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Advancing Excellence in the Public Sector

Excellence and Innovation in Public Administration

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Excellence and Innovation in Public Administration – The Key is Leadership

by PROFESSOR
GEOFF GALLOP

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THE UNIVERSITY OF
SYDNEY



THIRTY YEARS OF CHANGE...

...IN THE PUBLIC SECTOR

- 1) From 'administration' to 'management'
- 2) From general systems to local practices
- 3) Inputs and Outputs



WHY CHANGE?

- 1) Pressure from above (politicians), from alongside (stakeholders and media) and from below (citizens, clients, customers).
- 2) Change from within – managers, middle management and frontline staff



- Geoff Mulgan Ready or Not? Taking
Innovation in the public sector seriously
(NESTA, London, 2007)



IDEOLOGY & INNOVATION

- 1) “Right”
 - (a) Smaller Government, market-driven government
 - (b) Support from Think Tanks, Private Sector and activists disillusioned with bureaucracy.

- 2) “Left”
 - (a) creative and outcomes-based government
 - (b) Support from Think Tanks, interest groups and social entrepreneurs.

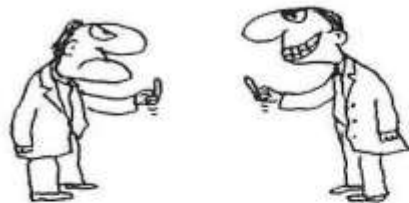


INNOVATION IS...

IDEOLOGICAL CONTESTED TERRITORY

- Values and evidence are both involved

POLITICIANS ARE A
PRIMITIVE PEOPLE WHO
ARE ALWAYS FIGHTING
AND CAUSING TROUBLE.



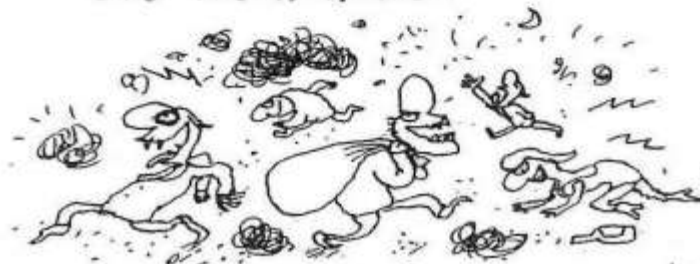
THEY LOVE BODZING AND
FORNICATING. THEY ARE
UNRELIABLE AND YOU
CAN'T TRUST THEM



THEY WON'T INTEGRATE INTO
NORMAL SOCIETY. IT'S NO USE
TRYING TO UNDERSTAND THEM -
THEY ARE NOMADIC OPPORTUNISTS.



GREAT SWAGS OF PUBLIC
MONEY AND RESOURCE HAVE
BEEN THROWN AT THEM BUT
THE SITUATION NEVER IMPROVES.
THEY WILL ALWAYS BE A
BIG HEADACHE.



Leunig

- 1) POLITICIANS – a world of shifting sands, appearance and reality
- 2) MONITORING & EVALUATION – Era of performance management – ethics, efficiency, effectiveness
- 3) PUBLIC SECTOR DIVERSITY – Advising, serving, regulating, enforcing and managing



A CULTURE OF INNOVATION?

- 1) Private sector – innovation is a competitive necessity
- 2) Public sector – innovation needs LEADERSHIP
 - a) Advocacy
 - b) Knowledge
 - c) The courage to act



Public Service Leadership

- 1) Clarity, definition and knowledge
- 2) Initiating change
(“A SYSTEM WITHIN A SYSTEM”)



THE KEY

LEADERSHIP skills and
capacities
and
POLITICAL AWARENESS and
SAVVY