



Australian Government

Department of the Prime Minister and Cabinet

Transformational Leadership Australia's Networked Government Experience

Leadership & Strategy Series

Singapore

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The Australian Public Service

- Size: 146,000
- Structure: 18 Departments of State
71 Agencies
 - * regulatory
 - * delivery
 - * operational
 - * integrity
- Geographic spread:
 - 35% in Canberra
 - 65% in states and territories

Public Service Framework

- Integrity: increased scrutiny of administrative actions
 - * review
 - * responsibility
 - * accountability
- Contestability: greater competition
 - * policy development
 - * corporate services
 - * programme delivery

Public Service Values

- Impartiality
 - * apolitical orientation
 - * frank policy advice
 - * serving successive governments
- Responsiveness to elected government
 - * policy advice
 - * policy implementation
- Merit
 - * open recruitment
 - * promotion on ability
 - * free of discrimination
- Integrity
 - * honesty
 - * fairness
- Accountability
 - * within the framework of Ministerial responsibility

Public Service Reform

- Focus on results
 - * outcomes established
 - * performance measured
 - and managed
 - * commitment to improved service
 - Driven by devolution
 - * decentralisation of control
 - * delegation of responsibility
- improved productivity

Connecting Australian Governments

- Across organisational silos
 - * functional
 - * regional
- Across bureaucratic boundaries
 - * portfolio
 - * agency
- Across jurisdictions
 - * 3 tiers of government

The Challenge of Connectedness

- Against:
 - * departmentalism
 - * territoriality
 - * bureaucratic demarcation
 - * ambiguous governance arrangements
 - For:
 - * joined-up government
 - * horizontal networks
 - * whole-of-government
- agencies working across administrative boundaries to achieve shared goals and an integrated government response

Connected Policy

- **Not** an exercise in ‘group think’
- Rather integrated policy options
 - * with clarity of shared purpose
 - * agreed facts and costings
 - * comprehensive assessment
 - of benefits and costs to the public
 - of unintended consequences
 - * informed by experience of delivery

Connected Service Delivery

- Not **necessarily** a one-stop-shop
 - * actual
 - * virtual
- Rather integrated delivery framework
 - * across organisational barriers
 - * with citizens not required to agency-shop
 - * balanced between
 - mainstreaming of services
 - tailoring programmes to particular communities

Connected Response to Crisis

- Preparing, planning, exercising for immediacy
 - * natural disasters
 - * pandemics or contagion
 - * terrorist attack
- } across agencies
between jurisdictions
coordinated domestic and international actions
- Based upon
 - * the need to coordinate policy and operations (strategy and tactics)
 - * the demands of 24/7 media
 - * the public expectation of strong political leadership
 - * the need to transition from short-term response to long-term recovery

Making Connectedness a Reality

- Horizontal structures
 - * re-ordered administrative arrangements
 - * cross-agency mechanisms
 - interdepartmental committees
 - taskforces
 - informal networks
- settle terms of reference/time frames,
consider fund appropriation/budget arrangements,
establish management/reporting arrangements,
ensure effective record-keeping,
review progress

Making Connectedness a Reality (2)

- Vertical structures
 - * less hierarchical control
 - * more teamwork

→ develop more innovative solutions
- Gateways
 - * the importance of Cabinet government
 - * the role of the Prime Minister's department
 - oversighting the quality of submissions
 - ensuring that all relevant agencies have input
 - assessing the implementation planning
 - monitoring delivery

Making Connectedness a Reality (3)

- Culture

- * communication
- * cooperation
- * collaboration
- * collegiality

→ driven by a recognition that the whole public service is greater than the sum of its individual parts

Making Connectedness a Reality (4)

- Collegiality of behaviour needs to be:
 - * promoted and role-modelled by leadership
 - * recognised and rewarded through career advancement
 - * instilled by training and learning opportunities
 - * supported by better practice guidance