

Hi, Please find my contribution to this worthy goal. There many genuine public servants who also willing to assist in this vital reform.

Chapter 1: The Australian Government sector today

1. Do you think Chapter 1 accurately captures the role of the Australian Public Service?

Yes, but needs bench-marking with Scandinavian or Singaporean Public Services, and for management systems the Toyota Motor Company.

2. What are the implications of the statistical snapshot, and of employee views and attitudes in Chapter 1 for the future of the APS?

45% agree their agency is well-managed, then 55% feel it is poorly-managed, then most agencies are dysfunctional. Implication: shows management is of a very low standard, and unless any initiatives like continuous improvement are not well planned and thought-out, the dysfunctional culture will destroy it.

42% of employees are 45 and over, many will leave in the next decade. Implication represents a opportunity to change the culture.

52% of employees have Tertiary education. Implication, this figure has to significantly improve, a service that is well educated understand the need for change, and continuously seeks improvement and education that works.

6% of employees from non-English speaking background. Implication, a more diverse reflection of Australians in the service, promotes better management.

96% of employees would try harder. Implication, great opportunity to implement a culture of improvement and efficiency if a plan is explained clearly to employees, they will make it work. The 4% not willing should be retired.

Chapter 2: Challenges in the strategic environment

3. What are the most important challenges facing the public sector over the next ten years?

The most important challenge is the geometric increase for demand in public sector goods and services and a limited income base. Due to a increase in population and an aging population. The solution is to develop a driven and embedded culture of quality in the Service in managing Public expenditures which is imaginative, modern, forward thinking, responsive, accountable and effective.

The response, and vision is how does the APS become the world's best Public Service to answer this challenge.

Over the next ten years what foundations and plans can the public sector develop and use which can make Australia a major player in the Asia Pacific region, as this area's population increases and the

fight for scarce resources intensifies. The challenge is how the Public Sector can manage itself more efficiently to help Australian society be more effective.

4. What are the key implications for how the public sector will need to operate?

The Public Sector has to do more with less, and be really focused in the way it operates. The Australian people want solutions and leadership not inertia and waste from the Public Sector.

The Public Sector has to operate in the best traditions of the Westminster System, and develop new management systems which improve the quality of life for Australians.

The Public Sector has to stop paying consultants billions for advise, and other waste, when the Sector itself must find out and develop what works best for the Australian people.

The Public Sector has to operate in a constructive and forward thinking way, so that it is effective and productive. Its a question of how can the APS get it's quality up, in all facets, political, technical and cultural.

Chapter 3: An aspiration for Australia's public service

5. What do you think is an appropriate aspiration for the Australian Public Service?

An appropriate aspiration for the Australian Public Service, is to become the world's best public service. Nothing less is acceptable for the Australian people. This means a bureaucracy which is lean, highly effective, and innovative, to provide quality solutions in the use of scarce resources back to key areas like education, health and infrastructure.

We need key leaders who can lead, and inspire staff. The APS has to be open and transparent, and be more inclusive so that solutions and outcomes are delivered because everybody is working for the same goal.

6. Do the five key characteristics outlined in Chapter 3 adequately encapsulate what you would expect from a high performing public service?

Perfectly, especially the emphasis on High Quality, quality is the foundation for successful reform. However the problem is how to get from where the service is now to the five key characteristics. What model to adapt and how to make it happen.

Chapter 4: A values driven culture that retains public trust

7. Should the APS Values be streamlined? What values do you consider should be included in a revised set of APS values?

The APS Values reflect the aspirations for any great democratic government. The APS values shows great respect of service to the Australian people.

However the problem is even with these great values, the APS is not the World's best Public Service. What is missing is a value to make it happen. That value is quality, also known as continuous improvement.

8. How do we ensure that APS leaders fulfil their responsibilities to promote and uphold the values?

This is the key point for this review, to build a World Class Public Service is dependant on the moral force/quality of APS leaders. If they don't truly comply, forget about World Class Public Service, make no mistake on that.

The values mean true respect for people, and returning value back to society through continuous improvement. If the values were fulfilled in the first place, APS, would be world class now. Make no mistake on that, its all about leadership: living and teaching the values day after day. Then APS staff have the confidence to make a difference. If only 45% agree their agency is well-managed, what is the % for leadership values. What do staff suggest?

Careful selection of APS leaders to examine to what level did they promote and uphold these values in their previous organisations, look at their staff survey ratings concerning management, culture and values. Values is about respecting people and their ideas. You'll get a pretty good idea if values are upheld, by looking at staff surveys on management, but more importantly good values promotes productivity. If productivity is low you can be sure values are being neglected, and quality is stifled.

Mistakes and failure is part of the learning process for everyone, but wilful obstruction of a truly quality APS and its values, is tiresome and does great damage to this country.

9. Do you think the APS engages appropriately and actively with government on an apolitical basis?

No it does not human nature, if 55% of Agency staff feel they are not managed well. This means there is some form of political interference to stop reform and a blatant disregard of the Westminster System, causing continuous systemic failure. This is nobody's aim, but a form of short sighted inertia sets in and it cripples the APS and fails the Australian people and waste of Taxpayers money.

Governments start off open and transparent and becomes opaque as time passes.

10. Are further reforms needed to clarify the roles and responsibilities of

the APS when dealing with ministerial offices?

The Obama Administration in the White House said "we speak the truth till it hurts." APS dealing with ministerial offices has to be even more open and transparent for Public Scrutiny. There should be more Ombudsmen or more effective Audit Offices.

Again this document has identified that a holistic culture of quality is required, from Minister's down to APS staff is required. What is needed is continuous improvement in the communication of the Westminster System, when Public Servants give impartial advise to Ministers for the good of the country.

Chapter 5: High quality, forward looking and creative policy advice

11. How can internal and external collaboration be strengthened to improve policy development and implementation?

This document provides the answer again, if the great majority of employees (82%) are motivated to do their best possible work, (96%) are willing to put in extra effort to get the job done. But less than half (45%) agree their agency is well managed. APS staff are professional and motivated. Then the leaders and managers have to lead and manage more effectively. If one quality focused culture is developed, barriers internal and external must be replaced by cross functional quality focused teams.

Cross functional teamwork is successful if the outcome and mandate is clearly defined. If people know exactly, who, what and why a policy is required in a open and transparent fashion, collaboration will be strengthened. When people work in the dark, policy fails.

12. What should be done to continuously improve the capability of the APS workforce in policy formulation and implementation?

The APS has to develop a quality focused culture to augment the best traditions of the Westminster system in a manner which formulates policy and makes it work for the benefit of the Australian people.

There has to be serious consideration to find what works, is that policy working and productive. And a serious question of why it did not and if it did to teach others and build on this. Again its all about being open and transparent to see what works. Mistakes and failure is part of the learning process.

13. What can be done to bring the workforce development approach of the APS up to the level of the best organisations globally?

Study the Toyota Motor Company, and adopt and adapt it's best ideas. For example Toyota's philosophy is based on Respect for People and Continuous Improvement to benefit society. There is a serious need for this in all Australian Public Services. Unless there is a way to do this we never will be World Best, or even get to the level best organisations globally. This requires foresight and quality

leadership.

Toyota has an organisational culture which focuses on quality thinking to enable its vision of returning value to society. The Toyota workforce are trained to think in patterns or routines of continuous improvement, which is a methodology of long term problem solving, solution finding and achieving organisation goals, across all functional teams. No matter if it is manufacturing, marketing or sales.

By quality leaders developing a quality culture, the APS workforce would become world's best quickly.

14. How do you think a stronger culture of innovation can be fostered?

Staff has to be encouraged to think out of the square. Organisational culture Strong cultures of innovation can only be initiated by strong leadership from the Prime Minister down, its has to be mandated from the top down, and its up to Agency heads to put their full authority behind the government's goal of developing a world class public service to ensure success. Also our leaders have to explain to us why we need a stronger culture of innovation. Eg. the GFC has decimated many economies, and governments have bailed out or nationalised many businesses like banks. So the government has to be a model of professionalism, probity and make the Westminster system work more effectively.

The most effective methodology to foster a stronger culture of innovation was taught by Edward W Deeming. He was invited to Japan after the war to teach them what made the American war production so effective. It was statistical quality control of errors and a constancy of purpose to do things better. This is the key to foster a culture of innovation, in large organisations. Toyota has taken Deeming's philosophy and made itself the Number one car company in the world.

Many people say Deeming, the Toyota Way is not possible in the service but other practitioners of quality, like Braintree Council UK, or the Philadelphia Area Council for Excellence have proved otherwise.

Many Australian are not aware that one of the greatest exponents of continuous improvement and respect for his men, and a developed a strong culture of innovation was Monash. He made the AIF the spearhead of Allied forces in France, they and the Canadians were the world's best.

We should examine at Monash's leadership (imagination) and engineering background (as in problem solver) and use Toyota's inclusiveness and quality techniques to out-Toyota Toyota.

However the Agency heads have to have a methodology or way of thinking which fosters a culture of innovation which fosters a world class public service.

15. What approaches to engaging with risk are most appropriate for the APS to provide high quality, forward looking and creative policy advice?

Again it is methodology and patterns of thinking. Risk happens when policy advice provided does not match the outcome desired. This where the Westminster system comes in, to provide policy which benefits the people, not the few. It has to be open and transparent and there is no fear of making mistakes, as long as one learns and tries to do better. If there is an approach to policy with the people in mind with truth and fairness and not some political master. Then high quality, forward looking and creative policy advice will follow.

My own take on current policy is it is risk averse, causing systemic failure.

If the APS develops a quality culture which respects people and is genuine about continuous improvement, the ability to achieve outcomes improves, and the risk of failure decreases because staff are taught to think things through systematically. And it can cope with strategic inflexions in systematic way.

16. How can agency performance management processes be amended to maximise the focus on the attainment of outcomes?

One process methodology to attain successful outcomes is based on the hypothesis theory found in science and developed by the ancient Greeks. A desired outcome is carefully developed, then alternatives are tested continuously until the desired outcome is successful. This is also known as the PDCA, process. The greatest exponents of this is Toyota, and the Toyota Way, which trains staff to habitually think in a scientific way to find solutions and solve problems to attain outcomes successfully.

The hypothesis theory is taught all over the world and in Australian high schools, and is the basis of continuous improvement. Unfortunately because Australian schools do not teach history and the need to respect people adequately. The hypothesis theory methodology does not augment management theory to help our country.

The Prime Minister of India Nehru, tried to introduce this scientific approach to transform India, but vested interest which should have been swept away destroyed this great thought and opportunity for India.

The Prime Minister should be aware vested interest is the enemy of the Westminster system and act accordingly.

Chapter 6: High quality, effective programs and services focused on the needs of citizens

17. How do we embed a citizen centred philosophy in all aspects of program and service design and delivery?

I've never heard a Public Service head say "this organisation respects people and staff, and practices continuous improvement every minute of the day, to serve the Australian people." or walk the talk. The stats tell me 55% of staff consider management is poor. Yet 80% are willing to have a go to do things better, the citizen centred philosophy is already embed but stifled. Somebody has to show some leadership and ownership to harness the latent potential of the APS. It's always been there, but there's never been a commitment to truly become World Class. Most staff know what's going on, and how to fix things but they just shut up, and systemic failure sets in.

Again Toyota is a good example of embedding a citizen centred philosophy, they embed in staff patterns and routines of continuous improvement to develop solutions to improve all aspects of program and service design and delivery at Toyota every day. The APS should study Toyota Kata, and adapt it to become World's best Public Service.

18. How can we better bring together service design, delivery and policy formulation processes—within individual programs and across all of government?

Define the reason for the need of an integrated quality system across all of government. The money is running out, and the APS needs a system and process, which is effective, sustainable and lean. The government is deadly serious about improvement with service delivery and changing the culture so it is more cross-functional and cross fertilisation of ideas. Stop the not invented here mentality, and find what works best.

Explain and implement a quality control plan, across the service, communicate this clearly and use every means eg technology, townhall meetings and team training to develop a unifying solution. The key team is 15 heads of the APS, only they can make it happen from the top down, or this board.

19. What options could be pursued to ensure citizens, especially those with higher needs, can access government information and services that they need?

Have to develop an APS culture whose purpose is everyday to return value and service to the Australian people. Currently the only option seems to be frontline cost cutting which impacts on services, feedback and responsibility to the needy.

Currently there is no information access or feedback survey for the needy or any suggestion mechanism for continuous improvement.

There should be a system which clearly accounts where tax payers monies go, or for that matter comes in, so that citizens know it is not a bottomless pit. We must spent within our means or who and what is bankrupting the country.

Look at Scandinavian methods of information access, accountability and spending on services for the needy. They focus on frontline support.

20. How can we ensure performance management frameworks focus on the attainment of outcomes for citizens?

We need performance management frameworks which are open and transparent, and non vindictive. A better word for outcome is solutions for citizens. This leads back to the quality of managers and personnel hired who can find quality solutions for citizens.

Successful outcomes of public services for citizens is increasingly harder everyday. We need to develop frameworks which assist APS staff to find solutions and not hid find problems.

Performance management frameworks, should be developed to ensure and encourage APS staff thinks in patterns of continuous improvement to ensure attainment of outcomes for citizens.

APS Leaders, just go and have a look, simple as that.

Chapter 7: Flexibility and agility

21. What is the optimal rate of mobility between APS agencies and other parts of the labour market? What could the APS do to encourage and support greater mobility?

Successful organisations built on respect for people and continuous improvement do not have high mobility. These values and qualities require years if not decades to cultivate, so that it is built into the DNA of an organisation. The Westminster system is based Public Servants highly committed to the service of Australia. So mobility depends on the level of quality of commitment and thinking to form real cross functional teams to find solutions to complex problems. Then we would have a world class public service.

The labour market, and consultants have not provided the necessary critical thinking required to warrant high mobility. We just need to find the right people to serve our country, instead of spin.

22. What practical mechanisms could be used to foster a more unified public service culture?

APS Human Resource conduct staff surveys, and follow up on them. I sure there are generic staff surveys centered around the standard issues of moral, leadership, communication and do how safe is my job. Survey results will probably be negative, and the only way is up. This might entitle more courses on teamwork, communications and even quality to improve the culture.

APS must complete a World Class Master's program on quality, to generate a standard quality culture for the Service. If anybody says quality cannot work in the service ask them why not, and find a solution quickly.

Again leaders should just go and have a look at what's working or not.

23. How could recruitment practices be enhanced within Australian Government entities? What are the strengths of current recruitment processes?

Careful scrutiny of recruits and CV's, to ensure true level of commitment and genuine service to the APS. Promote more ethnic recruitment for diversity of thinking, and requires serious management skills in bringing people of diverse backgrounds to work together successfully.

The strength of current recruitment processes is shown in the survey, that it does hire many committed public servants. But there is a problem at the recruitment at a management level. A quality control system has to be implemented, to find managers who can respect and lead their staff, and really practise and promote continuous improvement at all levels.

24. What are your top three ideas to encourage the pursuit of continuous improvement across the public service?

1) Study the organisation which is the world's best practitioner of continuous improvement, Toyota Motor Company. Learn and adapt for APS use with a very open and positive mind.

2) Good governance is required. Fire anybody who says the Toyota Motor Company's philosophy of the continuous improvement called the Toyota Way, "will not work here!" and also those who say they have extensive experience in leading commercial activities in a public sector setting. Yet cannot develop a true culture of respect and continuous improvement.

3) Open up a Toyota Academy's in our major cities, in conjunction with our major Universities and high Schools (the earlier the better). As mentioned only Toyota can duplicate Toyota, even then there are regional differences. The APS must examine closely what makes Toyota the largest and most successful organisational exponent of continuous improvement in the world. It is a matter of organisational survival to learn, adopt and adapt new management systems and technologies.

Continuous improvement, respect for people and the Westminster System culture is not a fad. To be the World's Best Public Service, the APS has to find and develop staff who are genuinely committed in the Art of Continuous Improvement and Quality.

Chapter 8: Efficiency in all aspects of government operations

25. How can Australian Government policy departments improve their own efficiency?

Policy departments have to really face reality and see if their policy works, analyse why an outcome was unsuccessful, and be upfront and honest to do things better next time. Again it's quality not quantity, it's quality strategic thinking and methods of execution to attain efficiencies.

Only by systematic thinking can solutions be found to solve complex problems and desired outcomes. Policy staff have to have a methodology in which they can work through complex obstacles, by breaking them down and finding tangible solutions.

Policy staff have to in tune with what is possible at an operational level, its useless writing up policies and strategies and nobody can use them. They have to be accountable for their actions, a rule of thumb, is how many hospital beds will this cost.

Policy staff should come from a more diverse range, of ethnic backgrounds and qualifications. More engineers as problem solvers should be hired compared to Lawyers for example. We need more multi-dimensional people with practical experiences and the goodwill to serve the people.

26. How can Australian Government service delivery agencies improve their own efficiency?

I think most service delivery agency heads don't really understand continuous improvement or respect staff to become efficient. I think APS staff have the potential to be World Class, but they are badly lead. Its up to departmental heads to be modern, forward thinking and show some real leadership concerning quality service and continuous improvement.

27. What mechanisms should be used to systematically improve efficiency across the public service as a whole?

Use a A3 plan to push Quality across the public service as a whole. Toyota's annual Global Plan is on a A3 sized piece of paper. It makes people really think about what can work effectively, and reaches all levels of the organisation. The APS Quality Initiative A3 plan must to written in clear concise english.

More education is the key mechanism to systematically improve efficiency across the service. Eg, "Britain to improve workforce skills," they have identified, world class skills are required to build a world class country. This is the same for APS staff, they need relevant education eg on quality, which works.

28. What skills and capabilities are required to drive efficiency throughout public sector organisations?

Better management skills, on quality, teamwork inclusiveness, communication, and values and ethics. Hire more engineering types.

I would focus on - what is efficiency in the public sector and esp. in a policy dept.

Efficiency can be achieved through continuous improvement of how we do things. Ask the question -why are we doing this, who does this benefit, is there a better way to do it?. More importantly, efficiency can be gained through being flexible and "ready for change" as the only constant factor in our environment now is "CHANGE". Efficiency is not gained only through control of costs and tax payers' monies but by delivering quality outcomes that impacts lives of the citizens. These days policy makers also need to keep an eye on the global issues as we are citizens of the world. So the depth and breadth of thinking has to change and only education can help deliver that.

For policy developers/ makers it is absolutely essential that the policy they develop caters for long term and is sustainable through change so monitoring of these policies is critical.

2) Another important factor for service delivery is getting the right people, training them adequately and empowering them to think like leaders - be the agent for change. Service delivery is dependent on various processes (systemic or operational) - so they need to be tight and need to be reviewed regularly.

3) Public service should attract talent - there is plenty around
Public service image needs to change - ethics, commitment and hard work is the key.

The Reform document has a great goal, building the world's best public service, and it has identified quality, continuous improvement, values and the Westminster system as the means. Now it is time to translate these ideas into action. Its time for our leaders to stop sitting on the fence, and for all of us to become part of the solution instead of the problem. We all know the truth that we desperately need to build the world's best public service for Australia, but now we should all be truthfully committed to do this for our country's future.

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