Appendix 1. The study

Original questions and objectives

A set of research questions provided the starting point for this study:

- Where did this organisation come from and why did it emerge? What were the specific circumstances under which Centrelink emerged and how can this be interpreted in terms of organisational creations?
- What is Centrelink? Given its multi-faceted character, how can it be characterised in organisational and management terms?
- How does this organisation operate? What is the extent of its internal and external relationships?
- What provides the organisational dynamic? What factors account for its capacity to evolve and change rapidly?
- What is its future? How does it ensure that it is a sustainable enterprise in the public sector?
- What can we learn from this management experiment? Given its uniqueness, what international comparisons and benchmarking are possible? What lessons are there for Australian and international public and private organisations?

Interviews, 2001–04

Bartos, Stephen, Deputy Secretary, Department of Finance and Administration
Bashford, Graham, Deputy Chief Executive Officer, Business, Centrelink
Blunn, Tony, Former Secretary, Department of Social Security
Conn, Paul, General Manager, Business Planning, Centrelink
Fraser, Don, Member of Board of Management, Centrelink
Gillies, Christina, Member of Board of Management, Centrelink
Hickey, Paul, Deputy Chief Executive Officer, Business Capability, Centrelink
Pascoe, John, Chair of Board of Management, Centrelink
Rogers, Vic, Chief Auditor, Centrelink
Rosalky, David, Secretary, Department of Families and Community Services
Ross, Sheila, Chief Customer Experience Manager, Centrelink
Shergold, Peter, Secretary, Department of the Prime Minister and Cabinet
Silkstone, Brian, National Manager, Centrelink
Tannahill, Leslie, National Manager, Strategic Services, Centrelink
Thame, John, Member of Board of Management, Centrelink
Treadwell, Jane, Deputy Chief Executive Officer, Digital Business/Chief Information Officer
Vardon, Sue, Chief Executive Officer, Centrelink
Wadeson, John, General Manager, Major Projects, Centrelink
Walker, Norman, General Manager, Centrelink
Williams, Marcia, Senior Executive, Centrelink
Zanetti, Carmen, National Manager Strategy, Centrelink