

VOLUME E

~~PROTECTED: CABINET-IN-CONFIDENCE~~



Australian Government

Department of the Prime Minister and Cabinet



WHAT DO YOU NEED TO KNOW ABOUT YOUR DEPARTMENT AND THE AUSTRALIAN PUBLIC SERVICE?

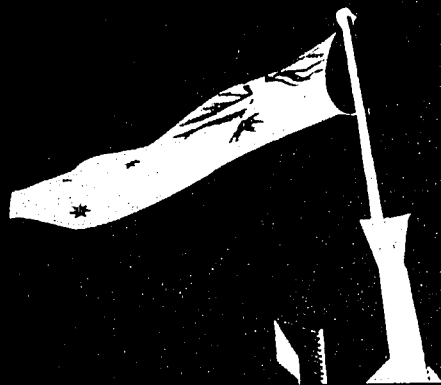
BRIEF TO THE PRIME MINISTER, THE HONOURABLE TONY ABBOTT MP

~~PROTECTED: CABINET-IN-CONFIDENCE~~

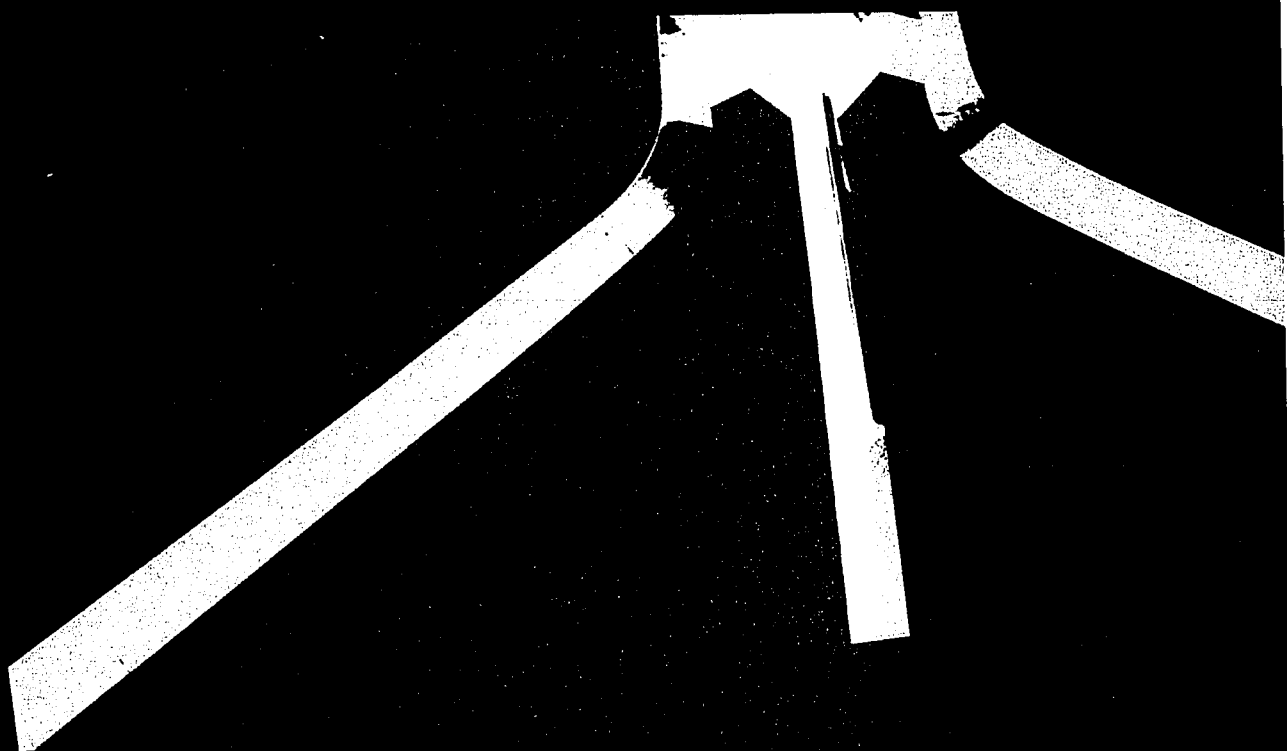
Contents

1. WHAT IS REQUIRED TO ENSURE AN EFFECTIVE RELATIONSHIP WITH THE APS?	3
Background.....	4
Principles.....	4
Enablers of an effective relationship between PM&C and the PMO.....	5
2. DEPARTMENT OF THE PRIME MINISTER AND CABINET	9
PM&C – role and function.....	10
Secretary.....	11
Structure.....	12
Senior Management Group.....	13
PM&C divisions and senior executives.....	18
Other matters to note.....	30
3. WHAT IS REQUIRED TO ENSURE AN EFFECTIVE RELATIONSHIP WITH DEPARTMENT SECRETARIES?	33
Current departmental structure.....	34
Appointment and Termination.....	34
Current secretaries.....	34
4. WHAT AGENCIES FALL WITHIN THE PM&C PORTFOLIO?	39

5. WHAT SHOULD YOU KNOW ABOUT THE AUSTRALIAN PUBLIC SERVICE REFORM?	41
Introduction.....	42
Background to the Blueprint.....	42
Implementation.....	43
Outcomes.....	43
Funding.....	45
ATTACHMENTS	49
Attachment A: Organisational Chart.....	50



1. WHAT IS REQUIRED TO ENSURE AN EFFECTIVE RELATIONSHIP WITH THE APS?



a. Background

The secretary of a department is, pursuant to the *Public Service Act 1999*, responsible 'under the Minister' for managing the department and must advise the minister in matters relating to the department. The secretary is also the minister's chief policy adviser.

The strength of the relationship between a minister and secretary, in terms of clarity of understanding of the minister's priorities and the free exchange of ideas, can be a significant factor in the achievement of portfolio goals. It is therefore important that there be productive working arrangements between the department and the Prime Minister and his office.

In December 1998, Prime Minister Howard issued *A Guide on Key Elements of Ministerial Responsibility*. Chapter 6 of the Guide provides some discussion on ministers' relations with departments. In December 2007, Prime Minister Rudd issued the *Standards of Ministerial Ethics* to replace chapter 5 of the Guide. In June 2008, the Rudd Government released the *Code of Conduct for Ministerial Staff*, which also deals with relations with the public service.

b. Principles

Ahead of the Game: Blueprint for the Reform of Australian Government Administration outlines a framework of enduring working principles for a strong relationship between ministers and the APS, recognising that the APS must be flexible enough to meet the needs of ministers. The table below lists the principles.

Table 1: Principles for a strong relationship

THE APS AND MINISTERS: Principles for a strong relationship	
1.	Clear roles and responsibilities in the management of the portfolio, recognising the secretary's legislative responsibilities
2.	Assured regular access to ministers
3.	Support for the minister in their parliamentary role
4.	Adaptability on the part of senior executives to the style of the minister, in terms of presentation of advice and assistance in meeting the demands of the minister's role
5.	Freedom to give good and bad news
6.	A capacity to plan for and discuss short and long-term priorities
7.	Understanding of the budgetary implications of decisions
8.	Whole-of-government collaboration to support effective implementation of government policy
9.	An ability to support the Government to explain policy in a non-partisan way
10.	Clarity of processes and responsibilities in a crisis
11.	A creative and thoughtful approach to developing policy options to meet the

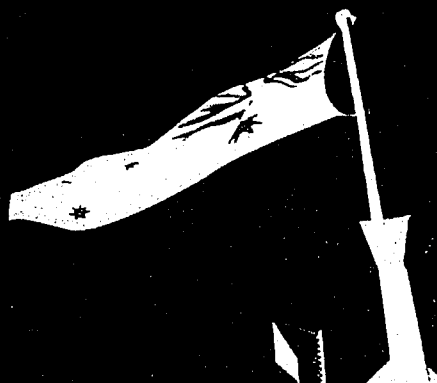
Government's objectives

12. A shared understanding about the working relationship between the APS and ministerial staff, consistent with the relevant Code of Conduct
13. 13. An appreciation that, after due discussion on policy advice, the minister has the last word and that the decision is accepted and implemented

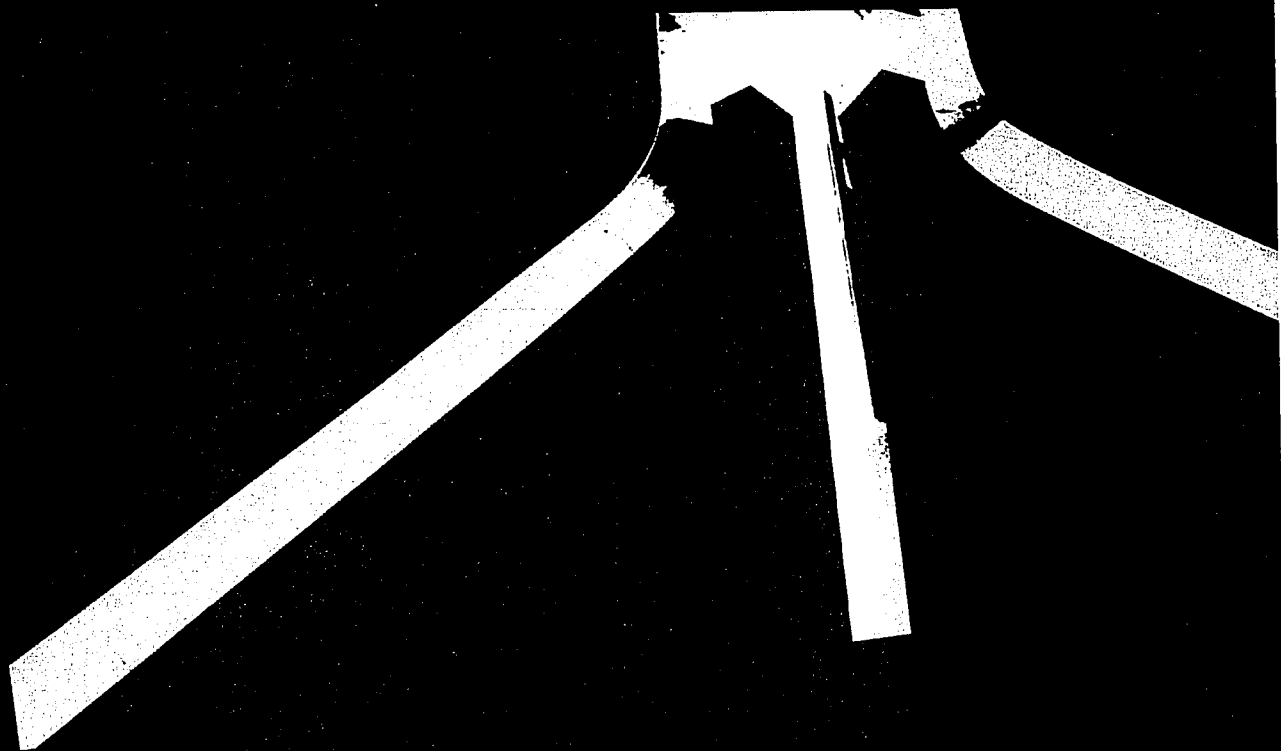
c. Enablers of an effective relationship between PM&C and the PMO

The Public Service Act provides a framework within which agency heads are accountable to ministers. In particular:

- one of the APS Values provides that the APS should be responsive to the Government by providing frank, honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs (section 10(1)(f) of the Public Service Act), and
- the secretary of a department, under the agency minister, is responsible for managing the department and must advise the minister in matters relating to the department (section 57(1) of the Public Service Act). Section 66 contains equivalent obligations for heads of executive agencies.



2. DEPARTMENT OF THE PRIME MINISTER AND CABINET



a. PM&C – role and function

The department is established to support you, as Prime Minister, to achieve a coordinated and innovative approach to the development and implementation of the Government's policies and in your role as Chair of the Cabinet.

We maintain a strong commitment to producing high-quality, forward-looking and innovative policy advice. To achieve this, we increasingly take an evidence-based approach when formulating responses and policy advice to the Government.

Until very recently, the structure of PM&C had barely changed since the 1980s. The general policy divisions gave successive Prime Ministers eyes and ears across the full span of government activity and provided a framework within which reactive management of policy issues could be organised, but with little space for forward-looking, strategic advice that identified emerging policy issues and options.

In early 2008 the Secretary commissioned an organisational audit conducted by the former Ombudsman, Mr Ron McLeod, directed squarely at carving out dedicated resources to fulfil this critical support role for the Prime Minister. This is the rationale for the Strategic Policy and Implementation Group (SPIG). Compared to the previous taskforce approach, which generally dealt with single issues and established methodologies from scratch, SPIG is able to draw on a suite of sophisticated methodologies and work effectively across government. Just as project management methodologies received an impetus from the establishment earlier of the Cabinet Implementation Unit, the establishment of SPIG has noticeably elevated strategic policy work across the public service.

This has seen renewal in the department over the past two years, with a significant infusion of new senior personnel with outstanding public sector, non-government organisation (NGO) and private sector experience. An organisational chart is provided at Attachment A.

b. Secretary

Terry Moran AO

Secretary

Appointed 3 March 2008



As Secretary, Terry Moran leads the department in supporting the Prime Minister as Chair of Cabinet and through advice on policy and managing the business of government. He is also head of the public service.

A public sector CEO for nearly 23 years and previously Secretary of the Victorian Department of Premier and Cabinet (2000–2008). Major policy initiatives included Victoria's key policy platform, *Growing Victoria Together*, and the major social policy statement, *A Fairer Victoria*. Also took a leading role in the development of a new COAG National Reform Agenda, agreed in March 2008.

Instrumental in establishing the Australia and New Zealand School of Government; the Grattan Institute; the Wheeler Centre: Books, Writing, Ideas; the Victorian Opera and the Melbourne Recital Centre.

Chairs the following groups:

- Secretaries' Board
- Secretaries' Committee on National Security
- Secretaries' Committee on Social Policy
- Secretaries' Group on Indigenous Affairs
- Commonwealth Health Reform Implementation Committee, and
- Council of Australian Governments' Senior Officials.

Member of the Melbourne Forum, the World Economic Forum Global Agenda Council on the Future of Australia. Also a director at the Cranlana Programme and the Grattan Institute Board.

BA (Hons)

c. Structure

The department is structured around four groups (each headed by an associate or deputy secretary):

- Domestic Policy Group
- National Security and International Policy Group
- Strategic Policy and Implementation Group, and
- Governance Group.

d. Senior Management Group

The Secretary leads the department with support from the Senior Management Group.

To assist you dealing with senior departmental staff in future discussions, a series of short biographies of the department's leadership team has been provided below.

i. Domestic Policy Group

Paul Grimes

Associate Secretary

Appointed August 2009

Domestic Policy Group is responsible for providing advice on economic and budget matters; education, health, immigration and other aspects of social policy; industry, infrastructure, agriculture and environment policy. The group hosts the COAG Unit and has responsibility for advising on international economic matters, particularly matters being considered through the G20.



Previously General Manager (Deputy Secretary), Budget Group, in the Department of Finance and Deregulation (Finance) with responsibility for Finance's work advising on all areas of government expenditure spanning social policy, economic and industry policy to defence and national security policy.

Extensive experience in other jurisdictions including as:

- Chief Executive of the ACT Treasury, leading a department that combined traditional treasury and budget functions with responsibility for shared services across the ACT Government, including the ACT's IT service provider and its procurement and major capital project management arm, and
- Deputy Under Treasurer in the SA Treasury, with responsibility for all aspects of the state budget, financial management and the SA Government's superannuation office, SuperSA (over 100,000 members), and as a board member of the SA land management and development arm.

Previously General Manager of the Commonwealth Treasury's Budget Policy Division, delivering Treasury's involvement in four budgets under Treasurer Costello, and economics adviser to former Treasurer, Ralph Willis.

Prior to joining the public service, worked as an economics lecturer in the Graduate School in Public Policy at the ANU, lecturing in macroeconomics, international economics and business economics.

BEc (Hons), Flinders University; MEd and PhD, ANU.

Gordon de Brouwer

Deputy Secretary, Economic

Appointed April 2009

Deputy Secretary, Economic supports the Associate Secretary, Domestic Policy, on departmental and cross-government policy advice and projects on various domestic and international economic, financial and climate change matters. He is the Prime Minister's Sherpa for the G20 Summits and chairs the cross-departmental International Economic Policy Group.



Previously Executive Coordinator (Economic) PM&C (July 2008); Chief Advisor Budget Policy and General Manager G20 and APEC Secretariat at the Treasury (2007–08); Chief Manager International Markets and Relations and Senior Manager Economic Research Department at the Reserve Bank of Australia (1991–99).

Professor of Economics in the Crawford School of Economics and Government at ANU (2000–03) and extensive practical experience in fiscal and monetary policy, financial markets and institutions, international finance and cooperation, Asian economies and regionalism, climate change policy and trade policy. Currently an adjunct Professor in the Crawford School.

Publications include *Financial Governance in East Asia* (contributing editor, Routledge 2004), *Exchange Rate Regimes in East Asia* (contributing editor, Routledge 2004), *Financial Markets and Policies in East Asia* (contributing editor, Routledge 2002), *Hedge Funds in Emerging Markets* (Cambridge University Press 2001), *Financial Integration in East Asia* (Cambridge University Press, 1999), *Asia-Pacific Financial Deregulation* (contributing editor, Routledge 1999) and other book chapters and journals on Australian monetary policy, economic growth, inflation, exchange rates, financial deregulation and financial markets, the IMF, and Asian regionalism.

· BComm (Hons) and MComm (Hons), University of Melbourne; PhD (Economics), ANU.

ii. *National Security and International Policy Group*

Duncan Lewis AO DSC CSC

National Security Adviser (NSA)/Associate Secretary

Appointed 4 December 2008

The **NSA and the National Security International Policy Group** are responsible for the coordination of policy development and advice to the Prime Minister on national security, defence and intelligence, domestic security, international relations and government internal national security governance processes.



Previously Head of the National Security Division (from 2004) and Deputy Secretary (National Security) at PM&C.

Served in the Australian Army for more than 30 years retiring as a Major-General. Commanded the Australian and New Zealand UN peacekeeping forces in Sector West of East Timor, for which he was awarded the Distinguished Service Cross; Commander Special Forces in 2001 and in late 2002 became the inaugural commander of the newly created Special Operations Command. Served with UNTSO as a military observer during the 1982 Lebanon War, was the ADF spokesman on East Timor during the INTERFET deployment and the Army Attaché in Jakarta from 1994–96. His third tour of duty with the Special Air Service Regiment was as its Commanding Officer.

First chair of the Governing Board of the National Security College at ANU; an ex-officio member of the Council of the Order of Australia and the National Australia Day Committee. Graduate of the Royal Military College, British Army Staff College, Camberley, the United States Army War College and the ADF School of Languages (Indonesian).

BA, University of NSW; Grad.Dip. (Defence Studies and Management), Deakin University.

Margot McCarthy

Deputy National Security Adviser

Appointed March 2010

The **Deputy National Security Adviser** is responsible for overseeing advice to the Prime Minister on national security issues, coordinating the development of whole-of-government national security policy and chairs the inter-jurisdictional National Counter Terrorism Committee.



Previously Deputy Secretary, Strategic Reform and Governance, in Defence and a range of defence, intelligence and national security-related roles, including Head, Defence Security Authority; Assistant Secretary, Defence and Intelligence in the Department of the Prime Minister and Cabinet; Deputy Director, Intelligence in the Defence Signals Directorate and Principal Adviser to the Departmental Secretary.

BA (Hons), University of New England; MSc (Management), London School of Economics and Political Science; DPhil, Oxford; Graduate of the Australian Institute of Company Directors.

iii. Strategic Policy and Implementation Group

Benjamin Rimmer

Deputy Secretary, Strategic Policy and Implementation Group

Appointed July 2008

Strategic Policy and Implementation Group is responsible for advice on medium and long-term strategic policy, implementation and delivery issues across government and advice concerning management of the Government's overall reform agenda. The group delivers high-quality strategic policy projects across a range of topics that fall within the Prime Minister's priorities.



Previously Director, Social Policy and then Executive Director, Policy and Cabinet in the Victorian Department of Premier and Cabinet where one part of the role related to the Council of Australian Governments National Reform Agenda—including significant work on early childhood and mental health, broader health reform and Commonwealth-state financial relations.

Non-government experience as Project Leader, the Boston Consulting Group in London and Melbourne, including a year seconded to work with Noel and Gerhardt Pearson in Cape York.

BA/LLB, University of Melbourne; MBA, University of Oxford (as a Rhodes Scholar).

iv. *Governance Group*

Glenys Beauchamp PSM

Deputy Secretary, Governance; Commonwealth Coordinator-General

Appointed August 2009

The **Governance Group** provides support services to the Prime Minister, the Cabinet Secretary, and the Parliamentary Secretary through the ministerial team; oversees the department's support functions; and takes a leadership role in providing advice on governance and reform across the Australian Public Service. It also includes Cabinet Division, CHOGM and Office of the Coordinator-General.



Senior executive in FaHCSIA (2002–09) including Deputy Secretary (2005–09), with oversight of policy agendas in relation to the child support reforms, early childhood including childcare, child protection, families, disability and carers, housing and Office for Women.

Previously Deputy Chief Executive of the ACT Department of Disability, Housing and Community Services and Executive Director with the ACT Department of Health (covering aged care, mental health and community health services).

Other senior executive positions in ACT Government covering electricity and gas reform, national transport reforms, housing and oversight of government business enterprises.

Board member on non-government organisations and held board positions on Commonwealth entities such as ASAC and AIFS.

BEc, ANU; MBA, University of Canberra.

e. **PM&C divisions and senior executives**

i. *Domestic Policy Group (headed by Dr Paul Grimes) has the following leaders of its four units*

Paul Schreier

First Assistant Secretary, Industry, Infrastructure and Environment Division

Appointed June 2010

Industry, Infrastructure and Environment Division is responsible for policy work on a broad set of topics, including: climate change; water; the National Broadband Network; resources and energy; tourism; industry, innovation and scientific research; cities and regions; competition policy and regulation; infrastructure and transport; and agriculture and customs.



Joined the department in March 2010 and seconded to work on the Defence Accountability Review for three months.

Consulting work includes, while a partner at McKinsey & Co, supporting the Defence Budget Audit (the Pappas Review, which led to the Defence Strategic Reform Program) and a focus internationally on the energy and materials, public, aerospace and defence sectors:

- creating a national performance management and delivery system for a Prime Minister and central government in South-East Asia
- improving the efficiency and performance of logistics and operational processes in three Ministries of Defence in Europe and similar performance improvement work for a major international defence contractor, and
- creating and implementing corporate strategies and organisational improvements for international oil companies in Europe and Asia.

Previously a warfare officer in the Royal Navy, including a period in command of a patrol vessel, and a reservist in the British Army.

MA, MEng and PhD (Chemical Engineering) from the University of Cambridge.

Dom English

First Assistant Secretary, Economic Division.

Appointed August 2008

Economic Division is responsible for providing advice, briefing and support to the Prime Minister and the Executive on fiscal policy, taxation policy, superannuation policy, workplace relations, macroeconomic policy, international economic and trade policy and Commonwealth-state relations.



APS experience over 15 years, including the Department of the Prime Minister and Cabinet, Department of Finance and Deregulation and Department of Immigration and Citizenship; advising on a range of economic and social policy issues including education, employment, indigenous affairs, immigration, refugees, housing, veterans' affairs, aged care and federal financial relations.

BEd (Hons), University of Newcastle; MEd, University of New England.

Rebecca Cross

First Assistant Secretary, Office of Work and Family

Appointed October 2009

The **Office of Work and Family** develops policy advice on a wide range of social policy issues, including: early childhood development and child care; schools; vocational education and training; higher education; workforce participation; families; women's issues; community services; social security; housing; disability; carers; seniors; veterans; disaster recovery; service delivery reform; and social inclusion. It includes the Social Inclusion Unit.



Previously a First Assistant Secretary in DEEWR leading policy areas relating to schools, vocational education and training, youth and international education with responsibility for negotiating and implementing National Partnership Agreements with the states and territories in schools and youth transitions. Managed implementation of a number of major Commonwealth programs, including the Trade Training Centres in Schools Program (2008), the Literacy and Numeracy Vouchers Program—An Even Start (2007) and the Prime Minister's Skills Vouchers Program (2006).

BA and Grad.Cert.(Management), University of Canberra.

Yael Cass

First Assistant Secretary, Social Policy Division

Appointed February 2009

Social Policy Division is responsible for contributing to key priorities in the Government's social policy agenda and providing advice on: health, ageing and sports policy and programs; negotiation and implementation of the national health reform agenda; Indigenous affairs and native title policy; and development of immigration and citizenship policy.



Extensive experience in the APS over 24 years, in PM&C (from 2008) and principally in the Health and Ageing portfolio. Contributed to negotiation of three Australian Health Care Agreements, management of Indigenous health policy and programs, review of therapeutic goods regulatory arrangements, and oversight of national blood, organ and tissue donation policy. Also worked in the Immigration, Employment and Industrial Relations portfolios.

Worked briefly as a lawyer with Mallesons Stephen Jacques.

BSocPol (Hons) and BA, Sydney University; LLB (Hons) ANU.

- ii. *National Security and International Policy Group (headed by Duncan Lewis) has the following leaders of its four units:*

Rachel Noble

National Security Chief Information Officer

Appointed April 2009

The National Security Chief Information Officer is responsible for improving information sharing and security among the national security community.



Previously worked with Defence, including as senior Australian at the Joint Defence Facility Pine Gap in Alice Springs; managing Defence relationships with key allies and North and South Asia and Europe in International Policy; and leading Corporate Governance Branch. Prior to becoming a senior executive, held roles in government intelligence and international policy areas.

Early experience at Optus providing customer service to its corporate accounts.

BSc (Hons), University of Melbourne; MBA (Technology Management), Association of Professional Engineers, Scientists and Managers, Australia.

Tony Sheehan

First Assistant Secretary, Homeland and Border Security
Appointed June 2009

Homeland and Border Security Division is responsible for critical infrastructure protection; emergency management; crisis coordination; counter terrorism; non-proliferation; security of hazardous materials; health security (including the Pandemic Emergency Taskforce); law enforcement; border protection; transport security and the National Security Framework.



Broad experience in foreign policy and national security matters over 19 years with DFAT, having completed postings to Jakarta, Beijing and Taipei including several years as SES Band 1 and two positions with responsibilities for transnational issues including counter terrorism and people smuggling.

Executive Officer for the Australia China Chamber of Commerce in Melbourne in 1988–89.
BA, Monash (with major in Chinese language) at University of Melbourne and Nanjing Normal University, PRC.

Michael Shoebridge

First Assistant Secretary, Defence, Intelligence and Research
Coordination Division
Appointed June 2009

Defence, Intelligence and Research Coordination Division is responsible for advice on policy, priorities, strategy and implementation across the Defence portfolio, the intelligence agencies and on national security science and innovation.



Previous experience includes: Deputy Director of the Defence Intelligence Organisation providing assessment and analysis to Defence Ministers and other decision makers and managing the organisation; senior Defence civilian in the Australian Embassy in Washington, working with the Pentagon and other US agencies on all aspects of the defence alliance; establishing a new branch in the Department of Finance assessing the costs and risks of major defence projects; heading the Defence Project team that evaluated and selected the Armidale Class patrol boats, delivered on time, under budget and to the required performance; and experience in two ministers' offices.

LLB and BEd, University of Sydney; Grad.Dip.(Legal Practice), Sydney University of Technology.

Patrick Suckling

First Assistant Secretary, International Division

Appointed March 2009

International Division is responsible for supporting the Prime Minister's international policy—foreign, aid and trade—and international engagement.



Previously with DFAT (1994–08) APEC Senior Official 2008; adviser to Foreign Minister 2007; Political Counsellor Washington Embassy 2003–07; Director, Trade and International Finance 2000–03, including management of partial privatisation of EFIC; Second Secretary New Delhi High Commission 1996–99.

BA (Hons), Sydney University; Grad.Dip.(Hindi), BEc (Hons), Sydney University; M(Int.Rel.) ANU/Monash.

- iii. *Strategic Policy and Implementation Group (headed by Ben Rimmer) has the following leaders of its two units:*

Subho Banerjee

Executive Director, Strategy and Delivery Division

Appointed January 2009

Strategy and Delivery Division is responsible for undertaking strategic projects on complex and cross-cutting public policy challenges.



Worked as a policy adviser across a wide range of economic, social and environment issues spanning a number of different policy roles as a public servant at The Treasury and the Australian Greenhouse Office, and as a shadow ministerial adviser in the Australian Parliament.

In the non-profit sector, served as the foundation Deputy Director of the Cape York Institute for Policy and Leadership, helping Noel Pearson to set up an innovative Indigenous think-tank (2004–06).

Worked as a consultant in the Boston Consulting Group, on a mix of private and public sector projects (2006–08).

BSc, ANU; MSc (Economic and Social History), MSc (Environmental Change and Management), University of Oxford (as a Rhodes Scholar); PhD (Physics), ANU.

Kim Terrell

Assistant Secretary, Cabinet Implementation Unit

Appointed March 2006

Cabinet Implementation Unit is responsible for providing advice and support on the management and delivery of the Government's strategic priorities, including provision of regular progress reports and assessments on key initiatives to ensure that key Government decisions are implemented on time, on budget and to expectations. The Unit also supports improved implementation planning and delivery capabilities across the APS.



Over 23 years experience in the APS including: heading the Australian Sports Drug Agency (2005) and instrumental in the establishment of its successor, the Australian Sports Anti-Doping Authority; leading the team that established the CrimTrac Agency and then interim head (2000); and as a policy adviser and SES officer in six departments and agencies on a wide range of issues.

Represented Australia in swimming at the 1982 Commonwealth Games and 1984 Olympics; worked as a professional swimming coach and currently head coach of a Canberra water polo club.

Author of *Desperately Seeking Savings, Performance and Accountability, Policing Options for the ACT*, Discussion Paper No. 37, ANU Public Policy Program, 1993

BA and MPubPol, ANU.

- iv. *Governance Group (headed by Glenys Beauchamp) has the following leaders of its units:*

Barry Sterland PSM

First Assistant Secretary, Cabinet Division

Appointed June 2010*

* on secondment to this role while Wendy Southern is FAS Government Division

Cabinet Division provides the Secretariat for Cabinet, Cabinet committees and the Federal Executive Council, oversees programming of Cabinet business, and manages access to and custody of Cabinet documents. The division also manages a regular program of Community Cabinet meetings.



Previously worked on climate change policy in PM&C and Department of Climate Change and Energy Efficiency (DCCEE) (2006–2010) and recently received a Public Service Medal for this work. Headed up the Emissions Trading Division within DCCEE, and was responsible for advising the Government on the design and implementation of Australia's Carbon Pollution Reduction Scheme and senior member of the secretariat for the Task Group on Emissions Trading led by Peter Shergold. Extensive experience in PM&C over the last decade, particularly working on economic and environmental policy issues, and prior to that worked in Treasury and Australian Bureau of Agricultural and Resource Economics (ABARE).

BAgrEc(Hons), University of Sydney; MPubPol, Princeton University (Fulbright Scholarship).

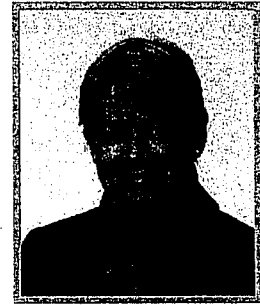
Wendy Southern PSM

First Assistant Secretary, Government Division

Appointed May 2010*

* undertaking the role while Philippa Lynch is on sick leave

Government Division is responsible for: machinery of government; legislation programming; parliamentary and ministerial arrangements; public service matters; legal and constitutional matters; royal commissions and other inquiries; litigation; administrative review; archives; electoral matters; territories; privacy; access to government information (including Freedom of Information); and culture, honours and awards.



Usual position is FAS, Cabinet Division (since May 2007), which was preceded by two years in the Department of Immigration and Citizenship (DIAC) where initially part of the Change Management Taskforce (established to respond to reports into the Cornelia Rau and Vivienne Alvarez cases). Also established DIAC's Strategic Policy Group and led the Compliance and Case Management Division. Previously established the Domestic Security Branch in PM&C coordinating national counter terrorism arrangements, and advising on border protection, critical infrastructure protection and criminal law enforcement matters.

Prior to joining the APS in 1988, worked in various research, teaching and consultancy positions at the ANU, Monash University and the University of the South Pacific.

BA(Hons) and MA, Monash University, PhD in Biogeography, ANU.

Helen Liossis

First Assistant Secretary, Corporate Services Division

Appointed October 2009

Corporate Services Division is responsible for human resource management; staff recruitment; learning and development; information technology; telecommunications; elements of internal audit (Fraud and Business Continuity Planning); financial reporting, coordinating portfolio budget matters, records management; library; resource management and department security.



Was Manager, Investor Relations and Corporate Communications for Prime Infrastructure, supporting the CEO and responsible for managing all external communications to the media and investment community.

Previously Group Strategy and Analysis Manager for Telstra, Technology, Innovation and Product, various other senior management roles in strategy, planning and investor relations at Telstra and 7 years with Coca-Cola Amatil in senior finance roles and led various financial projects in Indonesia, Ukraine, Switzerland, Fiji, Australia and New Zealand.

BBus, UTS; MBA Macquarie Graduate School of Management; CPA (associate); member of Australian Institute of Company Directors and Justice of the Peace.

Andrew Jagers

Acting Head of the Office of the Coordinator-General (OCG)

Appointed July 2010

The **Office of the Coordinator-General** is responsible for providing support to the Commonwealth Coordinator-General to oversee and monitor the Nation Building-Economic Stimulus Plan. The OCG works closely with state and territory governments and other Commonwealth agencies to ensure the stimulus programs are implemented in accordance with COAG milestones, and prepares reports and advice for relevant ministers, Cabinet and COAG.



With OCG since July 2009. Previously established the Social Housing stimulus program and other key housing election commitment programs at the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA).

Spent 12 years working in WA as the state manager of a number of Commonwealth agencies including, FaHCSIA; the Office of Indigenous Policy Coordination and the National Native Title Tribunal, implementing policies and programs such as infrastructure agreements and delivery for remote power stations, swimming pools, public housing, sporting facilities, childcare and education building; and mediation and facilitation of many new agreements between mining companies, pastoralists and Indigenous Australians.

B.Ec and Grad.Dip. (Environmental Law), ANU.

John Cairns

First Assistant Secretary, Ministerial Support Unit
Appointed October 2008

The **Ministerial Support Unit** provides coordination, quality assurance and delivery of a broad range of departmental services to the Prime Minister and portfolio ministerial offices, including ministerial correspondence and briefing services, speechwriting, official establishments management, ceremonial and hospitality activities, as well as corporate governance and annual reporting functions for PM&C.



Most recently, Executive Director, Workforce Planning and Development for the Victorian State Services Authority and a political adviser for former Victorian Premier, Hon. Steve Bracks. Recent experience includes establishing the Victorian Leadership Development Centre and Acting Deputy Public Service Commissioner with the APSC.

Prior responsibilities include: several years as a senior official with the Australian Council of Trade Unions and the Australian Services Union; senior executive experience in human resource leadership roles with various NSW State-owned corporations including 3 years as General Manager, People and Performance, Rail Infrastructure Corporation. Previous board roles include the Safety Rehabilitation and Safety Commission, the Public Sector Management Program Board and Deputy Chair of the Leadership Consortium

LLB (Hons) and BCom (Hons), University of Melbourne.

Terry Crane

Assistant Secretary, CHOGM 2011 Taskforce
Appointed January 2010

The **CHOGM 2011 Taskforce** is responsible for all administrative and logistical arrangements, including coordination and oversight of protective security arrangement, for CHOGM 2011 to be held in Perth in October 2011.



Experience in the APS principally in corporate, governance and protective security sectors including SES role as—Security Controller, Parliament House; in the Office of the Prime Minister; in Strategy & Business Services, Department of Parliamentary Services (DPS); and in Infrastructure Services, DPS. Also Senior Adviser, Security Operations, for CHOGM 2002 in Coolom.

Service of 12 years in the Royal Australian Navy.

Philippa Lynch

First Assistant Secretary, Government Division*

Appointed March 2009

* currently on sick leave

Government Division provides advice on legislation programming, parliamentary affairs, ministerial arrangements, machinery of government, public service issues, legal and constitutional matters, royal commissions and other inquiries, litigation, administrative review, archives, electoral matters, territories, privacy, access to government information (including Freedom of Information).



Previously led divisions in AGD with responsibility for family law, copyright, human rights, legal aid, privacy, classification and territories. Key achievements included negotiating the legal aid agreements with the states and managing the Commonwealth's legal aid program delivered through the states and territories legal aid commissions, as well as various schemes for provision of financial assistance for legal matters and the Commonwealth's support for community legal centres.

BA LLB (Hons), ANU. Admitted as a solicitor NSW.

v. *Executive Coordinators*

Paul Ronalds

Executive Coordinator, Domestic Policy

Appointed April 2010

The **Executive Coordinator, Domestic Policy** is responsible for a range of high-profile domestic policy projects including, currently the 'third sector' reform agenda and the implementation of the Hawke Report into Ministerial Council reform.



Previously worked for World Vision Australia for 6 years driving the creation of Business for Millennium Development and leading global responses to challenges as diverse as the Asian tsunami, global food insecurity, climate change, urbanisation of the poor and multilateral engagement.

Extensive experience working with issues of social exclusion and poverty in Australia, including Chief Operating Officer of Urban Seed, an innovative and dynamic NGO that provides a range of services to marginalised people in Melbourne's inner city and as non-Executive Director of The First Step Limited, a rapid drug detoxification clinic in St Kilda, Melbourne.

Worked as a corporate lawyer with Freehills and a co-founder of wishlist.com.au, one of Australia's most successful ecommerce companies.

Author of *The Change Imperative: Creating a Next Generation NGO*.

Bec and LLB (Hons), Monash; Grad.Dip. (App. Fin.), the Security Institute; M(Int. Rel.); Deakin.

Tim Beresford

Executive Coordinator, Strategic Policy and Implementation Group
Appointed April 2010



The **Executive Coordinator, Strategic Policy and Implementation Group** is responsible for a range of high-profile, domestic policy projects, including supporting the implementation of National Health and Hospitals Reform. Specifically, this involves working closely with Health, Finance and Treasury to (a) design, develop and implement the Commonwealth governance and implementation plan, and (b) collaborate with states and territories to drive overall, system-wide health reform.

Over 15 years' private sector experience prior to joining PM&C, including 7 years in the financial services sector working primarily for Westpac where roles included General Manager Pacific Bank, Head of Retail Banking Strategy, and State General Manager Retail Bank, South Australia and Northern Territory. Previously in the professional services sector for 8 years as a management consultant serving a number of clients in financial services, infrastructure and mining sectors across Europe, Asia and Australia; the majority of this time at McKinsey & Co working on strategic, operational and organisational issues.

A board member of Plan Australia International, a not-for-profit organisation working with communities in developing countries to improve the wellbeing of children (2003-current).

BEd (Hons), University of Sydney; LLB, University of Sydney; MPhil, University of Cambridge; Associate of Securities Institute of Australia.

James Flintoft

Executive Coordinator, Cabinet Implementation Unit
Appointed April 2010



The **Executive Coordinator, Cabinet Implementation Unit** is responsible for the Cabinet Implementation Unit, which undertakes progress reporting on the Government's key priorities and also a range of cross-cutting projects including COAG Implementation and Capability Building, and implementation of part of the 'Ahead of the Game: Blueprint for reform of the APS'.

Extensive private sector experience as: Managing Director, ANZ Business Banking, responsible for 1,200 staff selling financial services to 40,000 SME business customers; Managing Director, ANZ Asia Strategy, developing and implementing ANZ's Asia growth strategy; Consultant, McKinsey & Co, servicing large corporations in Australia, UK/Europe and US; and commercial lawyer, Allens Arthur Robinson.

Board member of Mirabel Foundation, a not-for-profit organisation that provides counselling to children orphaned or abandoned to parental drug abuse.

LLB/BSc University of Melbourne: MBA. University of Pennsylvania.

f. Other matters to note

i. Enterprise Agreement

The department's current Collective Agreement (CA) notionally expires on 30 September 2010. PM&C is negotiating a single Enterprise Agreement (EA) to cover all non-SES staff and will submit to you the proposed draft EA prior to a staff ballot being undertaken. This is consistent with the Australian Government Enterprise Bargaining Framework requirement that the relevant minister now approves draft EAs prior to a staff vote being undertaken.

A brief will be given to you soon.

ii. PM&C portfolio Budget and staffing information

Portfolio resourcing trends

The budgeted appropriation and average staffing levels (ASL) trends for agencies in the Prime Minister and Cabinet Portfolio are detailed in the table below:

	ASL			Appropriation ¹		
	2006-07	2010-11	%	2006-07 \$000	2010-11 \$000	%
Office of the Australian Information Commissioner	-	32	-	-	4,696	-
COAG Reform Council	-	36	-	-	3,659	-
Australian Institute of Family Studies	58	67	15.5	4,036	3,518	-12.8
Australian National Audit Office	300	357	19.0	62,892	73,116	16.3
Australian Public Service Commission	201	239	18.9	19,254	33,182	72.3
National Archives of Australia	452	442	-2.2	51,471	55,028	6.9
Office of the Commonwealth Ombudsman	148	147	-0.7	16,926	19,360	14.4
Office of the Inspector-General of Intelligence & Security	7	13	85.7	1,445	2,095	45.0
Office of National Assessments	139	145	4.3	25,975	28,920	11.3
Office of the Official Secretary to the Governor-General	88	87	-1.1	10,326	11,128	7.8
Office of the Privacy Commissioner	51	58	13.7	6,427	6,375	-0.8
Old Parliament House	-	78	-	-	13,755	-
Total	1,444	1,701	18%	198,752	254,832	28%
The Department of the Prime Minister and Cabinet	610	636	4.3%	127,211	122,449	-3.8%
Total Portfolio	2,054	2,337	14%	325,963	377,281	16%
PM&C : percentage of portfolio	30%	27%		39%	32%	

PM&C staffing overview

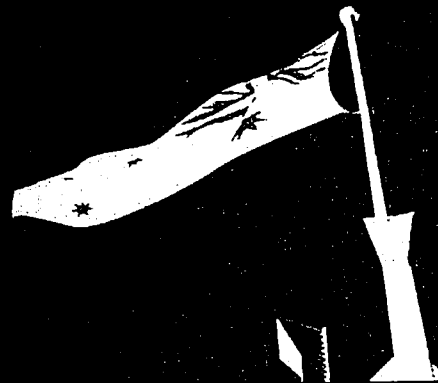
Over the five year period, the Department of the Prime Minister and Cabinet's staffing budget has been directed towards the following functions:

	2006-07	ASL 2010-11	%
Major non-ongoing functions such as the APEC, the Uranium Mining and Nuclear Technology Taskforce, elements of the COAG Agenda, CHOGM, Border Protection, Office of the Co-ordinator General	125	105	-16%
Core continuing business and new activities such as the National Security Adviser, transferred functions from other agencies, Community Cabinets, CAOAG activity; and the direct support functions of the Prime Minister ²	485	531 ³	9.5%
Total staffing	610	636	4.3%

1 Budgeted appropriation has been adjusted to deduct depreciation expense to facilitate comparison between years following the move to the net cash framework in 2010-11.

2 Over the five year period, incremental costs associated with the 2006-07 base funding such as increases associated with wage costs and other cost increases are self funded by the Department through productivity gains requiring reductions in overhead costs and efficiencies and there has been the equivalent of an average annual reduction in the order of 20 staff. Aggregate figures incorporate this annual reduction.

3 Despite the reported increase in core continuing business staff, the Department has achieved a significant ongoing productivity improvement seen in the annual reduction in staff for continued delivery of business as usual over the five year period



**3. WHAT IS REQUIRED TO ENSURE
AN EFFECTIVE RELATIONSHIP WITH
DEPARTMENT SECRETARIES?**



a. Current departmental structure

There are currently 19 departments of state and 18 portfolios, as the Department of Veterans' Affairs is part of the Defence portfolio.

b. Appointment and termination

The *Public Service Act 1999* (PS Act) provides the framework under which you can appoint or terminate departmental secretaries.

i. Effect of creation or abolition of departments

The creation or abolition of a department automatically creates or abolishes the corresponding office of secretary. If any new departments are created, you will need to consider corresponding secretary appointments.

c. Current secretaries

There are currently 19 departmental secretaries. As noted in the table below, Dr Henry's appointment will be the first to expire in April 2011.

The instruments of appointment for secretaries specify their particular departments and so, under the current regime, rotating a secretary can only be accomplished by terminating his or her current appointment followed immediately by an appointment to a different department.

Table 5: Secretaries of departments as at 20 August 2010:

Department	Secretary	Date of Current Appointment	Date Current Appointment Expires	Period in this office to date
Agriculture, Fisheries and Forestry	Dr Conall Trevor Francis O'Connell	7/5/2010	6/5/2015	3 years 4 months
Attorney-General's	Mr Roger Bruce Wilkins AO	1/9/2008	31/08/2013	2 year 1 month
Broadband, Communications and the Digital Economy	Mr Peter Noel Harris	29/8/2009	28/8/2014	1 year 1 month
Climate Change and Energy Efficiency	Dr Martin Parkinson PSM	3/12/2007	2/12/2012	2 years 10 months

VOLUME E: WHAT DO YOU NEED TO KNOW ABOUT YOUR DEPARTMENT AND THE AUSTRALIAN PUBLIC SERVICE?

Department	Secretary	Date of Current Appointment	Date Current Appointment Expires	Period in this office to date
Defence	Dr Ian James Watt AO	31/8/2009	30/8/2014	11 months
Education, Employment and Workplace Relations	Ms Lisa Marian Paul PSM	3/12/2007	2/12/2012	2 years 10 months
Environment, Water, Heritage and the Arts	Ms Robyn Kruk AM	2/3/2009	1/3/2014	1 year 7 months
Families, Housing, Community Services and Indigenous Affairs	Dr Jeffrey Allan Harmer AO	26/10/2008	25/10/2013	5 years 11 months
Finance and Deregulation	Mr David John Tune PSM	31/8/2009	30/8/2014	11 months
Foreign Affairs and Trade	Mr Dennis James Richardson AO	15/12/2009	14/12/2014	9 months
Health and Ageing	Ms Sarah Jane Halton PSM (Jane)	26 /10/2008	25/10/2013	8 years 8 months
Human Services	Mr Finn Axel Pratt PSM	12/9/2009	11/9/2014	11 months
Immigration and Citizenship	Mr Andrew Edgar Francis Metcalfe	18/7/2009	17/7/2014	5 years 2 months
Infrastructure, Transport, Regional Development and Local Government	Mr Mike Mrdak	29/6/2009	28/6/2014	1 year 3 months
Innovation, Industry, Science and Research	Mr Mark Ian Paterson AO	3/12/2007	2/12/2012	2 years 9 months
Prime Minister and Cabinet	Mr Terence Francis Moran AO (Terry)	3/3/2008	2/3/2013	2 years 6 months

Department	Secretary	Date of Current Appointment	Date Current Appointment Expires	Period in this office to date
Resources, Energy and Tourism	Mr Andrew Leigh Clarke (Drew)	17/4/2010	16/4/2015	5 months
Treasury	Dr Kenneth Ross Henry AC	27/4/2006	26/4/2011	9 years 5 months
Veterans' Affairs	Mr Robert Ian Campbell PSM (Ian)	22/9/2008	21/09/2013	2 years

i. Existing statutory requirements relating to secretaries

Under the Public Service Act, you may appoint or re-appoint a person to be a secretary for a fixed term of up to five years. That person need not be a member of the APS. The same person may hold more than one office of secretary but receives remuneration in respect of only one office:

The current process in the Public Service Act requires that:

- before appointing the Secretary of PM&C, you must have received a report about the vacancy from the Public Service Commissioner, or
- before appointing any other secretary, you must have received a report about the vacancy from the Secretary of PM&C.

The Commissioner must consult you before finalising the report about a vacancy in the office of Secretary of PM&C, and the Secretary of PM&C must consult the relevant minister (or the person who is expected to be the minister) about any other vacancy. No particular content or form is prescribed for reports on possible appointments.

In addition to the legislative requirement, the Secretary of PM&C had also instituted a practice of consulting the Public Service Commissioner on any vacancies at secretary level before making his report to the Prime Minister.

ii. Terms and conditions

Currently, under section 61 of the Public Service Act, secretaries' remuneration and other conditions are determined by the Prime Minister following advice from the Remuneration Tribunal. A determination consolidating all secretaries' terms and conditions was made by the then Prime Minister on 6 October 2001 (the principal determination). Since then, secretaries' remuneration and other conditions have been reviewed, generally, on an annual basis.

Secretaries are remunerated on a total remuneration basis. There are two levels of remuneration: the secretaries of the Departments of the Prime Minister and Cabinet, Treasury and Defence currently receive total remuneration of \$503,220; the remaining secretaries receive total remuneration of \$470,790.

The terms and conditions of secretaries were recently the subject of a major review by the Remuneration Tribunal. Legislation to implement the former Government's election commitment to transfer responsibility for determining secretaries' remuneration to the Tribunal was prepared but not introduced. The Secretary will brief you separately on this matter in the near future.

iii. Termination

You may terminate the appointment of a secretary at any time. However:

- The relevant secretary should be given notice of the intended termination and an opportunity to present a case against it (this is not strictly required by the Public Service Act but is advised to satisfy the requirement to afford procedural fairness to secretaries who may be terminated).
- Before terminating the appointment of the Secretary of PM&C, you must have received a report about the proposed termination from the Public Service Commissioner.
- Before terminating any other appointment, you must have received a report about the proposed termination from the Secretary of PM&C (the new arrangement to be implemented following the Government's acceptance of the Blueprint recommendations would require the Secretary to consult the Public Service Commissioner).

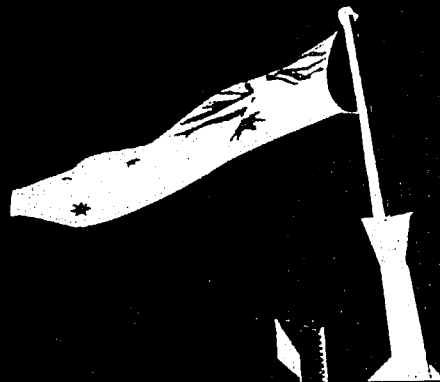
Secretaries whose appointments are terminated and who are not made an offer of suitable alternative employment are entitled to be paid three months' base salary, or one third of one month's base salary for each full month of the balance of the term not served, subject to a maximum payment of 12 months' base salary, whichever is the greater. A secretary who is not given three months' notice that they will not be re-appointed at the end of their term shall be paid three months' base salary unless the Government makes the secretary an offer of suitable alternative employment.

iv. Engagement of former secretaries

If a secretary's appointment is terminated, either through your direct decision or as a result of the abolition of a department, you may engage the former secretary to perform specified duties on such terms as you determine.

v. *Public Service Commissioner*

The Public Service Commissioner is a statutory office holder appointed by the Governor-General. The present Commissioner, Mr Steve Sedgwick, was appointed on 14 December 2009 for a term of five years.



4. WHAT AGENCIES FALL WITHIN THE PM&C PORTFOLIO?

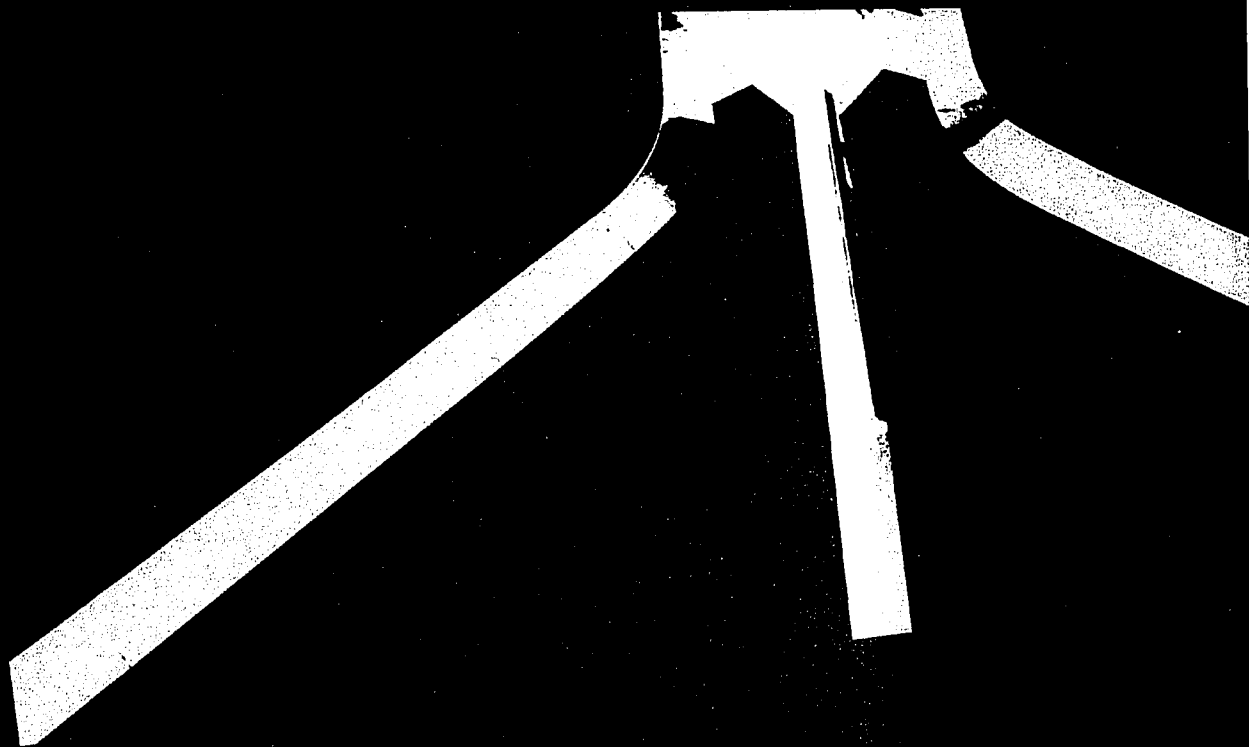
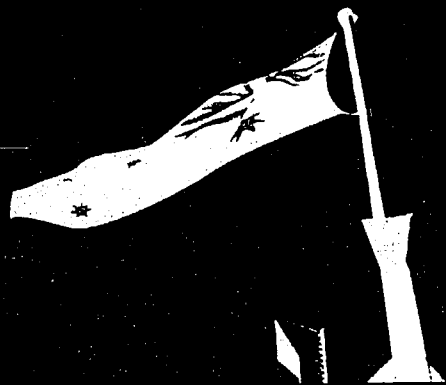


Table 6: Portfolio agencies

Agency	Agency head
Australian Institute of Family Studies	Professor Alan Hayes Director
Australian National Audit Office	Mr Ian McPhee Auditor-General
Australian Public Service Commission	Mr Stephen Sedgwick Commissioner
National Archives of Australia	Mr Ross Gibbs Director-General
National Australia Day Council	Mr Adam Gilchrist Chair
Office of the Commonwealth Ombudsman	Mr Ron Brent Ombudsman (Acting) Mr Allan Asher has been appointed as the Commonwealth Ombudsman from 30 August 2010.
Office of the Inspector-General of Intelligence and Security	Dr Vivienne Thom Director-General
Office of National Assessments	Mr Allan Gyngell Director-General
Office of the Official Secretary to the Governor-General	Mr Stephen Brady Official Secretary
Office of the Privacy Commissioner	Mr Timothy Pilgrim Privacy Commissioner. From 1 November 2010, the Office of the Australian Information Commissioner (OAIC) will be established and will be headed by Professor John McMillan as Information Commissioner. The Office of the Privacy Commissioner will cease to exist as a separate organisation from that date and will be part of the OAIC.
The Museum of Australian Democracy at Old Parliament House	Ms Jenny Anderson Director



**5. WHAT SHOULD YOU KNOW
ABOUT THE AUSTRALIAN PUBLIC
SERVICE REFORM?**



a. Introduction

Ahead of the Game: Blueprint for the Reform of Australian Government Administration (the Blueprint) sets out a comprehensive reform agenda for the Australian Public Service (APS). All 28 recommendations contained in the Blueprint were accepted by the Rudd Government in April 2010, with implementation of the recommendations now under way. Funding of \$38.7 million over three years was provided to the Australian Public Service Commission (APSC) in the 2010–11 Budget to increase its responsibilities and drive the reforms.

The Government's savings measures include reversing the 2010–11 Budget measure, *Australian Public Service Reform*.

b. Background to the Blueprint

The Blueprint was commissioned with an acknowledgment that all good organisations should periodically review their performance to identify what needs to be done to improve outcomes and keep up-to-date with changing trends. Throughout the history of the APS, governments have periodically undertaken organisational reviews.

The Blueprint outlines nine signature reforms organised around four key themes. The reforms are designed to:

1. forge a stronger relationship with citizens through better delivery of services and greater involvement of citizens in their government
2. strengthen the capacity of the public service to provide the Government with strategic, 'big picture' policy and delivery advice that addresses the most difficult policy challenges of the day
3. build the capability of the public service workforce through improved recruitment and training processes, greater mobility and alignment of working conditions across agencies, and a new, more consistent approach to employee performance, and
4. introduce a stronger focus on efficiency and quality to ensure that agencies are agile, capable and effective, backed up by measures to help them plan and improve their performance.

While the APS is among the world's best public services, review was seen as necessary to ensure the public sector is operating at its full potential and remains able to respond to the changes that have occurred in Australia and the world over the past 10 years and demand different capabilities and continual evolution. The role and business of the public service has changed rapidly, along with changes such as the ageing of our population, increasing fiscal pressures, increased citizen expectations and rapid technological change.

During the course of the review, an international benchmarking study compared the performance of the APS against eight leading public services from other nations. It found that, while many parts of the APS are distinguished by excellence, areas for improvement include:

- its capacity to produce informed and forward-looking policy advice
- its ability to incorporate non-government expertise and the views of citizens into policy development and service design process, and
- having an overarching identity and mission—in other words, being a unified public service.

The Blueprint also responds to other concerns that have emerged about the efficiency and quality of the APS, including:

- a dramatic increase in classification creep, as shown through a 108 per cent increase in the number of EL1 employees since 1994
- increased wage dispersion, with the gap between minimum and maximum salaries at the EL1 level rising from 8 per cent in 1996 to 25 per cent in 2008
- increasing reports of skills shortages across the APS, most alarmingly in information technology (shortage reported by 34 per cent of all agencies) and high-level policy/research (reported by 30 per cent of all agencies)
- high levels of red tape, with a preliminary mapping exercise identifying over 2,000 legislative and administrative compliance requirements that applied to certain APS agencies, and
- a lack of integrated service delivery, with more than a third of submissions calling for the APS to embed a more holistic, citizen-centred approach to service delivery.

c. Implementation

The lead agencies for the reforms have been PM&C, the APSC and the Department of Finance and Deregulation.

Implementation has been under way across the suite of reforms. Some reforms, such as new leadership structures for the APS, have been implemented. Other reforms require detailed implementation planning and this has been occurring. Full implementation of the reforms would take some years to roll out and embed.

d. Outcomes

Successful implementation of the reforms would position the APS to meet emerging domestic, global and organisational challenges with the following expected outcomes in the medium term.

i. Improved service delivery for the Australian people through:

- services that are more integrated and better meet citizens' needs and preferences having regard to their life experiences

- improved links with the states and territories and local governments
- greater partnering between government, private and community sectors
- increased access by citizens to government information to deepen external engagement, knowledge and debate
- collaboration with the Australian community on policy and service design, leading to better informed government policy and decisions
- improved strategic policy and delivery capability
- improved policy implementation
- reduced regulatory burden on businesses and individuals, and
- a regular citizen survey to improve accountability to the Australian community.

ii. *Improved advice to the Government:*

- an emphasis on strengthening strategic policy, including through cross-agency policy projects
- improved collaboration at senior levels through the Secretaries Board and the APS200 leadership group
- a coordinated approach to learning and development to address skill and capability gaps
- a citizen survey to gauge views on satisfaction with government programs and services and understand community expectations
- policy better informed by delivery and implementation issues
- better engagement with private, academic and community sectors, and
- attracting and retaining talent.

iii. *Improved efficiency:*

- reduced service delivery costs through more efficient and integrated service delivery in closer partnership with other governments
- reduced employee costs by reviewing the size and role of the SES
- reduced employee costs and increased productivity through better alignment of pay grades to work-level standards
- reduced employee costs by addressing the significant classification creep that has occurred in the APS over the last decade

- reduced consultancy costs through less reliance on external expertise by expanding and strengthening learning and development and employee capability and performance
- reduced agency recruitment costs and increased productivity through lower employee churn as a result of better workforce planning
- reduced agency administration costs through reduction in internal red tape
- reduced agency corporate costs by small agencies improving the efficiency of corporate functions
- regular capability reviews of agencies to assess leadership, strategy and delivery capabilities
- a strengthened performance framework for secretaries
- a citizens' survey
- new cross-portfolio outcomes against which agencies must report
- an improved performance management framework, and
- boards to oversee high-risk implementation activities.

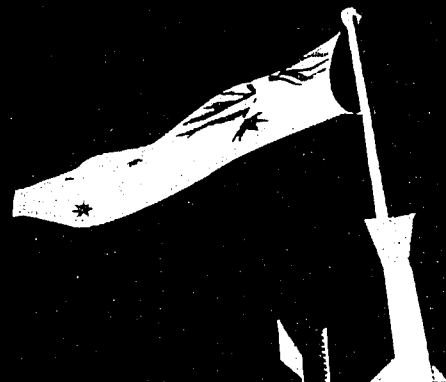
The broad directions of public service reform, as set out in the Blueprint, are relevant to the ability of the public service to continue to serve effectively the needs of the government and the community.

e. Funding

Table 7: APS reforms led by the APSC

Blueprint Rec	Reform description	Cost
2.1	<p>Citizen survey</p> <p>Develop and trial of options for surveying citizens' views to enable reporting of agency performance, benchmarking across jurisdictions, identification and dissemination of best practice, and measurement of progress over time</p>	

4.4	<p>Leadership forums</p> <p>Strengthening leadership across the APS, with support for the Secretaries Board and APS200 (some costs absorbed, covers APS200 activities)</p>
4.5 & 7.3	<p>Talent management and learning & development</p> <p>Establish a Strategic Centre to ensure the quality of core learning and development and talent management across the APS</p>
6.1 & 6.2	<p>Classification, work-level standards, employment bargaining & SES review</p> <p>Develop changes to the Australian Government Employment Bargaining Framework to support a united APS. Review APS classification and work-level standards. Conduct review of the size and structure of the SES</p>
5.1 & 7.1	<p>Workforce planning</p> <p>Ensure effective APS workforce planning, including service-wide workforce analysis and human capital benchmarking</p>
7.2	<p>Recruitment and induction</p> <p>Streamline recruitment and improve induction, including by using new ICT to modernise recruitment (<i>ICT costs recovered on a user-pays basis</i>)</p>
7.4	<p>Performance management</p> <p>Develop an APS-wide performance management framework, including adequate training for all managers and a focus on identifying high-potential employees as well as managing underperformance</p>
7.5	<p>Staff mobility</p> <p>Encourage greater mobility, including new mechanisms to encourage employees to expand their career experiences</p>
8.1	<p>Capability reviews</p> <p>Support for agency capability reviews, including developing methodology and running an ongoing program of reviews</p>



ATTACHMENTS



Australian Government
Department of the Prime Minister and Cabinet

Secretary - Terry Moran 6271 5200

Executive Officer: Jeremy Cox - 5146
Executive Assistant: Rowena Troth - 5201
Administration Assistant: Trudie Field - 5083

<p>Associate Secretary (Domestic Policy) Dr Paul Grimes - 5204</p> <p>EA: Nicole Lamson - 5203</p> <p>Deputy Secretary (Economic) Dr Gordon de Bruwer - 5257</p> <p>EA: Jane Ferguson - 5714</p> <p>Executive Coordinator Paul Honaluk - 5935</p> <p>Project Directors Social - Vacant Fiscal - Vacant</p>	<p>Deputy Secretary (Strategic Policy & Implementation) Mr Ben Rimmer - 5465</p> <p>EA: Christine Chivers - 5205</p> <p>Executive Coordinator Strategic Policy and Implementation (SDP) Tim Derisford - 5210</p> <p>Executive Coordinator Strategic Policy and Implementation (CIU) James Flinloch - 5771</p> <p>FAS: Dr Soho Banerjee - 5573</p> <p>Project Directors Michael Camahan - 5918 Nick Morgan - 5390 Michael Thorn - 5603 Rachel Bacon - 5207 SDD Support Services Robert Garra - 5437</p> <p>Cabinet Implementation Unit Assistant Secretary Kim Terrell - 5552</p>	<p>Associate Secretary (National Security & International Policy) (National Security Adviser) Mr Duncan Lewis - 5202</p> <p>EA: Esther Ray - 5475 EO: Tom Nicholls - 5501</p> <p>Deputy National Security Adviser Dr Margot McCanthy - 5973</p> <p>EA: Trish Hanna - 5125</p> <p>FAS: Rachel Noble - 5526 Mark Jeffries - 5804</p> <p>EA: Patrick Stuchling - 5628</p> <p>Asia, Americas & Trade Lynette Wood - 5491 Dave Sharma - 5569</p> <p>FAS: Tony Sheehan - 5917</p> <p>Border Protection & Law Enforcement Suehi Wimmer - 5422 Dr Rob Floyd - 5018</p> <p>Operations & Domestic Asha Rejeh-Clarke - E2 - 5159 Bernard Lynch - E2 - 5988</p> <p>EA: Michael Storebridge - 5947</p> <p>EA: Graham Swelle - 5704 Peter Furlonger* - 5703</p> <p>National Security Sciences & Technology John Cahoon* - 5229</p>
<p>EA: Jill Morante - 5920</p> <p>FAS: Helen Ibbot - 5828</p> <p>People, Capability & Performance Financial Management Kym Partridge - 5652</p> <p>Information Services Branch Peter Downra - 5199</p> <p>EA: Dr Wendy Southern - 5786</p> <p>Awards & Culture Peter Rush - 5909</p> <p>Parliamentary & Government David Maegill - 5761 PIO - House of Reps Henry Thomson* 6277 7377</p> <p>FAS: Barry Steinfeld - 5315</p> <p>Cabinet Secretariat Chris Angus - 5315 Jacqui McEne - 5195</p> <p>Cabinet and Committees Liaison Vacant - 6277 7531 - E2</p> <p>FAS: John Cairns - 5005</p> <p>Ceremonial and Hospitality Branch Frank Leverett - 5350 Myra Croke - 5982</p> <p>Official Establishments Branch John Cairns - 5005</p> <p>FAS: Andrew Jaggars* - 5016</p> <p>Assistant Secretary Terry Crane - 5697</p>	<p>EA: Ms Glenys Beauchamp - 5303</p> <p>EA: Jill Morante - 5920</p> <p>FAS: Helen Ibbot - 5828</p> <p>People, Capability & Performance Financial Management Kym Partridge - 5652</p> <p>Information Services Branch Peter Downra - 5199</p> <p>EA: Dr Wendy Southern - 5786</p> <p>Awards & Culture Peter Rush - 5909</p> <p>Parliamentary & Government David Maegill - 5761 PIO - House of Reps Henry Thomson* 6277 7377</p> <p>FAS: Barry Steinfeld - 5315</p> <p>Cabinet Secretariat Chris Angus - 5315 Jacqui McEne - 5195</p> <p>Cabinet and Committees Liaison Vacant - 6277 7531 - E2</p> <p>FAS: John Cairns - 5005</p> <p>Ceremonial and Hospitality Branch Frank Leverett - 5350 Myra Croke - 5982</p> <p>Official Establishments Branch John Cairns - 5005</p> <p>FAS: Andrew Jaggars* - 5016</p> <p>Assistant Secretary Terry Crane - 5697</p>	<p>EA: Nicole Lamson - 5203</p> <p>Deputy Secretary (Economic) Dr Gordon de Bruwer - 5257</p> <p>EA: Jane Ferguson - 5714</p> <p>Executive Coordinator Paul Honaluk - 5935</p> <p>Project Directors Social - Vacant Fiscal - Vacant</p> <p>EA: Paul Schreier - 5957</p> <p>Infrastructure, Regulation and Competition Policy Cathy Harrison* - 5440 Mark Laduzko - 5462</p> <p>Climate Change, Energy and Industry Marie Taylor - 5362</p> <p>FAS: Dominik English - 5586</p> <p>Economic Policy (including housing) David Turvey - 5837</p> <p>COAG Ron Perry - 5960</p> <p>Luke Yeaman - 5206</p> <p>FAS: Yael Cas - 5266</p> <p>Health Programs, Ageing & Sport Joe Castellino - 5272 Joy Savage - 5710</p> <p>Health Systems & Governance Gareth Sebar* - 5985</p> <p>FAS: Rebecca Cross - 5400</p> <p>Workforce Participation & Education Helen McDevitt - 5966</p> <p>Social Inclusion Unit Helen McDevitt - 5966</p>

As at 11 August 2010
*Acting