

TRANSCRIPT OF PODCAST

WORK WITH PURPOSE EPISODE 13

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DAVID PEMBROKE: Hello, ladies and gentlemen and welcome to Work with Purpose, a podcast about the Australian Public Service. My name's David Pembroke. Thanks for joining me. I begin today's podcast by acknowledging the traditional custodians of the land on which we meet today, the Ngunnawal people and pay my respects to their elders past, present, and future, and acknowledge the ongoing contribution they make to the life of our city and this region. Studio 19 is back at IPAA, ACT's headquarters in Canberra today with an all star cast and indeed the event is being recorded on video. So if you would like to watch it later on and not just listen, you can do that. July is Innovation Month for the APS. Innovation Month has been a wonderful initiative since 2011, and it's all about celebrating the great creativity and imagination of Australian public servants. And it's not just here in Canberra, but public servants across Australia and not only in the federal government, but in the states, territories and indeed local councils. Of course this year, like so many things in our lives, Innovation Month will be different because of COVID.

DAVID PEMBROKE: But I did take a look at the public sector innovation network site a little earlier today, and there is plenty planned for and to look forward to. The Australia and New Zealand School of Government, in partnership with the Centre for Public Impact, will be running a six part webinar series looking at topics, including the reinvention of government and leading with humility. The OECD Observatory of Public Administration will host a conversation with Dr Michael Schwager, the director general of IP Australia, about the progress his organisation is making in improving their impact through innovation. And I do have firsthand experience of the work that Michael and his team are doing at IP Australia and it is seriously impressive. So don't miss that. The Department of Industry, Science, Energy and Resources are co-hosting a session with Nesta on participatory futures. That's a difficult word, how we can be more inclusive and work together in the best interest of citizens.

DAVID PEMBROKE: And there is a full list of all the awards for the much sought after Public Sector Innovation Awards. So jump onto the Public Sector Innovation Network site, and check out everything that is on offer in Innovation Month. Today, we will explore the topic of innovation in the APS, but in the context of the ongoing challenges of dealing with COVID-19 and looking at it through the lens of industry, innovation, education and skills, and the importance of that work in helping Australians deal with the economic fallout of the pandemic. My guests today are the people with their hands on the steering wheel of the Australian government's industry, innovation, science, energy skills, employment, and education policy. Dr Michele Bruniges is the secretary of the Department of Education, Skills and Employment, a position she has held since 2016. Michele was born in the New South Wales town of Tumut, which is not far from here in Canberra, beginning her distinguished career in public service first as a primary school teacher, before moving on to teach high school maths and computing in Sydney's western suburbs.

DAVID PEMBROKE: Dr Bruniges has led both the New South Wales and ACT government education departments and holds a PhD in education measurement from the University of New South Wales. Dr Bruniges, welcome to Work with Purpose.

MICHELE BRUNIGES: Great to be here.

DAVID PEMBROKE: David Fredericks is the secretary of the Department of Industry, Science, Energy and Resources. David has a degree in law with first class honours and a degree in economics from the University of Sydney. He practised as a barrister for five years

before taking on one of those magical public service careers, where he's worked as a director of economic reform in the Solomon Islands. He's worked as an advisor in both state and federal ministerial offices, as well as serving in a range of senior roles in government portfolios, including the environment, attorney generals and finance. He joins me also in the studio. David, welcome to Work with Purpose.

DAVID FREDERICKS: Thank you for having me.

DAVID PEMBROKE: A regular feature of Work with Purpose are the questions of the IPAA Future Leaders. And today we're joined live by one of our most prolific contributors, Dr Steph McLennan, who works as an Antarctic geoscientist as part of the National Earth and Marine Observation Branch at Geoscience Australia. She'll be asking the questions live today. Steph, welcome to you.

STEPH MCLENNAN: Great to be here, David.

DAVID PEMBROKE: And as part of this opening of Innovation Month, as we smashed the imaginary champagne bottle on the good ship innovation, as it slides into the water, we have Belle Hogg with us today who will draw our conversation to create a static visual record of our confrontation or conversation. So Belle, to you, thank you for joining us today. A big, long introduction, but let's get to it. David Fredericks, I'm going to start with you because one of the insights from Work with Purpose that has in fact caught surprised me is just how closely industry and government work together in the interests of citizens and particularly in a crisis. So just to start us off, can you describe that working relationship and how it has helped Australia manage the COVID-19 pandemic?

DAVID FREDERICKS: Well, thank you for that. I mean, that is a very important question. And particularly as you say, as we work our way into Innovation Month, because in many ways innovation has been the hallmark of the relationship between government and industry through this pandemic period. And I'm actually extremely proud of the relationships that have been formed between my department and industry, but frankly, more importantly, between the individuals working in my department and industry, and that's been across a range of issues. I really, just at this stage, just call out two. So one is, I mean, obviously government has an expectation in a time of crisis that it receives the best possible intelligence it can about how a crisis is affecting industry and industry sectors.

DAVID FREDERICKS: So the department, my department, went out of its way to set up a weekly forum with all of the representatives of the major sectors, very transparent, very open, very honest sharing of understanding, sharing of intelligence about the real world impacts of the crisis on their business. And it became a crucial import into government decision making. So you can only get that crucial import if you have a relationship of trust and if you have a relationship of openness between institutions, but again, more importantly between people.

DAVID PEMBROKE: So were those relationships already in place, or did you have to spin them up pretty quickly?

DAVID FREDERICKS: Both. So of course the industry department has always had enduring relationships with different parts of industry for which we're responsible, but the reality is the overwhelming impact of the COVID crisis across the breadth of industry with differential impacts on different parts of industry meant we needed to get more

granular understandings about each of the various sectors. And so that meant we, to use your language, we had to spin up those relationships more quickly and more thoroughly and more regularly. And the interesting thing is, I mean, part of the learning for us out of it is those relationships now to us are precious. And the thing we'll want to guard against is kind of slipping away from those relationships because they are precious. They're a great source of intelligence. And to be really frank, I think it's what the public would expect of the public service and what the public would expect of industry, that we are working together to identify problems and try to solve problems. It doesn't mean we're always going to agree. We come at issues from different perspectives as we should, but that open-mindedness to solve problems, I think is really important.

DAVID PEMBROKE: In an earlier episode of *Work with Purpose*, Elizabeth Kelly told a great story that part of your department had the responsibility for the medical stock pile and was pivoting some of the resources that you had in the department to find the companies to be able to produce the material. But she also made mention of the fact that from the earliest days you were getting ready for the economic fallout, the economic impact. Can you just give us a bit of an insight as to what you were thinking about to get ready for what is coming?

DAVID FREDERICKS: So that's, again, I'll reach back to those relationships that we had with industry and in a sense how they have matured as the nature of the crisis and its impact on Australia has changed. So what Liz was talking about there is the early days when our initial concern, our conversations were about the relative strength of those supply chains, and they were crucial. People can remember that there was strong concern about the potential lack of availability of face masks, of ventilators. And I was very proud of the department in going to work with the private sector and I should say with other government departments. DFAT was magnificent. Defence was magnificent in coming together to help secure those supply chains. So that was the crisis at that minute. But of course, as that issue was dealt with, the next concern that came onto the plate was the medium to long-term prospects of industry, given the implications of the economic shutdown.

DAVID FREDERICKS: And so demand issues started to become important. And one of the things that, I think, has been one of the strengths of the relationship is we've been able to move our discussions with industry from discussions about the immediate, which was supply chain vulnerability, and we've now pushed through into medium to long-term issues about how government can potentially assist in dealing with problems for industry caused by the economic crisis and in particular demand issues going forward. So to answer your question, in a sense, those conversations about the medium to long-term were germinated in discussions around their short term.

DAVID PEMBROKE: Just give me just a quick example perhaps of something that is looking at those demand issues and the role that government can play working with industry to ensure that they can be underpinned perhaps.

DAVID FREDERICKS: Yeah. So I think the best example of that in a relatively tight circle is around the issue of medical supplies, where essentially, as I said, initial discussions with industry and the activity that we did was about enhancing their supply chain, securing supply. But we're now in an enduring conversation with those same groups about what the medium to long-term demand will be for suppliers, noting that we're in a more challenging world, noting that that means that some of the international relationships that we've been able to rely upon to secure supply are more fragile. And so, in a sense, it's an iterative process because, we're alert to those broader

issues. We're able to advise industry about those broader issues that they otherwise have difficulty having visibility of, and they're then able to iteratively work with us on what can be done to better secure that future.

- DAVID PEMBROKE: Michele, if I might throw to you, can you take us through your particular journey from those very earliest days? What was exercising your mind? And as David mentioned, this sort of medium to longer term, that's really starting to get into that education skills piece. So, but before we get to that, just that first days, what was it like for you?
- MICHELE BRUNIGES: Yeah. So we just seemed to emerge from the bushfire scenario where we'd been working closely with our colleagues in states and territories, and the timing was it was time to go back to school. And so schools were working closely with state and territory colleagues. So of course, once COVID hit, there needed to be the consideration of how we're going to facilitate education from a whole range of different settings than what we traditionally did as schooling as institution. And so as a group of director generals and chief executives across the country, we worked closely with those to facilitate things like the sharing of digital learning objects to ensure everyone had a same kind of scenario as David, what was the stock and supply that we had ready, who held copyright on each of those things and how could we free some of that copyright so we could maximise the digital content for delivery in different states and territories? And so working quickly, working with letting go of some of the state and territory barriers that we'd normally see in place, happened at amazing speed.
- DAVID PEMBROKE: Fell away quickly?
- MICHELE BRUNIGES: Absolutely. It fell away very quickly.
- DAVID PEMBROKE: And what about the curriculum differences? Because they are all different.
- MICHELE BRUNIGES: We do have a national curriculum in the country and we find that there's a common core and around the edges of that, there are state and territory changes to their syllabus structures, but in the main, the learning objects that we have, it can usually be shared across territory. So we saw a massive sharing and networking of digital learning objects to facilitate that then became home schooling, which brought a new dimension around what that meant for teachers in the workforce, for what that meant for policies, what it meant for parents who are trying to juggle roles and home school simultaneously, what it meant for students, what it meant for student engagement. So from that perspective, that was one of the initial things that we saw fall away was some of the state territory boundaries to allow an open sharing and open access to very important curriculum content for students.
- DAVID PEMBROKE: So in terms then, was there anything that surprised you at that time that you didn't think would happen?
- MICHELE BRUNIGES: I think just the speed at which there was a willingness and an attitude of can-do, not why we can't do, an attitude of can-do. And as I said, the speed was phenomenal.
- DAVID PEMBROKE: As David said, it's now moving into medium to longer term to start to get your heads around it. And you've got your hands on a couple of big policy areas, such as skills, such as education, and already some big announcements in those areas. So how are you going about having those discussions and making those decisions about what we need as a country in order to deal with what's ahead of us?

MICHELE BRUNIGES: So I think we come from a fairly solid base of relationships in the education skills and employment sectors. There's a lot of stakeholder engagement, just like David, that we built on, but the closeness of those relationships in having stakeholders being your eyes and ears on the ground and having a really, really important contribution to play and for us to open our doors to listen to that and, and iterate that in a way into policy settings. I think that we've done that. We were doing it in the employment area right now. We know that we've got a huge wave of unemployed and how can we better facilitate and maximise people's opportunities to gain jobs when they do come about in a way that is helpful for re-skilling, upskilling, changing directions, where people make those choices once we have jobs. In the skill side, another first. We changed, we broke every rule at our current book and we made a new book, so to speak.

MICHELE BRUNIGES: We actually threw the old book away. And we started to say, "How quickly can we get a module of work in the vocational education training sector that is a short-term course, a micro-credential?" So rather than full qualifications, we went to short term courses. And the first one that we rolled out was in infectious disease control. So we got a group of people together. That short course is out there. We spoke to state and territories. There was collaboration across states and territories. There was funding from every state and territory and the Commonwealth to enable free places in a qualification that was really needed in a whole range of workplaces. So again, the book went and a new way of working or new authorising environment emerged.

DAVID PEMBROKE: Well, and this is, I think, part of the theme of Innovation Month really, isn't it? And we speak about acceleration as really one of the fundamental changes that you're both going to be dealing with. And before we come to Steph for a couple of questions from the IPAA Future Leaders, I'd like both of you to reflect given that it is Innovation Month, given that acceleration is a part of it, what are you both going to do in your lines of responsibility maintain that acceleration in order for Australia to be able to adapt quickly, to be able to deal with what's coming in your individual areas? I'll start with you first, David.

DAVID FREDERICKS: So I'd be cautious about the word acceleration. So I think, moving into the medium to long-term, so I think in many ways, the lesson that we have learnt from the last three months to pick up the innovation theme is it's just like, there's that old saying that, pressure makes diamonds. I think necessity made for innovation. And I genuinely believe that. I think Michele and I could sit here and we could ream through the innovation that we have overseen both in the way we work and the nature of the work that we do and from a very human perspective, I couldn't be more proud of the fact that within the space of a couple of weeks, there was a group of public servants in my department whose career was essentially around public policy, policy experts. And within two weeks they had pivoted so that they were driving the relationships with the private sector and dealing with the private sector.

DAVID FREDERICKS: So that sort of personal innovation has been a real key to the success of the public sector over the last three months. So do I need to accelerate that? No, what I need to do is hang on to it and hang on to the capacity for public servants to be able to pivot when needed because that is now a precious commodity that we have. There's an openness amongst our staff to do it. They can see there's benefit to it. And to be perfectly frank, from my own perspective, there's a benefit because as the priorities of government change, I have a greater capacity to move in highly intelligent, highly capable people in to meet those capabilities. So yes, we accelerated and we innovated as a consequence. In my view, it's a case of preserving that mentality to want to continue to innovate. And that's really what Innovation Month is about.

DAVID PEMBROKE: How do we do that?

DAVID FREDERICKS: So I'll be really honest with you. I'm a great believer that you can create a virtual circle between collaboration and innovation and in a way that is what the Innovation Month is about. And it's actually what the innovation network is about. I don't have all the answers. I look and hear lessons from other people as to what they're doing and see if I can capture that and turn it to our own purpose. We all act like that. It's one of the joys of being in our positions and having collegiate relationships like I have with Michele. I can learn from her. So I have a greater capacity to innovate because I collaborate. But then when I innovate that gives me a greater capacity to then collaborate, because I have more to offer. And so there is a virtuous circle. That's the precious thing that we have to hold.

DAVID PEMBROKE: As I said, before we come to Steph, Michele, let's get it on that.

MICHELE BRUNIGES: Yeah. I think it's important that we don't lose what we've created in authorising environments. And the people have a new level of comfort where they feel comfortable outside their last year's comfort zone. It was safe and secure. This is what I did every day. There was a scope and sequence to that work. And all of a sudden there wasn't. So the personal sense of fear of failure for some staff can be really high. It's you don't know. And therefore it's very important that the environment and culture of collaboration be at the fore and that people get used to working in a different way. The way they approach problem, they team up, they team back. They shouldn't ever feel professionally isolated or personally isolated, feel as though they've got the licence to innovate and come up with creative solutions in a way that is not in any form of a threat or risk aversion way.

MICHELE BRUNIGES: So I think how we sustain that, sure some of the work has been very late nights, an extraordinary effort by a whole range of public servants right across the APS. The question for me is how do you take the good bits out and make it sustainable so every night's not like that? And how do you make it work so it works well and we hold the momentum going forward?

DAVID PEMBROKE: Fantastic. Steph, over to you.

STEPH MCLENNAN: Yeah. Thanks, David. Probably a question to start with for you, Michele, but David, I'd be interested in your thoughts as well. Over the last few months, we've seen a seismic shift in the way we work and the requirements of the future workforce. Going forward into the long term, how do you think the current workforce will need to adapt to a post-COVID world? And how will we provide the necessary skills going into that next generation, that future workforce?

MICHELE BRUNIGES: Look, I think the public service has done an amazing job and I think they have exercised a lot of skills that weren't at the forefront of mind but were deep in the individuals who've stepped up and taken a really positive attitude and seen their role as service to the public. It's been really at the forefront. The nature and type of skills I think that we are starting to value more and more are things like scenario building. It's a bit like the war gaming or the scenario building. How do you build up a scenario? How do you consider the consequences of impact of a particular policy setting? Have you thought about that before you deliver advice to government? Have you listened to what's happening on the ground? How well connected are you with your stakeholder engagement so that you know that you've got a litmus test about different views?

MICHELE BRUNIGES: And I actually think diversity is a strength. So I actually strongly believe in many different views coming together. And that in fact, some of the work and things that we do in the future, of bringing the traditional discipline areas and thinking about you're going to have to be deep in more than one, but deep in two, and the intersection of those discipline areas is where the innovation comes. So if I look at some of the models that David's using over in industry, and I think about vocational education training, we will gain a greater strength through our collaboration in terms of our two areas of responsibilities than if I stay and pedal in my own patch and David pedals in his. The strength is going forward.

MICHELE BRUNIGES: So I think that skillset, the authorising environment to go out and collaborate, how we build scenarios, how we apply critical thinking, how we do what if analogies, all of those things, critical thinking, the creativity, the licence to create things that people would normally say are very left field, I would encourage staff to go out and do that. And that's the way we'll have the best possible advice for government of the day.

DAVID FREDERICKS: So I'd probably just say in the interest of time, I'd just add one point and reinforce one. So the point I'd add is I think an essential ingredient for the public service going forward is going to be an open mindedness, a curiosity, and the courage that comes with maximising that. And in a sense, in many ways, to pick up an earlier point Michele made, because we're in a crisis environment, the sort of traditional presses down on that creativity. Where it lifted, there was more of a permissive environment to creativity because it was all hands to the pump and it is worth my remembering. And it always takes courage to pursue that creativity. So I think that's going to be a crucial quality for the public service and public servants in particular. And then the point I'd reinforce that Michele made and I'd reinforce this really and strongly is that human capacity for public servants to be able to engage empathetically, proactively, open-mindedly with, I'm not going to use, stakeholders as a technical word.

DAVID FREDERICKS: But what I mean is by with colleagues, colleagues in the public sector, with counterparts in the private sector. I often say to people at the end of the day, I think success in the public services is you need to remember that public service is a people business. It's about relationships. It's about securing relationships in cheering relationships and putting those relationships to work. And so for mine, it's actually something we've been discussing in our department. We're very, very conscious in everything that I said about the role that our department plays, that we have a bit of a responsibility to ensure that our staff are properly skilled and equipped to be able to deal, for example, with the private sector, sometimes in very difficult commercial or quasi commercial negotiation.

DAVID FREDERICKS: And that's at that edge of public service craft as a public servant to be dealing with the intricacies of a negotiation with the private sector. Certainly one of the learnings I've found since I came to my department is how difficult that exercise can be and how we have responsibility to equip our staff to do it. And if we get it right, the outcomes for the country are outstanding because you do then get those productive outcomes of high quality, public, private engagement.

STEPH MCLENNAN: Yeah. Terrific. Yeah. I really like those points that you raise about curiosity and courage. I think it comes back to that personal licence for innovation that you spoke about earlier. Another question from the committee that Peter Shergold last year said in an address to the public sector innovation conference that he's noticed a chasm between the energy and ambition of leaders wanting to drive innovation and

the day to day reality of the public sector workplace. So in your views, how can leaders bridge that divide? And what role do you think aspiring and future leaders have to play in that?

MICHELE BRUNIGES: I think every person has a leadership role. I think sometimes you lead from the middle. You don't always lead from the top. You lead from the middle. You engender a distributed leadership. You never want to become person dependent with anything that you're doing. You want to be able to have people step up, step out in a way that acknowledges the particular talents and skills that they have. And so I think part of what I said before was about the culture, the way in which we work, how we set clear expectations and how we set up opportunities for staff to interact and provide that authorising environment for them to do that, that will engender a leadership change that pervades the whole organisation. And as I said, individuals will come to places where their tolerance for risk or their sense of personal courage, personal resilience, and how you look at that and create the environment that everyone is aware of the human decency that underpins that interaction and is able to move individuals forward so that they can contribute to the organisation.

MICHELE BRUNIGES: So I have a view that every public servant has a leadership role in their areas of responsibility. And my job as secretary of my area is to reach out to other departments, David, and engender a way of working that encourages all those great talents and skills to come forward. And we lead from the middle, from the bottom, from the top.

DAVID FREDERICKS: Yeah. Yeah. I can't really add much to that, other than to reinforce. It is interesting, this discussion, the two of us just keep coming back to that permission environment. And to be honest with you, that quote, if there is a chasm, then I suspect that's actually not a consequence of this sort of, I think that's potentially a negative consequence of potentially there not being sufficient permission environment for people who are more junior in an organisation to, as Michele said, to take a risk and be supported when that risk doesn't pay off. I mean, we always have to be mindful of risk, right? That's a central role for all public servants and at the end of the day always involves judgement. But I think at the end of the day, there's sort of calculus needs to push in favour of a greater tolerance of risk, both for the organisation and for the people within it, through all ranks on an understanding that where our risk doesn't come off, it's not a failure, it's something to learn from.

DAVID FREDERICKS: That sounds trite, but I can tell you for the public servants listening to this or watching this, that's real. So for me, that's crucial and it is interesting we keep coming back to it and it's at all levels, right? I mean, one of the elements is we sort of talk about collaboration and to be really honest with, it's really easy for me and Michele to collaborate. We're peers, but there's a small risk calculus in our staff reaching across and collaborating. So there needs to be a permission environment for my staff to have frank and open conversations with Michele's staff about policy issues. I have to say, I think the public service in my time in the public service is so much stronger on that. And I think that's been both led from the top because of the sort of culture of previous secretaries to really drive that. And frankly, I think it's been led by our staff who know that there's greater understanding and learning to be had by reaching across and finding a peer in another department. There's strength in that collectively and people know that.

MICHELE BRUNIGES: People have got to be comfortable in their own stride. I always say to my staff, it's something I say all the time, whenever you interact with someone during the day, you don't know what they've come from and you don't know what they're going

home to. So the interactions that you have in the workplace are actually fundamental to the level of comfort and the capacity for you to do your very best and the decencies of interaction and reaching out in the relationships, as David said earlier, are fundamental. If we don't have that, people don't feel comfortable. They feel as though they have to do this, or they become more risk averse. And so I think for us to actually set that example, in some ways lead by example, but to ensure that we never ever forget that in the workplace or at home or on a video link or on Zoom conference, wherever we are, the nature of the interaction is fundamental. And that trust that David spoke of, I think, in your very first response to the question is fundamental. What's the professional trust and where's that threshold?

STEPH MCLENNAN: Yeah. Terrific. Thank you both very much.

DAVID FREDERICKS: Thank you very much, Steph, and if I might just ask a question, I know we're speaking across and down, but what about up through this period? What changes have there been in terms of your interactions with ministers and ministerial offices?

MICHELE BRUNIGES: Yeah, I think it is grown in intensity. I'd have to say that intensity. I mean, taking the advice and constant conversations that, given that the government is under pressure, there's a need for us to provide advice to ministers in a very fast and rapid way. And so in some places that meant a verbal advice very quickly where there were meetings called that ministers had to attend. I think it's been really good. I think for me, I have three ministers. So for me in that piece of architecture, it has meant making sure that you balance their needs and understand the pressure that they're under and be able to provide the very best possible support. So I think it's worked very well.

DAVID PEMBROKE: And your experience, David?

DAVID FREDERICKS: It's the same. I think the great strength of, I mean, I think the great strength of the crisis is the prime minister called it a Team Australia moment. Well, for the relationships between ministers and departments in their entirety, it was a Team Australia moment. I've certainly felt that the work that my department has done has been very well respected. It's been very well listened to. Appropriate credit, if you like, to the staff who have done it has been given. It's very respectful and in a same sense, very empowering. So I think it's been a really rewarding experience, although under huge pressure, long hours, et cetera. But I think it's been a very rewarding experience because departments and people within it have been made to feel like they're making a real contribution to government decision making.

DAVID FREDERICKS: And I have to say for myself, I kind of went out of my way to make sure I've reinforced to staff that their advice was being listened to and taken into account because essentially create a virtual circle and that redoubles the commitment and the thoughtfulness about that. So, yeah, as I say, I couldn't be a more content, if you like, about where the relationship is.

DAVID PEMBROKE: A final question, a final question to both of you. And I do want to return to the theme of innovation and Innovation Month. Innovation Month at a time of COVID with lots going on, what's the message you want to send to your people and to public servants at this time about what perhaps can be achieved in this next four weeks that can assist with the huge workload that is coming and the huge challenge that's coming? And it's not just going to be a short-term challenge. It's going to be a long-term challenge. So just that's that single thought for this Innovation Month at a time of COVID the message to public servants.

- MICHELE BRUNIGES: I think we should acknowledge and recognise the innovation that people have already displayed. Like I know, David, there's kind of innovation awards that I know in each department, but I think that's a really important thing for staff to be recognised and acknowledged for the way in which they've worked is highly valued and that we want to continue what's good around that into the future, but make it sustainable into the future.
- DAVID PEMBROKE: And David, for you.
- DAVID FREDERICKS: Yes. So for me, I think it is, I want to bottle and keep for all time an understanding amongst all of us of the power of collective work together, of reaching across to our colleagues in that very open and transparent way and understanding that there's strength in that relationship, which will endure into the foreseeable future and in a sense, as government consideration moves, you said, over the next four weeks or six weeks from that shorter term perspective to the medium to longer term perspective and understanding of those relationships and that collectively will be just as powerful as we shift into the medium to long-term as it was in dealing with the short term.
- DAVID PEMBROKE: For sure, David Fredericks, Michele Bruniges and Steph McLennan, thanks to all of you for your service and best of luck to you and your teams for the challenges ahead and the opportunities ahead as well. It certainly will be a difficult time and one where certainly the APS will need to continue to pull together. Work with Purpose is part of the GovComms podcast network. And if you would like to check out the GovComms podcast, please type that into your favourite podcast browser and it is sure to come up.
- DAVID PEMBROKE: And if you do happen to come across our social media promotion for this episode of Work with Purpose, please pass it along by sharing and if you're feeling particularly generous and moved, a rating or a review of the programme will help us to be discovered.
- DAVID PEMBROKE: Next week, we shift our conversation to the impact of the pandemic on indigenous Australians, when we will be joined by Ray Griggs, who is the chief executive officer of the National Indigenous Australians Agency, and Letitia Hope who is the deputy chief executive officer of the same agency. That episode will be recorded in what would have been traditionally NAIDOC Week, but that this year has been postponed to November because of the pandemic. The episode will air on Monday the 6th of July. Thanks again to IPAA and to the Australian Public Service Commission for their ongoing support. And thanks to you, the audience, for coming back once again, and thanks to my guests for such a wonderful conversation today. But that's it for now. We'll be back at the same time next week, but for the moment it's bye for now.
- SPEAKER 5: Work with Purpose is a production of contentgroup in partnership with the Institute of Public Administration Australia and with the support of the Australian Public Service Commission.