

# Preface

## Preface to the 2006 edition

Although this publication was commissioned by the Australia and New Zealand School of Government (ANZSOG), the first draft was completed in early 2000, just after I completed a one-year secondment in the Canberra office of Ernst & Young (E&Y).

It became clear during my secondment to E&Y that there was no practical guide on the engagement of consultants available to Australian Public Service managers. It was also clear that many public servants in Canberra simply did not understand how consultants work, and therefore did not obtain as much value for money as they might have otherwise.

The main perspective was necessarily that of an Australian Government public servant. But because most ANZSOG participating governments subscribe to similar principles and policies in their procurement policies, the material differences between them are not substantial. Nevertheless, any significant differences in approach have been noted as far as practicable throughout.

To ensure the capture of as much practical experience as possible, I interviewed 31 practitioners from Australian Government agencies (including the then OASITO, AusAID, ANAO, FACS, DEWR, DOTARS, Defence, and Finance), medium and large consulting firms (ACIL, KPMG, Ernst & Young, SMS Consulting, the then Arthur Anderson, the Centre for International Economics, PriceWaterhouse, and Eltom Consulting), relevant secretariats of parliamentary committees, and the Institution of Engineers Australia. Many of those who were

generous enough to share their insights, or to comment on early drafts, have since moved on, and some did not wish to be identified. I am nevertheless grateful to all of them.

The publication has also benefited from the 18 months during which I led a team that market-tested a range of corporate services within the Department of Transport and Regional Services. However, the views expressed here are entirely my own.

Finally, my thanks to Professor Allan Fels for facilitating my participation in ANZSOG teaching activities, to Professor Glenn Withers for encouraging finalisation of the publication, and to Professor John Wanna for some very useful pre-publication comments that helped improve both style and content.

## Preface to the 2016 edition

Much has changed in the decade since publication of the first edition in 2006. In particular, the *Financial Management and Accountability Act (FMA) Act 1997* has been replaced by the *Public Governance, Performance and Accountability Act 2013* and its associated instruments. Given the continuing large number of downloads of the 2006 edition, it was considered desirable to update references to the legislative requirements that now govern the Australian Government's procurement principles.

My wife Alice provided invaluable support by identifying and locating relevant documents. I am very much in her debt for this, and much else besides.

Leo Dobes

This text is taken from *Managing Consultants: A practical guide for busy public sector managers*, by Leo Dobes, published 2016 by ANU Press, The Australian National University, Canberra, Australia.