

# TRANSCRIPT OF PROCEEDINGS

## Secretary Series: Greg Moriarty

National Portrait Gallery

9 APRIL 2019

- Frances Adamson: This is Ngunnawal country. We are gathered together today on Ngunnawal country. We acknowledge and pay our respects to the elders. Good morning everyone and welcome to this secretary series event. I'm Frances Adamson, secretary of the Department of Foreign Affairs and Trade and IPAA ACT president. I extend a warm welcome, a very warm welcome to our keynote speaker, Greg Moriarty, Secretary of the Department of Defence.
- Frances Adamson: And as always, Greg is accompanied by a large number of secretary friends. A small number actually caught up with estimates up on the hill, but let me acknowledge those who are here. Martin Parkinson, Glenys Beauchamp, Michele Bruniges, Liz Cosson, Phillip Gaetjens, Kerry Heartland, Renee Leon, Rob Stefanic, and Peter Woolcott, public service commissioner and of course, Kathy Lee, head of service ACT public service. And welcome to the many other colleagues of Greg along with guests, members and partners.
- Frances Adamson: IPAA is a professional body focused on the promotion of excellence and professionalism in public administration. We are a non-profit and nonpartisan organisation which provides a platform for debate and discussion about improving and striving for excellence in public service in Australia. IPAA Act was established in 1953, and the secretary series is an important part of our calendar. Some of our best attended events are secretary series events, and that provides an opportunity for my colleagues to talk about their work and other matters of interest to them.
- Frances Adamson: You will have all received a copy of IPAA's new Strategic Plan for the period 2019 to 2022. This document is a result of a significant consultation and drafting process in February and March, including with many of you in this room, for which, thank you. It's a document that refines rather than reshapes IPAA's priorities and it positions us for the years ahead. I want to thank Michael Manthorpe and Carmel McGregor, my two very able deputy presidents who led this body of work.
- Frances Adamson: And also, I want to acknowledge Cath Ingram from KPMG who provided us with such excellent support throughout the development of the plan. Now, Cath can't be with us today, but Paul Coromandel, one of KPMG's partners is, so I want to thank you, Paul, in particular for the analytical work that underpins the plan. As you can see, we've also refreshed IPAA's branding. I'm pleased to report that this is a result of an eight month, I think we say journey, don't we, Drew? To introduce that consistent brand for IPAA nationally, so across all eight state and territory organisations.
- Frances Adamson: It's quite an achievement and perhaps the people who did it, could be deployed to work on COAG matters, Martin. And now to Greg Moriarty, Secretary of the Department of Defence from September, 2017, and a great friend. Greg first worked in defence from 1996 to 1995, primarily in the defence intelligence organisation. Greg also served, and they're not many people who can say this actually, in the headquarters of the United States Central Command in the Persian Gulf during operations Desert Shield and Desert Storm. He also worked in a high commission in Port Moresby during that phase of his career.

Frances Adamson: Later with DFAT, Greg headed our then Consular, public diplomacy and Parliamentary Affairs Division. And let me tell you, Greg is very good in a crisis, whether of the Consular or parliamentary variety. Overseas, Greg served with distinction as Australia's ambassador to Iran and then Australia's Ambassador to Indonesia. Prior to his appointment as Secretary of Defence, Greg held senior roles in the prime minister's office. First, as International and National Security Advisor and then as chief of staff to Prime Minister Malcolm Turnbull.

Frances Adamson: Before that in 2015 June, Greg was ... I think it's fair to say he was plucked from DFAT and appointed Commonwealth Counter Terrorism Coordinator in the Department of Prime Minister and cabinet. He was responsible for coordinating and implementing Australia's counter terrorism arrangements in close partnership with the states and territories. Again, very good in a crisis. Defence welcomed him back and we welcome him to speak to us today. Greg, over to you.

Greg Moriarty: Good morning. It's great to be here. Thank you, Frances, for that warm introduction and thank you to IPAA for inviting me here today. I'd like to start by acknowledging the traditional custodians of the land on which we meet the Ngunnawal people and to pay my respects to their elders' past, present and emerging. I acknowledge all aboriginal and Torres Strait islander people who have or who are serving their country in the Australian Defence Force or the wider defence organisation.

Greg Moriarty: I also acknowledge Dr. Martin Parkinson. I see, the Secretary of the Department of Prime Minister and Cabinet and the many other departmental secretaries and friends, and distinguished guests here this morning. Thank you all for your support. This is my first address as part of the IPAA Secretary Series and the timing couldn't be better from my perspective. We're all keen observers when a few weeks ago, David Thodey outlined how the APS must change to be fit for purpose in the decades ahead and for me, his presentation had particular resonance. And I want to talk a little bit about reform and their reform journey in defence today.

Greg Moriarty: As the Secretary of the Department of Defence, a department that is currently undergoing the most far reaching reform programme in its history, I was encouraged by the parallels between what Mr. Thodey said and what I'm observing happening at defence. We are very conscious that these uncertain times demand reform and we in defence or changing our mindsets accordingly. Of course, that is not to say that defence has a template for best practise reform, but I think we do have some insights from our journey that are worth sharing.

Greg Moriarty: So, in the spirit of this series, I want to share some of those with you in the hope that they will provoke thinking in the broader APS as we look at how the APS can better build capacity for the future. Let me start briefly by painting a picture of defence. We, as an organisation, have an incredibly rich history and we are rightly proud of that. But defence is also by design a complex organisation. We manage over \$100 billion in assets, ranging from military equipment and building infrastructure to property and training facilities.

Greg Moriarty: We now have a total permanent workforce of over 74,000 people, that's ADF and APS, and over 26,000 reservists located across Australia and in many countries around the world. The defence as state includes around 400 owned properties and various leases with a net book value of around \$28 billion. The defence workforce is home to sailors, soldiers and aviators as well as scientists, academics and engineers. We have lawyers, cyber experts, policy makers, intelligence analysts and project managers on our books. So too linguists, behavioural experts and health professionals. The list goes on and is representative of a broad cross section of the entire APS.

Greg Moriarty: But we grew out of separate and distinct organisations. At one stage there was a department of Navy, a Department of Army or department of Air, and a Department of Defence Coordination. While we amalgamated long ago into a loose defence federation, we had fundamental cultural differences and different internal operating models which were inefficient. To change this, defence has been through review after review. There have been 35 major reviews since the 1973 Tang review, which brought the services and the department together.

Greg Moriarty: The most recent, the first principles review commenced in 2014. It was the 17th review of defence in a five-year period. You could say that by then, defence was suffering from review fatigue and unable to achieve significant change ourselves. The review findings put it more bluntly. It said that we were a change resistant bureaucracy. The review also found defence was suffering from a proliferation of structures, processes, and systems with unclear accountabilities. This was causing institutionalised waste, delayed decisions, flawed execution, duplication, over escalation of issues for decision and low engagement levels amongst employees.

Greg Moriarty: Defence was clearly not an organisation fit for purpose. We were not an organisation that could respond effectively to growing security challenges and a fast changing environment. We have come a long way since then. Since the first principles review, defence has become a more united outfit and I believe reform is now a much more significant part of our DNA. It's worth having a closer look at a couple of the lessons that the review, the first principle review gave to us.

Greg Moriarty: The recommendations of the first principles review centred on creating a more united, strategic transparent and collaborative organisation with a high performing workforce. There were 76 recommendations and government accepted 75 of them. As of today, defence has implemented all but two of those recommendations, and what defence has achieved is nothing less than fundamental enterprise reform. Time doesn't permit me to discuss all 75 changes and you're lucky for that, but I do want to talk about three critical changes to our operating model; collaboration and culture.

Greg Moriarty: At the core of the review were the guiding principles of what was described as one defence. That is an identity and ensuring that defence was a strategy led organisation. The interrelationship between those two is where I believe deep reform occurs. The review recommended that defence create a strategic centre that might appear self-evident, but it certainly wasn't the case for us. If you'd like

to think of the strategic centre, it's the table where all of the really big decisions are made.

Greg Moriarty: The structural change plays a frontline role in coordinating operations and decision making across the defence enterprise. In other words, we tightened it up and made it more centralised to achieve a better result. Sitting around that table now is the chief of the defence force, the associate secretary, the vice chief of the defence force, the deputy secretary, strategic policy and intelligence, the chief financial officer and myself. Now, there are six people. Previously there were 17 people sitting around that table to be involved in key decision making.

Greg Moriarty: This is somewhat a simplistic example or description illustrates the need for streamlining in order to yield efficiencies. Even in our complex organisation supported by clear roles and responsibilities as well as strengthened accountability, it's still a challenge to manage the organisation even with that smaller strategic centre. At the departmental level, the accountability of the senior leaders has been strengthened through the adoption of an enhanced defence enterprise committee framework, which has further reduced the number of enterprise wide committees from 25 down to 11.

Greg Moriarty: This also has been critical to the reform success, specifically this centralised and representative centre facilitates a culture of unified decision making and one that is able to provide tighter and quicker support to government. Although the sums of money that defence is dealing with are large, defence operates in the same constrained fiscal environment as other departments. So managing resource allocation and reallocation to respond to government direction in the face of emerging security challenges is an operating imperative. The reduced number of spans and layers that we now have post the first principles review allows us to do that much better.

Greg Moriarty: Another area of great reform has been capability acquisition. For starters, we stopped that acquisition process being the responsibility of an entirely separate agency, the defence material organisation or what was known as the DMO. So the DMO and their responsibilities have been moved in-house to a new capability acquisition and sustainment group within the department. Bringing that capability acquisition process into the department has allowed much better alignment of priorities and resources.

Greg Moriarty: Before the first principles review, capability development was a series of handoff points between different parts of defence. It involved roughly 7,000 defence staff spread across numerous areas within the organisation. Simply put, it was too fragmented and too cumbersome. We didn't think holistically or systemically about the infrastructure skills or maintenance required to fully operate our platforms and assets, nor did we think about what we would do with them when they were no longer required. This has changed.

Greg Moriarty: Capability acquisition is now aligned with defence and strategy, and future resource projections, and the focus is well and truly on one defence. Capability is also better integrated and more joint across the services. A key reform from my

perspective has been the expansion of membership of the defence investment committee to include representatives from central agencies. The participation of officials from the Department of Prime Minister and Cabinet, and the Department of Finance has been critically important to us and has contributed substantially to the improved quality of capital investment proposals put to government.

Greg Moriarty: Our capability proposals now fit within a whole of enterprise investment plan that is directly linked to the government's agreed policy settings articulated in the 2016 White Paper. This makes it easier for cabinet to assess our proposals against a framework and to make decisions with advice from PM&C and Finance, which is involved by all those central agencies are involved in the development of capability plans from the outset, from the time that the services say we need a particular capability in 10 years. We have PM&C and finance involved from that point until the delivery of the submission to cabinet and then beyond.

Greg Moriarty: This engagement has made a huge difference to us. This financial year, government has approved over 160 defence policy submissions and capability investment proposals. It's an extraordinary number and it wouldn't have happened without the improved consultation mechanisms that these reforms have delivered for us. Our engagement with industry has also significantly improved and we now see industry as a fundamental input to capability.

Greg Moriarty: Defence now engages industry much earlier in the capability life cycle in recognition of the key role it plays as a partner in the delivery of capability. Projects and are better managed in a way that balances operational demands and delivers best value to the Australian taxpayer. The reforms that are designed to both support delivery of defence capability and strength than Australia's industrial base. The APS review has also identified that the APS should make collaboration the norm and this is also underpinned defences' recent reform agenda.

Greg Moriarty: Threaded through all the recommendations of our first principles review is the requirement for greater collaboration; within defence, across government and with industry and partners. If you take only one thing from my speech today, make it this, we have to work together better to meet the challenges of our time. The security challenges Australia is facing, rarely if ever, fit neatly into one lane. National security issues are evolving and becoming more complex.

Greg Moriarty: For Australia's interests to be protected and promoted, the diplomatic, economic, and military levers of national power must be well coordinated. National security is a whole of government endeavour and the APS must develop stronger habits of collaboration to support it. In defence, we've always worked with other departments and agencies to protect and advance our national interests. We are getting much better at that and I hope that people in this room who worked with us have noticed the improvement.

Greg Moriarty: But we are still not where we need be in today's increasingly complex, challenging and contested security environment. The challenges facing us such as cyber and counter terrorism require a coordinated whole of government, whole of nation response. Defence needs to work alongside and support the department of Prime

Minister and Cabinet, the Department of Foreign Affairs and Trade, the Department of Home Affairs and other domestic agencies to respond to these challenges.

Greg Moriarty: But the type of collaboration required challenges the traditional APS mindset and the traditional APS model of inter departmental committee meetings. These are still important, but in my view, no longer sufficient. It's part of the reason why APS reform is critical to Australia's future success. We have to find ways to work more closely together and with partners outside the APS. This has been a huge focus for defence. We've worked hard to embed collaboration within our culture and as part of our operating model, and we are making some gains.

Greg Moriarty: We're also working with a number of new and different departments as part of the national naval shipbuilding enterprise. We're now working with infrastructure, regional development in cities, jobs and small business, education and training, industry, innovation and science. The national naval shipbuilding enterprise is one of the largest capital investments ever undertaken in Australia and it requires an unprecedented whole of nation, whole of industry and whole of government approach.

Greg Moriarty: There's demand for innovation and advanced manufacturing for employment, skillings, research and development. You can throw in regional development and international relations into that mix. Defence cannot deliver this endeavour alone. It is simply too big and too complex. There's also the example of what our defence science and technology group is an area required to do. It is now partnering with Industry, universities and research organisations to deliver game changing technologies as part of the \$730 million next generation technologies fund.

Greg Moriarty: Under this programme, defence is working with 24 universities, 15 small and medium enterprises, three major defence primes and the CSIRO to deliver breakthroughs in areas such as cyber, space and quantum technologies. There are currently 140 research projects underway and this is only one example of how we are strengthening our relationship with industry, academia and research organisations.

Greg Moriarty: Defence has always been an organisation that has partnered with the rest of government, industry and academia, but never to the extent that we are doing it today. We know that to meet the challenges ahead, we have to leverage the expertise and resources of whole of government and of our nation. Which brings me to my next point, which is creating the right environment for this. And by that, I'm talking about culture. Underpinning defence's reform agenda has been a cultural change agenda, fostering the right attitudes and behaviours across our organisation.

Greg Moriarty: I want to make the point that creating consistent behaviours isn't easy for an organisation as complex and diverse as ours. A few years ago, my predecessor Dennis Richardson, painted a picture of the cultural complexities at defence. He said, "Try telling an SAS person that they belonged to the army. Try telling a

fighter pilot that he or she is the same as an engineer or a navigator. Try telling us a mariner that they're the same as somebody up above. Truth be told, we do different jobs, but in order to achieve the same mission and defence is fostering a culture that reinforces that message. A concept that is encapsulated by a one defence reform agenda."

Greg Moriarty: We've introduced a number of initiatives to help achieve cultural reform. To hold leaders accountable for a more unified culture, the performance of the senior executive service is assessed equally on the basis of outcomes and how those outcomes are delivered. I require upward feedback on the performance of senior managers so that all performance assessments for the senior executive service include a clear view from staff as to how the leadership group are engaging, developing the capabilities of their teams and bringing the enterprise reforms forward.

Greg Moriarty: Our 2018 APS employee census results point some progress across all questions investigating the engagement and communication of senior leadership, there has been significant improvement. The most significant jump of 8% was in regard to how my SES set a clear strategic direction for the agency. My deputy secretary people continues to remind me that a jump of 8% within a year is rare and a significant result, but it may tell us more about where we came from than where we are.

Greg Moriarty: This is combined with a more result with regard to organisational culture, with people feeling valued for the contribution they are making. That's up 6% and more recognised for the new and innovative ways that they are working, which is up 9% I am particularly interested in the demographic changes in the workforce. It does give us an insight into how others might see us and how we're attracting a broader range of people and skills, as well as how we are now viewing ourselves.

Greg Moriarty: Diversity of the defence workforce is another area we have improved over the last two years. Today we have more women across our APS workforce and more women in our executive and SES ranks. We have also seen an increase in the number of APS indigenous staff over the past two years, results who are similarly encouraging for those within the Australian Defence Force. But while the numbers have gone up, improving the diversity of our workforce remains a priority.

Greg Moriarty: We want to foster a culture of trust and respect, and unity. Importantly, as our national security landscape changes, as technology advances the way we conduct operations, the operations have and will continue to evolve often in ways that are not linear. Recently at the Lowy Institute, the Director General of the Australian Signals Directorate, Mike Burgess painted a picture of the complex tasks defence undertakes. He told a story of how cyber operators in Australia helped shape a critical battle in the Middle East at the height of the fight against Daesh.

Greg Moriarty: As coalition forces prepared to attack a terrorist position back here in Canberra, they interfered with Daesh Communications. Terrorist command couldn't connect to the internet, all communicate with each other, which meant they couldn't coordinate a response. It was a highly successful operation. Many of the people



involved in that operation were civilians. Future defence will rely more and more on the enabling functions such as cyber and complex analytics. These just don't support defence capability, but increasingly deliver it.

Greg Moriarty: The development of future cutting edge defence capabilities will require the development of new skills in both our ADF and civilian workforce. This influences defence workforce composition. We need diversity, creativity, and flexibility. We increasingly will need people from all walks with diverse skillsets, and competition, we're seeing already for talented and skilled individuals will only intensify in the years ahead.

Greg Moriarty: The future success of defence and our nation's security is linked to our ability to attract and retain a motivated, engaged, and innovative workforce and have that workforce serving in different ways that of which they've served in the past. It's about having the right people with the right capabilities and the right attitudes and behaviours to achieve the right effect. Our cultural reform agenda will go a long way in helping us achieve it.

Greg Moriarty: When I commenced the secretary in 2017, I was an outsider returning to defence after many years away. My view about the organisation was that we excelled at our core business, our strategic and policy advice is of good quality. We operate effectively in times of crisis and the ADF is a highly capable military organisation, but we faced great challenges. We are responding to ever increasing and rapid technological change including the development of space surveillance capabilities, unmanned aircraft and air combat capabilities.

Greg Moriarty: We're also observing a changing geopolitical landscape shift in regional power and rapid military modernisation programmes. Today, we are much better placed to respond, but we'll have to continue to change to meet the challenges ahead. In his address to IPAA, David Thodey said, "Organisational change is not straight forward or easy," and he's right. Defence knows that, but we are at a juncture in history where reform is no longer optional.

Greg Moriarty: As leaders and employees of the APS, we must collaborate deeper and quicker, and we must exhibit the behaviours that facilitate that collaboration. Respectful, professional and collegiate behaviours build trust within and across departments and agencies. If we can get the collaboration and behaviours piece right, I am confident that we will be well placed to deliver the coordinated national power that future governments will need to deploy to successfully protect and promote our interests in the world. Thank you.

Frances Adamson: Thanks very much indeed. Greg, I'll thank you formally and properly in a minute, but I know that colleagues will have questions for you. You emphasised the importance of collaboration. I didn't count how many times you used the word, but I think everyone will walk out of the room with the collaboration word ringing in our heads. I just totalled up though the number of different government departments and agencies represented here today. It's 32 and I think that goes to your point. I think it shows that we too recognise from our side the importance of collaboration with defence.

- Frances Adamson: So, we're not going to have time for 32 departments and agencies, let alone our corporate members to ask questions, but we will have time for a reasonable number. So who would like to go first? We've got microphones at the ready. It's always the first question. I always think we should have a prize for the first question, which today will go to Renee Leon. I have to work out what it might be later? Thanks.
- Renee Leon: I'm not only doing this to break the ice, Greg, but because your organisation and mine have got similar scale and complexity issues. And so, I'm interested in how you've achieved the cultural change. And I wanted to ask you about one particular part of it that defence was always legendary and you mentioned it in your ... the first principles review found for having multiple, multiple layers of clearance before anything could get done. A feature I see in human services as well, even though we're not fighting a war of thought that you are always are.
- Renee Leon: I wonder how you've achieved or how you've gone about that empowering people further down to have more decision making responsibility and to limit the escalation that we see across the public service where all the decision making just continues to float up.
- Greg Moriarty: Yeah. Thanks Renee. Some of it was there was a structural piece to it and then there was a behavioural culture. So with structures, it was the review just told us you have to reduce your spans and layers. So the empowerment of people in some ways is simply facilitated by the fact that you reduce the number of people between them and inside the CDF, and myself. So, but that's been an enormous struggle, and particularly in parts of the organisation. And the ADF has a rank structure, which in some ways the spans and layers just simply falls out of that. But we in the APS had almost replicated that.
- Greg Moriarty: The review gave us some really good, helpful advice about how we could do that, and we are on that process just taking deliberate decisions about reducing committees. So how can work be brought to a higher level committee rather than intermediate steps. And we're not where, as I said, where we need to be, but we have deliberately gone down that way. And then the cultural piece, again, in a commanding control environment is harder.
- Greg Moriarty: But we are trying to encourage people to chance their arm with the risk but not in a naughty way where I get the risk proposals from your grads. But within sections, we're trying to encourage people to stress test the policy positions that they have. So like, why do we need 12 submarines? So you don't take that up to the defence committee, but within your work unit, have a healthy, respectful discussion about those type of issues. Do we still need the Five Power defence arrangements? What will be the future of unmanned systems and how will they make manned platforms redundant?
- Greg Moriarty: All of these things we're trying to encourage within sections and smaller work units. What our long held assumptions about defence planning and how we do business. We're trying to challenge people to at least test them within their own

areas. Now there's limits to how far you can do that, and a lot of it does come down to leadership behaviours, but that's what we're trying to do.

Judy Schneider: Hi Greg. I'm Judy Schneider. Greg, you've talked a lot about collaboration across agencies and portfolios. I think you've also been an example of collaborating over time almost. I think you inherited the first principles review and a few things, and I think it must've been very tempting to put your own stamp on that, maybe do it differently, but I think you've chosen not to. I was wondering if you'd like to talk to that a bit.

Greg Moriarty: Yeah, look, well, there were two parts of that. When I was appointed, my ministers told me that the reform agenda was a good one and I should get on and embed it. And then, as I read through the documentation and spoke to people, I realised actually even if there were minor things that could be adjusted, it wasn't the time. We'd been through this enormous range of reports, recommendations by reviewers, and people wanted to just have some clear air to drive something for more than say, 12, 18 months.

Greg Moriarty: And I spoke to Dennis Richardson and I consulted with a number of former secretaries and chiefs of the Defence Force about what they might recommend that I do. And it was really about trying to give people a clear idea about what you want them to do, not just over the next 12 months, but beyond. And they also said, and try and make the behaviours piece central to what you're trying to do. Because you can play with the structures as much as you like, but if the behaviours aren't right, you're not going to achieve the reform that you need.

Frances Adamson: Okay. Thank you, Judy.

Martin Halloran: Hi. Greg, I'm Martin Halloran from Commonwealth Bank. Thanks for your speech. I wanted to ask you a question just about trust, particularly institutional trust. I'm asking it from a very self-deprecating point of view given now the trust issues that our organisation has had. But it's in relation to, certainly the APS review institutional trust and there was a feature of Martin Parkinson's speech to the IPAA last year about declining rates of institutional trust. Defence has a massive recapitalisation programme going on. Legacy issues around major projects of concern, cost blowouts and so on

Martin Halloran: I just wonder in terms of trust, I mean we, from Commonwealth Bank perspective, we know about earning trust is about being trustworthy, and that it can take decades to earn trust and seconds to lose it. I'm just interested in that you've got so many large, complex procurement programmes happening. How have you gone about almost bolstering that institutional trust with government, with the community, given that they are such complex programmes? And is it a matter of managing expectations so that people understand that these big contracts will potentially go wrong? Have you actually gone about bolstering that institutional trust?

Greg Moriarty: You're certainly right. I mean the history of these major procurement programmes, not just in our country, but globally is the slippage cost over runs up

affect quite a number of projects. So we've tackled it in two ways. One is the first principles reviews the capability life cycle reforms means that we've improved our project management skills, and that's an ongoing process. We still do not have the number and the calibre of deep project management skill sets that we need.

Greg Moriarty: Like for naval, the naval ship building enterprise, the integrated master plan for that enterprise is over 10,000 pages long. And how we can get that right over years where one slippage of a month in preparing a ship yard means that a prime can't take the ship yard at the time that they wanted it. And so they delay their stand up of their workforce or you know very well that all of these things have an impact. So we're working at improving our project and programme management skills and then I loop back to the other point.

Greg Moriarty: Getting the central agencies involved in contesting our ideas and our proposals at a much earlier point has meant that we've had more rigour in the capability development proposals than we had ever previously. So having finance and PM&C sit down with us when people are just thinking about a capability and just saying, "Why do you need it? How much do you need? When are you going to need it? These are the capabilities. Have you thought about workforce?"

Greg Moriarty: Now, all of these things we've had in-house contestability and we've had ANAO and other, but I think that involving PM&C and Finance in our capability development process has been a gem for us. It has resulted in much higher quality capability submissions.

Frances Adamson: I do know that Greg actually does want to hear directly from Grads. So are there any with questions? Grads or near grads? You've got to look like a Grad to get the final question. Okay.

Speaker 5: As a Grad, how do you do public speaking so well? I guess, what are the lessons that you have learned leading such a large reform that you feel as a Grad we can apply to our own career development?

Greg Moriarty: I think I would say with the development of grads, I genuinely believe focus on behaviours and developing good judgement, seek out senior public servants who are the sorts of leaders that you would like to be and model them, and learn from people who exercise good judgement . And because I expect, like to get into the SES, I expect people to be competent. So the difference for me is about behaviours and judgement . That's what makes the difference, and trust.

Greg Moriarty: Believing in the ethos of an organisation that's bigger than yourself. It's not about a narcissism, those things have been really important to me. And I think defence is an organisation that has enormous cultural power at the ADF in particular, and that's because of behaviours. It's not simply because of Gallipoli is hardly described as a success, but the ethos and the behaviours exhibited by the Australian Defence Force over generations have contributed to that cultural power. And I think that that's important for the APS integrity, judgement , honesty and trust, they're really important things. Learning the skills is part of it, but I think it's that other piece that's more important.

Frances Adamson: Okay. Greg, thank you very much indeed. And can I, in my IPAA role as well as defence secretary, can I thank you very much for framing your remarks broadly in terms of David Thodey's independent review of the APS. And just for colleagues who've come today and there'll be some I'm sure who were attending an IPAA event for the first time. You will increasingly find IPAA wanting to include you in discussions about implementation of the review once it's formally been launched after the election.

Frances Adamson: But the things you heard Greg say today, there were a lot of Cs there, and he resisted the temptation to bundle them all up. I'm going to do it very briefly because Greg talked about the importance of collaboration foremost, I think among others. For defence capability is obviously vitally important, and without that, you've got no hope of being good in a war fighting crisis at all.

Frances Adamson: But the work you've done with central agencies, I think, each one of the secretaries here and many other colleagues from other departments could attest to what you personally have done on collaboration and whether it's giving a defence and SES band one colleague into our office of the Pacific, which is very much a whole of government enterprise, new ways of working together and not as you say, just through inter departmental committees, having our colleagues work together actually at desks alongside each other when we prepare for the Osman ministerial consultations. There are many, many examples that go beyond the older models.

Frances Adamson: And of course, you've talked about culture and there are elements of culture common across the APS, but it's a pretty interesting thing. Culture doesn't just happen, we make it happen. And I want to thank you very much indeed for what you're doing in defence and for being so open about the way you shared it with all of us today. And for that, for all of those Cs, we're going to give you a Cucina from Bison Homewares, which is our, to thank you very much in days. So please everyone, let's thank Greg.