

Whatever Happened to Frank and Fearless?

**The impact of new public management
on the Australian Public Service**

Whatever Happened to Frank and Fearless?

The impact of new public management
on the Australian Public Service

Kathy MacDermott



E P R E S S



Published by ANU E Press
The Australian National University
Canberra ACT 0200, Australia
Email: anuepress@anu.edu.au
This title is also available online at: http://epress.anu.edu.au/frank_fearless_citation.html

National Library of Australia
Cataloguing-in-Publication entry

Author: MacDermott, Kathy.
Title: Whatever happened to frank and fearless? : the impact of the new public service management on the Australian public service / Kathy MacDermott.
ISBN: 9781921313912 (pbk.)
9781921313929 (web)
Series: ANZSOG series
Notes: Bibliography.
Subjects: Civil service--Australia.
Public administration--Australia.
Australia--Politics and government.
Dewey Number: 351.94

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying or otherwise, without the prior permission of the publisher.

Cover design by John Butcher.

Printed by University Printing Services, ANU

Funding for this monograph series has been provided by the Australia and New Zealand School of Government Research Program.

This edition © 2008 ANU E Press

John Wanna, *Series Editor*



Professor John Wanna is the Sir John Bunting Chair of Public Administration at the Research School of Social Sciences at The Australian National University. He is the director of research for the Australian and New Zealand School of Government (ANZSOG). He is also a joint appointment with the Department of Politics and Public Policy at Griffith University and a principal researcher with two research centres: the Governance and Public Policy Research Centre and the nationally-funded Key Centre in Ethics, Law, Justice and

Governance at Griffith University. Professor Wanna has produced around 17 books including two national text books on policy and public management. He has produced a number of research-based studies on budgeting and financial management including: *Budgetary Management and Control* (1990); *Managing Public Expenditure* (2000), *From Accounting to Accountability* (2001) and, most recently, *Controlling Public Expenditure* (2003). He has just completed a study of state level leadership covering all the state and territory leaders — entitled *Yes Premier: Labor leadership in Australia's states and territories* — and has edited a book on Westminster Legacies in Asia and the Pacific — *Westminster Legacies: Democracy and responsible government in Asia and the Pacific*. He was a chief investigator in a major Australian Research Council funded study of the Future of Governance in Australia (1999-2001) involving Griffith and the ANU. His research interests include Australian and comparative politics, public expenditure and budgeting, and government-business relations. He also writes on Australian politics in newspapers such as *The Australian*, *Courier-Mail* and *The Canberra Times* and has been a regular state political commentator on ABC radio and TV.

Table of Contents

Author Profile	ix
Acknowledgements	xi
Foreword	xiii
Overview	xv
Chapter 1. A failure of public administration?	1
Chapter 2. The regime of contestability	25
Chapter 3. Individual performance management and assessment and 'assumption cultures'	43
Chapter 4. Devolution	69
Chapter 5. Aligning the service: the impact of workplace relations	89
Chapter 6. To market, to market: outsourcing the public service	109
Chapter 7. Reforming the reforms?	129
References	137
Appendix: Extract from Chronology no. 1 2002-03 — Changes in the Australian Public Service 1975-2003	151