Contributors

John Alford is Professor of Public Sector Management at the Australia and New Zealand School of Government (ANZSOG) and at the Melbourne Business School (MBS), University of Melbourne, from which he is on extended secondment. He joined the MBS as a lecturer in 1988; before that he had been a manager in the Victorian Government responsible for industrial relations policy and change management, and lectured at RMIT. In 1982 he was a member of the Ministry of Transport Project Team which restructured the state's transport authorities, and in 1990 a member of the panel appointed by the premier to conduct a review of public service personnel management. His research, appearing in a variety of international journals, focuses on strategic management in the public sector, contracting and partnering, tackling ‘wicked problems’, and client-organisation relationships.

Rolf Alter is Director of Public Governance and Territorial Development at the Organisation for Economic Co-operation and Development (OECD), a post he has held since 2009. A German national, he joined the OECD in 1991, serving since 2006 as chief of staff of Secretary-General Angel Gurría. Prior to that, he was deputy director for public governance and territorial development and had worked in various other policy areas of the OECD. Prior to joining the OECD, Dr Alter was an economist in the Research Department of the International Monetary Fund (IMF), in Washington DC, and later moved to the IMF’s African Department. He started his professional career in the German ministry of economy. Alter holds a doctorate from the University of Gottingen, Germany, following postgraduate work in Germany and the United States.

Ang Bee Lian was appointed Chief Executive Officer of Singapore’s National Council of Social Service (NCSS) in 2007. She is a trained social worker with a Bachelor of Arts from the National University of Singapore (Department of Social Work and Psychology), and holds a Master of Science in social policy and planning from the London School of Economics. She has 30 years of experience in Singapore’s Ministry of Community Development, Youth and Sports (MCYS), where she has worked on developing policies and implementing programs in the social service sector. She has held senior management appointments in MCYS for over 15 years. In 2000 Ms Ang was awarded the Outstanding Social Worker Award and in 2002 the Public Administration Medal (Silver).

Christian Bason has been Director of MindLab Denmark since 2007. Prior to joining MindLab, he specialised in public organisation and management practice in Ramboll Management, a consultancy firm. He is passionate about bettering the public sector’s ability to meet the needs of citizens and society. Mr Bason is also a university lecturer, and has presented to and advised governments
around the world. He is a regular columnist and blogger and the author of four books on leadership, innovation and change in the public sector, most recently *Leading Public Sector Innovation: Co-creating for a better society* (Policy Press, 2010). Mr Bason holds an MSc in political science from Aarhus University, executive education from Harvard Business School and the Wharton School, and is currently writing a PhD thesis on public managers as designers.

**Yehudi Blacher** is the former Secretary of the Victorian Department of Planning and Community Development and is a professorial fellow with the Centre for Public Policy, University of Melbourne. Mr Blacher was appointed as the first Secretary of the newly established Department for Victorian Communities (renamed the Department of Planning and Community Development in 2007) in December 2002. In this capacity he was responsible for 15 business units with approximately 600 staff and a budget of $800 million, providing advice to eight ministers on a wide range of areas. Prior to this appointment, he was deputy secretary of the Victorian Department of Premier and Cabinet and, before that, director of youth and family service in the Department of Human Services, Victoria. From 1991 until to 1996 he was the Victorian director of local government, responsible for overseeing major reforms of the Victorian system of local government.

**Lynelle Briggs** enjoyed an illustrious three-decade career in the Australian Public Service (APS). During this time she worked for the former Department of Social Security, the Department of the Prime Minister and Cabinet, the Department of Treasury and the then Department of Health and Aged Care. In November 2004 she was appointed APS Commissioner, a position to which she was re-appointed in 2007. In August 2007 Ms Briggs became the Chief Executive Officer of Medicare Australia, retiring from this post in July 2011. She is currently chairing a major inquiry into ACT health and safety laws in the Territory’s construction industry.

**Shane Chisholm** is the Territorial Public Relations Director of the Salvation Army, New Zealand. Until June 2012 he was the manager of business engagement and integration at Housing New Zealand and, before that, the organisation’s national customer services manager. At Housing NZ he was responsible for the development of a national strategy and associated program of work to enhance the corporation’s customer service experience.

**Mark Chmielewski** is Manager of the Indigenous Management Support program within the Department of Agriculture and Food, Western Australia. He began work at the WA Department of Agriculture in 1999 as an agronomist in the state’s wheat belt region, after graduating from Curtin University, Perth, where he studied plant pathology. Mr Chmielewski worked as a policy officer with the WA Minister for Agriculture from 2002 to 2005. In 2005, he began working
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with Aboriginal landholders (pastoralists and farmers) to establish the now highly successful Indigenous Landholder Service (ILS) program, operated by the department in partnership with the Indigenous Land Corporation. The ILS program provides support to over 70 Indigenous agricultural businesses throughout the state, covering an area of 5.5 million hectares.

Mary Craig is the Deputy Commissioner responsible for Corporate Services within Inland Revenue in New Zealand. Her extensive and varied career with Inland Revenue began in the early 1990s. Prior to assuming her current role, Ms Craig held several senior roles in the department, including as Acting Deputy Commissioner for business development and systems; group manager for the Office of the Chief Tax Counsel; national manager, business management services; senior advisor in child support and operational management positions in Manukau, Dunedin and Invercargill. She has a masters degree in business administration.

Adrienne Gillam is the South Australian Manager of the Regional Operations Centre and the Anangu Pitjantjatjara Yankuntjatjara (APY) Regional Office in Indigenous Housing, located in the Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs. A career public servant, Adrienne Gillam began her working life in the Australian Public Service in 1984 with the then Commonwealth Employment Service and has worked in areas of service delivery since that time. She is passionate about delivering the Remote Service Delivery National Partnership (2009-14) under the government’s ‘Closing the Gap’ initiative.

Michael Hansen is the Principal of Cairns West State School, Queensland, a low socio-economic partnership school enrolling a high percentage of Indigenous students. Under his leadership the main focus of the school has been engaging parents and the community to develop real partnerships over educational performance involving case management of all the students. Prior to this appointment he was an educational administrator with the Western Cape College at Weipa, Queensland and then Principal at Doomadgee State School, Queensland, where he took the lead role in establishing a Local Indigenous Partnership Agreement with the Doomadgee community.

Peter Houghton is the Manager of the State Reserve Strategy, a division of the New South Wales Land and Property Management Authority. His recent responsibilities have included the administration of over 260 caravan parks and camping grounds on Crown land, with which he assisted in business development planning and compliance issues, and chairing the Crown Lands Reserve Trust Management Steering Committee which oversaw reform in the management of some 900 community trust boards. He is on the State Parks
Trusts Advisory Board and is currently co-producing service outcomes with local communities through the preparation of plans of management for public recreation reserves.

Bette-Jo Hughes is Assistant Deputy Minister, Service BC, Province of British Colombia, Canada. Service BC provides service delivery to citizens and businesses through multiple access points including over the counter, telephone and online as well as registry services for citizens and the business community. Previously, Ms Hughes was the Executive Director of Service Delivery Operations and responsible for Service BC centres throughout the province. She has been involved in the development of service delivery agreements with the private sector, including the negotiation of the Service BC–IBM Alternative Service Delivery Agreement for the provision of web channel and contact centre services, and more recently with the Negotiated Request for Proposal for the Distribution of Liquor Project.

Gail Kelly is the National Manager of Research and head of the Research Corporate Strategy division in Inland Revenue, New Zealand, a position she has held since 2008. Leading a multi-disciplinary team, she provides input and strategic insights for most business areas across the Inland Revenue department and in relation to a number of important social support programs. Prior to that she worked in Australia’s CSIRO and the Department of Agriculture, Fishery and Forests.

Don Kettl is Dean, School of Public Policy, University of Maryland and a non-resident Senior Fellow at the Brookings Institution. Prior to his appointment, he was the Robert A. Fox Leadership Professor at the University of Pennsylvania and Professor of Political Science. Dr Kettl is a student of public policy and public management and specialises in the management of public organisations. He is the author or editor of a dozen books and monographs, including: The Next Government of the United States: why our institutions fail us and how to fix yhem; On Risk and Disaster: Lessons from Hurricane Katrina; The Global Public Management Revolution; and, Leadership at the Fed. He is a fellow of Phi Beta Kappa and the National Academy of Public Administration.

Evert Lindquist is Professor and Director in the School of Public Administration at the University of Victoria, British Columbia, Canada. He served as Director from 1998–2009 before taking a two-year research sabbatical in 2010 and 2011, during which time he held the ANZSOG–ANU Chair in Applied Public Management Research at The Australian National University. Prof Lindquist resumed his post as Director in January 2012. He is also the editor of Canadian Public Administration, the journal of the Institute of Public Administration of Canada. He has published widely on public administration with his main areas of interest including: central decision-making, public sector reform,
how governments address complex policy challenges, the role of think tanks and experts in the policy process, and exploring the potential of visualisation techniques for policy development.

*Ian Mackie* leads the Division of Indigenous Education and Training Futures in the Queensland Department of Education and Training. The division’s goal is to improve outcomes for Indigenous students across the state. Mr Mackie’s diverse career has included stints as a science and mathematics teacher, as an associate administrator and school principal, and as director of the Western Cape College, Weipa, Queensland. He has worked as the principal policy advisor on Indigenous education for the Education Department and as Executive Director of Community Engagement in the Queensland Department of the Premier and Cabinet. He was also the inaugural Training Ombudsman in Queensland. In 2012 Mackie was nominated for the Australian Government Minister’s Award for Excellence in Teaching or Leadership in Aboriginal and Torres Strait Islander Education.

*James Mowat* is the Manager of the Regulatory Frameworks and Processes division in Land Information New Zealand (LINZ). He leads a team of regulatory specialists who support the work of LINZ regulators in the area of land titles, cadastral surveying, rating valuation and Crown land. LINZ follows an optimal regulation maxim of ‘as little as possible, as much as necessary’. Mr Mowat has overseen a program transforming all of LINZ’s regulatory rules, standards and guidelines, using international best practice with high levels of stakeholder engagement.

*Jenny Pequignot* is the Director of Natural Resource Programs in the Victorian Department of Sustainability and Environment, which invest in the health, resilience and biodiversity of Victoria’s regional water catchment areas. Her expertise includes climate change, fisheries management, port administration and transport reform, and risk management. A graduate of ANZSOG’s executive master’s program, she has also served as the Executive Director in Forests and Parks, Victoria.

*Nicole Pietrucha* is Manager of Medicare Australia’s Community Engagement Branch, a position she has held since July 2010. In this role she is responsible for Medicare’s Stakeholder Engagement Team as well as its Co-design and Business Process teams. Integrating these three teams reflects a new approach to engagement management in Medicare. Her branch is charged with improving the organisation’s relations with stakeholders and the community, as part of the ‘service delivery reform agenda’ adopted by the Commonwealth Department of Human Services, a process which begun in July 2011.
Fiona Rafter is Acting Assistant Director General of the Queensland Department of Community Safety, where she among other responsibilities oversees volunteer programs to assist in natural emergencies. She has previously been executive director in the Queensland Ministerial, Information and Legal Services Branch and worked at the Queensland Department of Corrective Services.

Jo Sammut is the Senior Project Manager for Service Delivery Integration in the South West Sydney Metropolitan Region, in the NSW Department of Family and Community Services. As community regeneration manager from 2006 to 2010, he led the development and implementation of Building Stronger Communities in Macquarie Fields, south-west Sydney, a $66 million place-based partnership initiative funded by Housing NSW to improve social and urban environments, support learning and employment, and improve service access in seven priority locations covering 22 disadvantaged social housing estates.

Jim Scully is the Principal of ThinkPlace, New Zealand. He has worked as a leader in large multi-nationals, government agencies and small businesses across the Asia-Pacific region. He has been involved in product and service development across these multiple sectors for 28 years. Previously, as a senior executive in Inland Revenue New Zealand, he introduced user-centred design and project management as professional capabilities. During this time he led a number of cross-agency and international initiatives, gaining valuable experience in the dynamics of co-creation across silos. His group was recognised in Business Week in an article titled ‘What Obama needs to know about Innovation’.

Martin Stewart-Weeks is a Director in the Global Public Sector practice of the Cisco Internet Business Solutions Group (IBSG). He has more than 20 years experience in organisational management and consulting in the corporate and public sectors, working with ministers and officials and with a wide range of not-for-profit organisations. At Cisco his focus is primarily on developing Internet business solutions and online strategies for public sector organisations. He has held senior policy and advisory positions with both federal and state governments in Australia. His main interests are strategy, policy analysis, facilitation, and market and social research.

Gerry Stoker is Professor of Politics and Governance, School of Social Sciences, University of Southampton and Director of the Centre for Citizenship, Globalisation and Governance. Previously, Professor Stoker was the founding chair of the New Local Government Network acting as advisor to the UK government and the Council of Europe on local government issues for more than a decade. He has written extensively on local and regional government – their strategic directions, management, financing and organisation. He has written more than 20 authored or edited books and over 80 refereed articles or book chapters. Why Politics Matters, won the 2006 political book of the
year award from the UK Political Studies Association. His research interests deal with issues of governance in complex settings, political disenchantment in Western democracies, citizen empowerment and strategies for encouraging civic behavior among citizens.

*David Sweeney* is the Director of Co-design Practice in the Commonwealth Department of Human Services, where he is responsible for redesigning ‘customer journey experiences’ for the disadvantaged members of the community, such as the unemployed and homeless. He has previously worked with the Australian Public Service Commission, and the National School of Government in the United Kingdom.

*Deb Symons* is an Associate at Cube Management Solutions, a Melbourne-based consultancy which aims to help the Victorian public sector provide services for the community. Her professional background lies in the emergency services sector, having been previously Assistant Director in the Victoria Police, the Manager of Business Solutions in the Country Fire Authority, and Executive Advisor to the chair of the Victorian Bushfire Reconstruction and Recovery Authority. Her experience spans organisational change, strategic and business planning, business case development and project planning, and service delivery across a broad range of areas including business services, information technology, and community development.