the Department of Health and Human Services. **T**



MINGLING Enjoying a chat at the awards



RISK MANAGEMENT AWARD FINALIST Country Fire Authority



PEOPLE DEVELOPMENT-JOINT WINNERS Department of Justice and Regulation and the Environment Protection Authority



NETWORKING Guests in earnest discussion



TEAM WORK Department of Justice and Regulation



HOST IPAA Victoria President Gill Callister

New State Fellows

Sixteen new Victorian Fellows were inducted at the Annual Fellows Dinner last November (after *Today* went to press). State Fellowship is awarded in recognition of outstanding contribution to public administration, the achievement of the IPAA Victoria’s objectives and exemplary service to the Victorian community.

The new IPAA Victoria Fellows are: Adam Beaumont, Forest Stewardship Council; Lachlan Bruce, Regional Development Victoria; Deborah Cope, Victorian Competition and Efficiency Commissioner; Kaylene Conrick, Bayside City Council; Monique Dawson, Department of Education and Training; Brad Davies, dandolopartners; Stan Krpan,

Sustainability Victoria; Brendan Flynn, Department of Premier and Cabinet; Ken Mathers, Linking Melbourne Authority; Stephen Petris, Nous Group; Sue Roberts, State Librarian; Dr Emily Phillips, Department of Environment,

Land, Water and Planning; Angela Singh, Aboriginal Affairs Victoria; Dr Gillian Sparkes, Commissioner for Environmental Sustainability; Professor Helen Sullivan, Melbourne School of Government; and Wendy Steendam, Victoria Police. **T**



Western Australia Celebrating 70 Years

In 2015, IPAA WA is ‘celebrating 70 years of advancing excellence in the public sector’.

From humble beginnings in 1945 as The (British) Institute of Public Administration WA Regional Group, the Institute has come a long way to now be recognised as Western Australia’s pre-eminent professional association for public sector professionals.

Since 1945, there have been six name changes, 31 presidents and thousands of training courses and events managed by IPAA WA. It has grown to be a strong membership organisation and has created

solid partnerships with both government and non-government organisations working to advance excellence in the public sector.

Over the past 70 years, IPAA WA has made many significant contributions to public administration in Western Australia including founding its Achievement Awards in 2012 – the only awards ceremony to recognise individual and organisational public sector achievements. Earlier, 1984, the WS Lonnie Awards were established to recognise excellence in annual reporting – central to good corporate governance.



State President Sven Bluemmel commended all those involved in the Institute’s success over the past 70 years. ‘This is a significant milestone. We are proud to have served WA’s public sector for nearly three-quarters of a century and we’ll continue to provide engaging events and tailored training courses to meet its continually evolving needs.’ **T**

Cutting red tape

Peter Harris was a keynote speaker for IPAA WA in March at a half-day seminar held at Perth’s Pan Pacific hotel. The Productivity Commissioner joined the CEO of WA’s Chamber of Commerce and Industry, Deidre Willmott, for ‘Red tape: Problem or solution’.

The pair brought a wealth of knowledge and experience from the public and private sectors to this important discussion and delegates were provided with a greater and contemporary understanding of the latest thinking around designing, implementing and reviewing regulations.

The seminar found community needs and wants had changed over time according to available knowledge and resources. As a consequence rules and regulations had also changed. It is critical the public service is able to review, design, and implement regulations in the most efficient possible manner.

Regulatory reform presents the public service with an opportunity to enhance its efficiency and effectiveness in delivering public good.

The seminar heard that the Productivity Commission had released a report in

2013 identifying a model for an improved ‘Major Project Development Assessment Processes’ – just one area of potential improvement that served as an important starting point for discussion as to the other promising areas of reform.

What regulations should go? Which need to be revised? And, how can we enhance our understanding of complex regulations so that they may be better enacted?

The highly-successful seminar also featured, as master of ceremonies and host, IPAA WA President Sven Bluemmel, who also is the state’s Information Commissioner; Jason Banks, the Director-General, Department of Environment Regulation and Greg Watkinson, Chief Executive of WA’s Economic Regulation Authority. **T**

Farewell and g’day



To our enthusiastic, energetic and effervescent divisional editorial representative in WA Kylie Macqueen, who’s left IPAA for a new opportunity in marketing at the City of South Perth. Thanks for a great job, Kylie and all the best.

And so, it’s a big hello and welcome to Yohan Fernando who succeeds Kylie in the role. **T**

Mentoring members



Member mentoring sessions began in February with Director General of the Department of Lands, Colin Slattery, left, –

with more speakers to follow in May and August.

An informal atmosphere allows a maximum of eight invitees to network with senior leaders – asking questions, developing personal skills and broadening career prospects. **T**

'Opportunities in Change: Implementing Local Government Reform'



This seminar – held late last year (before the last edition of *Today* went to press) at Perth's Ernst & Young and hosted by EY director Liam O'Connell – drew on the experience of Australian and New Zealand local government reform.

Featuring authors of various reports from the Australian Centre for Excellence in Local Government (ACELG), the event featured speakers including – via video conference – the Executive Director of McKinlay Douglas Ltd, Peter McKinlay, who discussed the importance of learning from others when implementing reform. Lead author of the ACELG report, Professor Graham Sansom from Sydney's University of Technology, left, then spoke on the crucial points of looking at the bigger picture and long-term thinking when planning for local governments. WA Health's Jim Dodds wrapped up with a look at opportunities for local governments in their communities. **T**

For resources, including presentations, visit www.wa.ipaa.org.au/EventResources.aspx?id=102

Mental Health Commission's 40th anniversary

Celebrating its 40th anniversary in Western Australia in 2015, its Mental Health Commission (MHC) released the 'Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015–2025' for consultation.

To ensure consumers were heard and their views helped shape the plan, Consumers of Mental Health WA hosted a free consumer forum in February.

To mark its 40th anniversary year, international experts in the field of recovery will be joining MHC throughout the year to promote its vision of 'A world where people are supported to recover, live well and to have a meaningful and contributing life'. **T**

For more information about WA's MHC and its year-long program, visit www.mentalhealth.wa.gov.au

President's Address

This year's IPAA WA President's Address was delivered over breakfast at Perth's Convention and Exhibition Centre on February 12 by WA's Attorney General and Minister for Commerce, Michael Mischin.

He described policy making as an 'art ... guided in large measure by informed political intuition.'

He said well-informed advice provided by professional policy officers and analysts within departments was a valued contribution to the process. 'A successful officer or analyst must be resourceful to deliver rapid analysis and advice, frank in nature and that demonstrates a keen awareness of contemporary societal expectations.'

In thanking the Minister, IPAA WA President, Sven Bluemmel, said that in its 70th year the Institute's mission was 'more relevant than ever in equipping members with the skills and knowledge necessary to work in an increasingly complex policy environment'. **T**

To download resources, visit: www.wa.ipaa.org.au/EventResources.aspx?id=97



PRESIDENT'S ADDRESS From left, Michael Mischin with Sven Bluemmel



RAPT Guests listen closely

COMING ATTRACTIONS

National

www.ipaa.org.au

IPAA 2015 NATIONAL CONFERENCE

14-15
APR



Fed Up: Federation reform, impacts and opportunities will be a forum for debate, discussion and promotion of the public sector. It's an opportunity for those who are passionate about the public sector to connect and engage with peers and colleagues. Top-level details at www.ipaa2015.org.au

Register today and save with 'Early Bird' pricing.

**THE HILTON
438 GEORGE STREET
SYDNEY**



Australian Capital Territory

www.act.ipaa.org.au

CONTESTABILITY IN RUNNING GOVERNMENT SHARED SERVICES AND OUTSOURCING

28 APR 9:30-11:30 AM AM

Free to IPAA ACT members, this seminar explores the benefits and challenges of shared servicing arrangements. Includes case studies on identified efficiencies.

Free to corporate members.

Livestreamed at <http://livestream.ssc.gov.au/IPAA/April2015>

**50MC THEATRE
MARCUS CLARKE STREET CIVIC**

NETWORKING FOR THE FUTURE YOUNG PROFESSIONALS

06 MAY EVENING EVENT

The Young Professionals Network invites aspiring young professionals to a high-octane evening of speed networking. Catch up with colleagues. Meet new contacts. The mantra is 'build your networks!' Sponsored by Hays.

**COMMON ROOM
UNIVERSITY HOUSE**

You can read *Public Administration Today* online.

There are free sample pages but if you are an IPAA Member and obtain the necessary codes from your division you can read all of *Today* in full, glorious colour for free – from your screen.

www.act.ipaa.org.au

New South Wales

www.nsw.ipaa.org.au

CEO & YP BREAKFAST

01 MAY 07-10 AM AM

Held annually, this event provides the perfect opportunity for CEOs from across the NSW public sector to further engage, recognise and foster young talent within their organisations. It also offers a forum for sharing ideas about how to build a better NSW public sector.

GRAND BALLROOM, THE WESTIN NO. 1 MARTIN PLACE, SYDNEY

South Australia

www.sa.ipaa.org.au

ASPIRING WOMEN

18 MAR 9:30-11 AM PM



Aspiring Women has been developed by Samantha Young who has years of experience in the area of coaching women to help you get where you want to be in life. No role-plays, nothing embarrassing or forced 'pop psychology'. A mix of straight theoretical input, group discussion, time to think, self-analysis, motivating activities, all designed to bring out the best in female employees, at work and at home, with the guidance of an experienced psychologist and coach.

Registration at 9 am; morning tea provided.

\$160 Professional Member

\$199 State Government Employee Member

\$199 Corporate Member

\$245 Non-Member

**IPAA SA, LEVEL 6
12 PIRIE STREET, ADELAIDE**

South Australia

www.sa.ipaa.org.au

NEW AND EMERGING MANAGERS SERIES

This intensive and practical development program explores the knowledge, models, tools and skills required for people coming to grips with leading a team and managing others for the first time. It includes building a positive team culture, managing up, down, across and everything in between. You can learn how to become a confident and positive role model who is ready to tackle the challenges of the role.

This unique series allows you to select modules – minimum of four; maximum eight – that most suit your management style and learning needs.

19 MAR	Managing Conflict Well by Developing a Positive Team Culture	20 APR	Providing Performance Feedback
30 MAR	Leading and Developing an Effective Team	14 MAY	Keeping the Team on Track
09 APR	Leading and Managing Across Generations	25 MAY	Coping with Change
11 JUN	The Managers Toolbox	22 JUN	Managing Workloads

Expert input, resources and comprehensive learning guides. An ideal opportunity to work with colleagues who are all tackling the same big challenges.

Presenters from Centre for People Development.

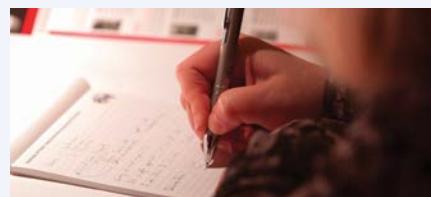
**IPAA SA, LEVEL 6
12 PIRIE STREET, ADELAIDE**

Victoria

www.vic.ipaa.org.au

GAIN THE POLICY EDGE

01-05 JUN	09-05 AM PM
30-04 NOV DEC	09-05 AM PM



This five day intensive program teaches the skills to contribute to policy development and implementation and to see its connection to the delivery of improved services.

Facilitator Stephen Petris, Principal of the Nous Group, is expert in strategic management – including the design and facilitation of major strategic planning events – and understanding trends in public administration and their influence on the nature of strategy and performance in the public sector.

Stephen works with a range of public and not-for-profit organisations and has significant experience in natural resource management, primary industries, science and technology, rural development and fire management.

\$4,070 Personal Member
\$4,620 Corporate Member
\$5,170 Non-Member
\$2,725 Indigenous Graduate Certificate Participants

**TREASURY ROOM, LEVEL 18
PARK HYATT, MELBOURNE**

GREAT SERVICE TEAMS ... DELIVER A GREAT SERVICE EXPERIENCE

13&24 MAY NOV	930-05 AM PM
---------------	--------------



Presenter Angela McWigan has 30 years of leadership experience in service delivery, psychometric testing, change and project management, compliance and OH&S. She is passionate about inspiring participants to realise their full potential and develop a 'continuous improvement mindset'.

The course covers VPS Key Skill; KS23 Service Excellence and subsidiary skills; KS9 Leadership skills; KS10 Influence and negotiation; KS12 Organisational awareness; and KS18 Stakeholder management.

\$660 Personal Member
\$770 Corporate Member
\$1,100 Non-Member
More info www.vic.ipaa.org.au/professional

**STAMFORD PLAZA
111 LITTLE COLLINS STREET
MELBOURNE**

Get in first. Stay in front.

To find out how to have *Today* delivered to you hot off the press visit www.act.ipaa.org.au and follow the prompts.



COMING ATTRACTIONS

Western Australia

www.wa.ipaa.org.au

SHAPING VIEWS AT THE TOP



This workshop provides Young Professionals with the opportunity to network and connect with key leaders and decision makers. Leaders will present their ideal for the future public service – what it will look like over coming decades; and delegates will have an opportunity to respond.

**BOUNDARY ROOM, WACA GROUND
NELSON CR, EAST PERTH**

Get in first. Stay in front.

Have *Today* delivered to you.

Visit www.act.ipaa.org.au and follow the prompts.

WA BUDGET BRIEFING



* 2015 BUDGET BRIEFING *

The budget briefing lunch is an opportunity for public servants from across all levels of government to learn about the WA State Budget and reflect on how it will influence their planning and programs for the coming year.

At this premier annual event highly-regarded presenters provide commentary on the economic environment; the year's budget; and the financial agenda for both that State and Commonwealth Governments in the year ahead. There will be a particular focus on the impact of the budget on the public sector.

**BOUNDARY ROOM, WACA GROUND
NELSON CR, EAST PERTH**

ACHIEVEMENT AWARDS 2015



These awards recognise individual and organisational excellence in public service. Fifteen awards are made – open to any employee, or organisation as applicable, working in Western Australia in any tier of the public service – Local, State or Federal Government and the not-for-profit and academic sectors.

HYATT REGENCY PERTH

STOP PRESS



BIG FANS *Today* readers from various ACT and Australian Government agencies at IPAA ACT's CEO and YPN breakfast. From left, Lucy Stockwell, Megan Vincent, Penney Woods, Carly Hertel, Sam Highley, Joshua Drummond, Rebecca Kaye, Jake Roarty and Sandra Cook **PHOTO** Lyn Mills

POWERING THE PUBLIC SECTOR'S WORLD OF WORK WITH OUR EXPERTISE

We are the experts in providing qualified, professional and skilled workers to the public sector. We're committed to helping our clients achieve their diversity outcomes by representing candidates from across all the diversity groups in the workforce. We have also released a whitepaper detailing what it takes to create a diverse workforce.



The Balancing Act: Creating a Diverse Workforce

How many organisations in Australia can claim to truly have a diverse workforce?

In this white paper, we explore the current situation in Australian workplaces in terms of gender, age, multiculturalism and disability representation.

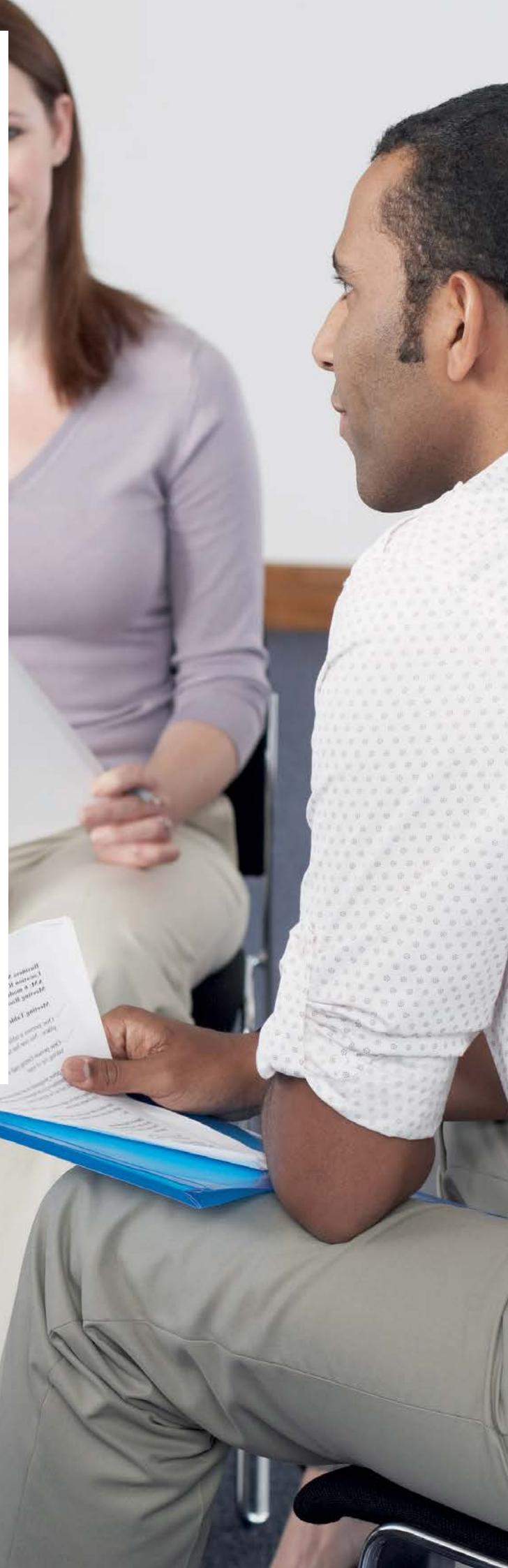
We provide strategies to help you create a totally inclusive, diverse workforce through managing individual differences.

Contact us to receive your copy now or visit hays.com.au.

Contact Kathy Kostyrko at
kathy.kostyrko@hays.com.au
or 02 6112 7629.

hays.com.au

ACCOUNTANCY & TAX/CONSULTANT/CONTACT CENTRE/EDUCATION/EDUCATIONAL INSTITUTIONS/LEGAL/SAFETY/POLICY& GOVERNANCE/ENGINEERING/HUMAN ENGINEERING/HUMAN LOGISTICS/FACILITIES MANAGEMENT/FINANCIAL SERVICES/SOCIAL CARE/SALES & MARKETING/HR/EMPLOYEE RELATIONS/OFFICE SUPPORT/RESOURCES/MANAGEMENT/HUMAN RESOURCES/ARCHITECTURE/DESIGN & DEVELOPMENT/PUBLIC SERVICES/ACCOUNTANCY & FINANCE/EDUCATION/PHARMA/CONSTRUCTION & PROPERTY/RESOURCE MANAGEMENT/HEALTHCARE/PLANNING & DESIGN/PROFESSIONAL/INFORMATION TECHNOLOGY/SALES & MARKETING/RATEGY/BANKING/MARKETING/ENERGY/INNOVATION/HUMAN RESOURCES/FINANCIAL PHARMA/MANUFACTURING/HEALTHCARE/PROCUREMENT/H	EDUCATION/PHARMACEUTICALS/INDUSTRY/OPERATING & OPERATIONS/TECHNOLOGY/HEALTH & SAFETY/WORKING/INDUSTRIAL/LOGISTICS/RESOURCES/LOGISTICS/FACILITIES MANAGEMENT/SALES & MARKETING/RESEARCH & DEVELOPMENT/PHARMA/CONSTRUCTION & PROPERTY/RESOURCE MANAGEMENT/HEALTHCARE/PLANNING & DESIGN/PROFESSIONAL/INFORMATION TECHNOLOGY/SALES & MARKETING/RATEGY/BANKING/PUBLIC SERVICES/RESOURCES & MINING/ENGINEERING/CONTACT CENTRES/SOCIAL CARE/ES/ENERGY/HEALTHCARE/OFFICE SUPPORT/LEGAL/OIL & GAS
---	---





Thinking

Beyond Today

The world is changing faster than ever.

To keep up, government and all Australians must be thinking for tomorrow.

At KPMG, we have a track record of working with government, business and the community to tackle challenging problems. This makes us the natural choice when government needs insight and analysis to think differently about public service delivery.

Together, we're exploring new opportunities and helping to create solutions that work for the nation today – and tomorrow.

Join the conversation.

LinkedIn Government: thinking beyond today