



PSC | Public Sector
Commission

Examination report

Relationships between public sector agencies and ministerial offices

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Published by the Public Sector Commission, November 2016.

This publication is available on the Public Sector Commission website at www.publicsector.wa.gov.au

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Executive summary

Background

The quality of the working relationship between a minister's office¹ and a public sector agency² impacts the effective translation of Government policy into service delivery and the proper management of agencies. In partnership, a minister's office and agencies deal with complex policy and service delivery challenges in a dynamic environment. They tackle these challenges under the spotlight of community scrutiny and the pressure of contested decision making.

In this environment, working relationships between ministerial officers³ and public sector employees can experience occasional tensions. Such tensions need to be managed appropriately so that interruption to the business of Government is minimised.

In July and August 2016, the Public Sector Commission (the Commission) examined factors contributing to effective working relationships between agencies and ministerial offices and the nature of arrangements in place within the Department of the Premier and Cabinet (DPC) to promote those factors. While most agency-to-ministerial office relationships operate at arms-length from the DPC, it employs ministerial officers, under delegated authority, and supports administrative functions across ministerial offices.

The examination considered ethical decision making frameworks, relevant administrative processes as well as arrangements for promoting a high integrity culture and developing employee knowledge and capability as these factors relate to effective working relationships.

¹ A public sector body comprising one or more ministerial officers appointed to assist a particular political office holder.

² Term applied to a department or public sector body for which a minister has responsibility.

³ A person appointed as a ministerial officer under s.68 or to a political office under s.75 of the *Public Sector Management Act 1994*

Findings

The examination concluded that appropriate codes, policies and arrangements are in place, and noted a high level of knowledge and capability within the DPC to provide relevant support.

Although arrangements were considered appropriate, some enhancements are recommended. These include expanding existing guidelines to include greater coverage of government processes, accountability structures and the roles of key positions; broadening the range of induction activities; and information sessions for ministerial officers and senior public sector employees most frequently interacting with a minister's office.

Recommendations

Recommendations arising from the examination are principally directed at the DPC. However, they are also relevant to, and rely upon, the support of all public sector employees and ministerial officers to achieve desired outcomes.

- 1. Reposition communications agreements, and other related instruments, from compliance documents to instruments that provide clarity and add value**
 - 1.1 Provide guidance about how communications agreements, developed under s.74 of the *Public Sector Management Act 1994* (PSM Act), can assist to build and maintain effective working relationships by incorporating statements of rationale, purpose and commitment to an effective working relationship, as well as performance objectives and monitoring arrangements.
 - 1.2 Provide advice about how ministerial offices and agencies can achieve clarity about Government priorities and performance objectives through instruments such as chief executive officer (CEO) performance agreements, statements of expectations or charter letters.

2. Develop the capability of agencies and ministerial officers to maintain effective relationships

- 2.1 Develop role descriptions or capability profiles for key positions in a ministerial office. Develop additional information resources for employees in (or working with) ministerial offices, on topics such as Westminster principles, government processes and accountability arrangements applying in the public sector.
- 2.2 Promote awareness of the advantages that can accrue from rotating public sector employees through temporary placements or work assignments in a ministerial office.
- 2.3 Undertake 'Accountable and ethical decision making' (AEDM) refresher training that considers individual ministerial office context and relevant integrity risks.

3. Enhance administrative processes, systems and governance practices

- 3.1 Consider establishing an accessible archive of good practice 'default' templates available for use by ministerial officers and agencies in performing common communication tasks.
- 3.2 Expand the DPC support feedback processes to include coverage of administrative guidance and staff development support that is provided to ministerial offices.

4. Continually reinforce a high integrity culture

- 4.1 Maintain currency in AEDM training for ministerial officers and address working relationship dynamics for employees working at the interface between ministerial offices and agencies.
- 4.2 Give consideration to the periodic inclusion of briefings at chief of staff meetings on issues affecting public sector administration and management, including issues that might impact the working relationship between ministerial offices and agencies.

Approach

Basis and authority for the examination

In response to a request for an inquiry into a specific matter by the Leader of the Opposition, the Public Sector Commissioner decided to look more systemically at factors considered essential to establishing and maintaining effective relationships between agencies and ministerial offices. The focus of the examination was on systems, processes and practical arrangements within the DPC to establish and support those factors. The examination was undertaken to inform ministers, CEOs and chief employees about management practices that might be implemented to improve the efficiency and effectiveness of the public sector (refer s.22G and s.21A(b) of the PSM Act). This report constitutes that advice.

Scope

The examination did not consider specific relationships between agencies and ministerial offices. Rather, the examination focused on the systems, processes and arrangements in place within the DPC that guide, support and facilitate effective working relationships between ministers, their ministerial officers and CEOs or senior executives in agencies.

Methodology

The methodology for the examination involved:

- research and consultation with public sector employees and senior officers to establish a set of success factors
- interviews with officers involved in the support of ministerial offices about the nature of both formal processes and informal practices supporting effective working relationships between ministerial offices and agencies
- analysis of instruments, policies, arrangements, information resources and activities in terms of how they support identified success factors
- a consideration of related practices and information resources applied in similar jurisdictions.

Examination framework

Effective working relationships

The framework applied in the examination combined four integrity drivers that are broadly applicable across different aspects of administration and management, with five success factors identified as being relevant to the establishment and maintenance of an effective working relationship between an agency and a ministerial office.

Drivers underpinning achievement in high integrity organisations

The examination considered policies, systems and arrangements for building high integrity organisations around four key areas of activity or drivers:

1. Clear **decision making frameworks** that guide ethical behaviour and accountable decision making.
2. Ensuring public officers have the **knowledge and capability** to apply the decision making frameworks in relevant 'real world' situations.
3. Embedding strong **governance practices** that make good practice routine in an organisation.
4. Actions that generate and sustain a **high integrity culture**.

Success factors for effective working relationships

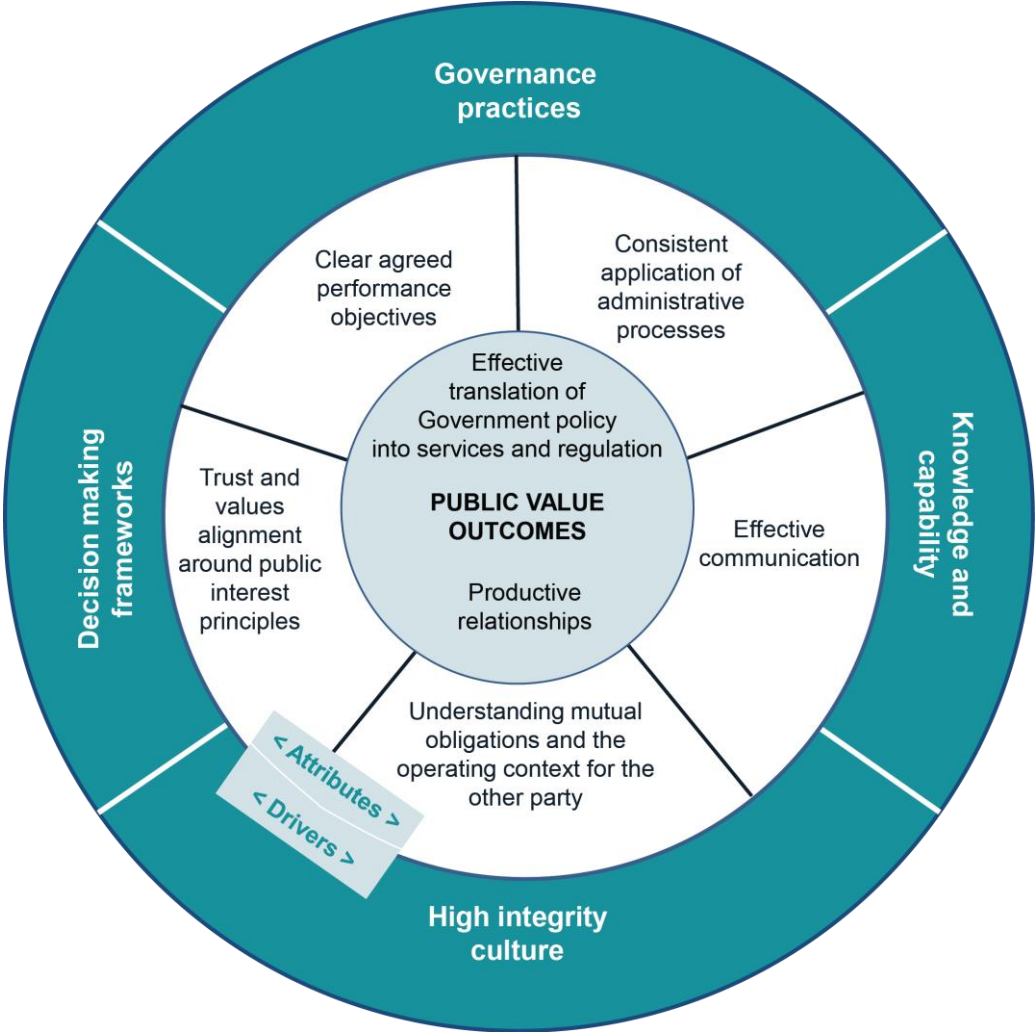
Research and consultation undertaken in the examination identified five attributes of effective working relationships between an agency and a ministerial office:

1. There is a high level of trust and values alignment around public interest principles.
2. Performance objectives provide a shared understanding of purpose and priorities.
3. There is joint ownership of, and commitment to, effective communication.
4. Mutual obligations and the operating context of the other party are understood.
5. Administrative processes are clear and consistently applied.

The model

The model applied as a framework for the examination is shown in Figure 1. The model represents the relationship between factors applied in the examination to the achievement of public value outcomes in the community.

Figure 1: Success factor model for effective relationships between agencies and ministerial offices



The model reflects legislative obligations on public sector employees. The compliance environment created by the PSM Act promotes the achievement of the model. Section 7 of the PSM Act emphasises the importance of service to community and the need for operational responsiveness. The PSM Act requires clearly defined responsibilities and establishes an obligation on public sector employees and ministerial officers to demonstrate appropriate behaviours. A duty of a CEO is to endeavor to attain performance objectives agreed with the responsible authority and the principles of conduct require all officers to act with integrity in the performance of official duties and to exercise proper courtesy in their dealings with employees.

A range of practical actions and behaviours support the model and are considered relevant to achieving effective working relationships. These are highlighted in Table 1.

Table 1 Positive actions and behaviours

Drivers → ↓ Attributes	Decision making frameworks	Capability	Governance practices	Culture
Trust and values alignment around public interest principles	Ethical codes and related policies address relevant risks and stipulate appropriate behaviours	Accountable and ethical decision making (AEDM) training is relevant and authentic	Participation in AEDM is compulsory and monitored Programs are sufficiently frequent to embed relevant knowledge	Leadership expectations and the promotion of ethical principles are communicated frequently
Clear, agreed performance objectives	Plans and agreements are clearly documented and inform decision making	Planning and objective setting skills are applied to the development of relevant plans	Monitoring and performance feedback processes are embedded	Senior officers are engaged and invested in continuous improvement
Consistent application of administrative processes	Information about administration requirements are accessible, clear and instructive. Templates promote compliance and accountability	Officers are recruited with relevant skills, or are provided with training that is fit for their role	Compliance with communication protocols is monitored and informs improvements to practice and responsiveness	The business purpose behind communication arrangements and administrative processes is communicated and understood
Effective and respectful communication	Behaviour expectations are stipulated and reinforced in ethical codes	Appropriate personal values and relevant communication skills are factored into appointment decisions	Performance appraisals and professional development planning consider workplace behaviours	Professional communication is consistently modelled
Understanding the operating context of the other party	Policies and procedures indicate the responsibilities of each party in relation to any obligation or requirement	Appointments, secondments and placement decisions reflect the value of work experience in a minister's office and/or an agency	Experiences that provide exposure to the operating context of the other party are part of development processes	Leaders actively mentor and develop an understanding of the operating context and dynamic in a minister's office and/or an agency

Analysis and observations

The results of the examination of policies, practices and arrangements within the DPC—considered relevant to facilitating effective working relationships between agencies and ministerial offices—are outlined below.

Decision making frameworks

Materials considered against this element of the framework were:

- *Ministerial code of conduct*
- *DPC Code of conduct*
- Ministerial office manual (online)
- *Guidelines Applying in Western Australia During the 2013 State General Election Period* (Caretaker Conventions).

Ministerial code of conduct

The *Ministerial code of conduct* reminds ministers of general and specific responsibilities and outlines key administrative obligations relating to their conduct. With respect to matters considered in the examination, the code covers the:

- expectation that ministers provide leadership by striving to perform their duties to the highest ethical standards
- requirement to have a communications agreement in place with agencies
- responsibility of a minister to ensure staff are made aware of their ethical responsibilities.

DPC Code of conduct

The *DPC Code of conduct* applies to all staff employed in a ministerial office⁴. The code is consistent with the relevant Commissioner's Instruction and is supported by a comprehensive toolkit. Materials in the online code of conduct toolkit highlight the

⁴ Encompasses all staff working in a ministerial office, including ministerial officers and any agency employees located in a ministerial office under a formalised arrangement.

particular importance of certain principles for ministerial officers. The coverage of expectations about the working relationship between ministerial offices and agencies in the 'Personal behaviour' module is particularly relevant.

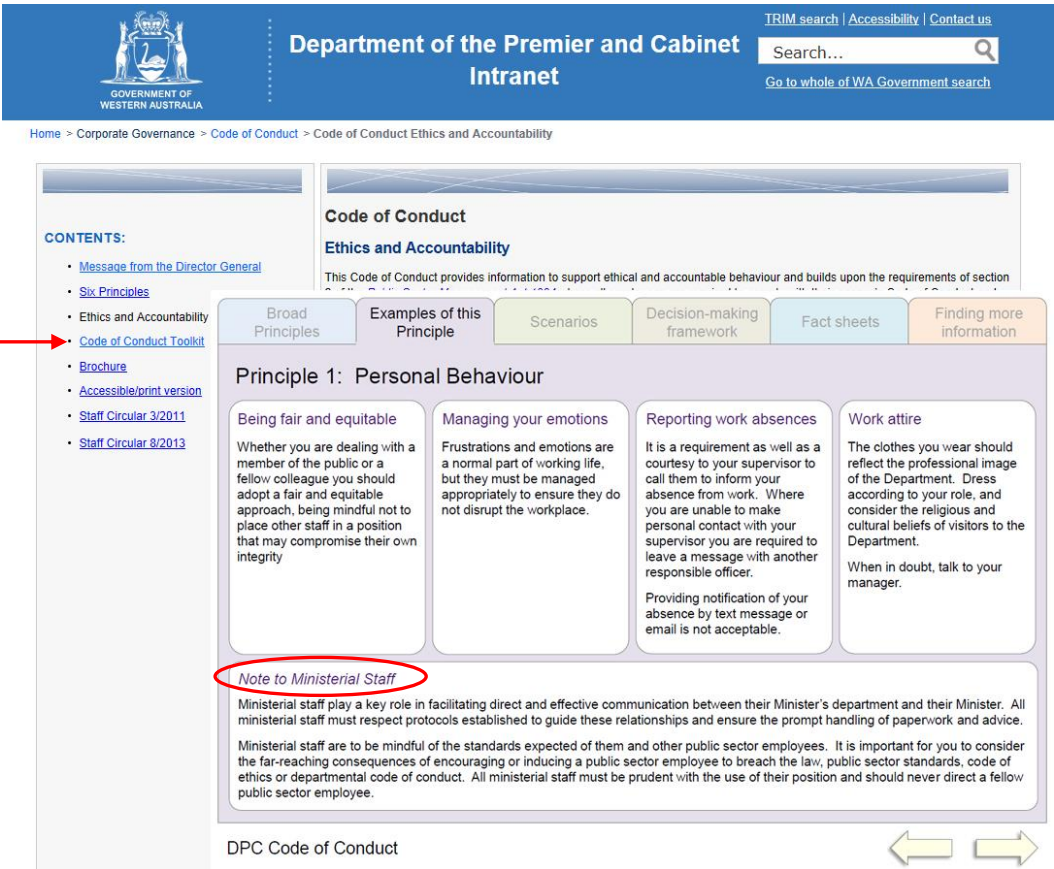
The following excerpt is taken from the toolkit:

'Ministerial staff play a key role in facilitating direct and effective communication between their minister's department and their minister. All ministerial staff must respect protocols established to guide these relationships and ensure the prompt handling of paperwork and advice. Ministerial staff are to be mindful of the standards expected of them and other public sector employees.

It is important for you to consider the far-reaching consequences of encouraging or inducing a public sector employee to breach the law, public sector standards, code of ethics or departmental code of conduct. All ministerial staff must be prudent with the use of their position and should never direct a fellow public sector employee.'

The following screenshots from the DPC intranet illustrate the structure and comprehensive nature of the code of conduct toolkit, as well as information specifically addressing the role of ministerial staff. The toolkit was last updated in January 2016.

Figure 2: Screen shots from online code of conduct toolkit



Ministerial office manual (online)

The DPC online ministerial office manual provides a practical overview of compliance obligations, policies and procedures associated with working in a ministerial office.

The manual contributes to the decision making framework and complements the code of conduct. It primarily applies to administrative functions but does reference integrity imperatives associated with administrative functions where relevant. The manual also references the requirement for a communications agreement between a minister and agencies within their portfolio.

The coverage of communications agreements focuses more on the requirement to have an agreement than the opportunity presented by a communications agreement to describe objectives and agreed 'ground rules' for an effective working relationship between a ministerial office and an agency.

Agencies play the lead role in the preparation of a communications agreement but the ministerial office manual could guide and promote good practice.

The examination noted that other jurisdictions—including the Commonwealth, Queensland and New South Wales—apply a more informative approach to guidelines advising on the establishment of communication protocols. In this area, treatment of how a communication agreement might be used as a tool to support the achievement of productive working relationships could be beneficial. Agencies have an important role in promoting this approach and some current communication agreements do assert a business purpose for the agreement and state the mutual obligation on both parties to practice responsive and respectful communication. However, this is not prompted in existing support materials or modelled in the existing template.

There may also be an opportunity to provide general advice on the application of relevant performance objectives for activities covered by the agreement and how periodic review of performance against those objectives might be managed. These inclusions are not a compliance requirement for a communications agreement but are considered to add value. Such objectives have been incorporated in some current agreements. The inclusion of such guidance in the ministerial office manual is recommended.

Guidelines Applying in Western Australia During the 2013 State General Election Period (Caretaker Conventions)

Historically, the caretaker period officially commences from the issue of the writs and applies until the election result is clear. Guidelines are issued by the DPC detailing the operation of the conventions. These apply to ministers and their officers as well as employees of agencies. During these short periods of time, caretaker conventions have a high degree of relevance to the working relationship between ministerial offices and agencies.

The caretaker conventions issued for the 2013 election, specifically addressed the operations of agencies and relationships with ministers. The conventions described overarching principles and outline specific requirements.

The following excerpt indicates how the decision making framework is 'adjusted' for the specific circumstance of the caretaker period. New guidelines will be issued in the lead-up to the caretaker period for the March 2017 State election.

'The normal business of government should continue but public sector agencies should avoid partisanship and ensure the impartiality of the public sector. Communication arrangements between ministerial offices and agency officers should continue to be in accordance with section 74 of the PSM Act.

Material concerning the day-to-day business of public sector agencies should be supplied to ministers in the usual way.

Ministers should sign only the necessary minimum of correspondence during the caretaker period. Departmental officers or ministerial staff can respond to some correspondence normally signed by ministers.

Ministers may choose not to attend intergovernmental meetings, meetings of ministerial councils and the like. Public sector officers—when attending such meetings—should make it known that they are constrained by the caretaker conventions and confine themselves to seeking and providing information without making any policy commitments that might constrain an incoming government.'

Processes and arrangements assist in building knowledge and capability

Arrangements and information considered for this element of the framework were:

- role descriptions or capability frameworks for positions within a ministerial office
- code of conduct/AEDM training
- induction processes for staff employed in or working with ministerial offices
- informal coaching and/or mentoring initiatives and mobility arrangements.

Role descriptions or capability profiles would improve role clarity

Role descriptions or capability profiles are considered relevant in so far as they can inform recruitment and appointment decisions for key roles and offer role clarity to both the officer employed in a role and those that have a working relationship with a ministerial office.

Such descriptions can provide an indication of the role and responsibilities of a position and could outline both technical capabilities and relevant 'soft' skills. High-level coverage of positions of a chief of staff, senior policy advisor and media advisor would contribute to an agency's understanding of the operations of a minister's office and provide a point of reference when appointing to those roles.

Such profiles would also be relevant for developing performance plans and training goals for people that are appointed to these roles.

Currently, there are no role descriptions or capability profiles to guide these roles and to inform others about their principal responsibilities. High-level descriptions or capability profiles are recommended for these positions that address both technical and 'soft' skills.

Code of conduct training

AEDM training is required for all public sector employees. The curriculum framework and teaching-learning model for the program is set by the Commission. This ensures coverage of core modules and an authentic case study focus that is relevant to the business and integrity risks of the agency concerned.

The Commission has been consulted by DPC to customise the AEDM training for ministerial officers and assists in the delivery of their training. The program is comprehensive and relevant. The Director General, DPC has made it compulsory for all ministerial staff to participate.

Induction and ongoing professional development

In addition to AEDM training, several induction activities are coordinated to develop the knowledge and understanding of ministerial officers about the workings of executive government. The MSU coordinates annual information sessions with Parliament House for ministerial staff. Staff from the Department's Parliamentary Services Branch present at the sessions and the program deals with the relationship between the executive and parliament. The sessions are actively promoted by MSU to all ministerial staff and made available each year at no cost.

Chiefs of staff, shortly after appointment, have one-on-one induction meetings with MSU staff. The meeting covers the role and responsibilities of chiefs of staff in relation to the ministerial office and their interaction with agencies. There is a focus on communication agreements and tailoring those agreements to suit the specific relationship between the agency and their minister.

At the ministerial level, the Director General and senior executives from the Department meet with newly appointed ministers on an individual basis and cover similar information.

Information on the DPC intranet is accessible and relevant to understanding key processes. However, it does not provide the same level of information about the fundamental aspects of administration and management processes or accountability structures that are evident in similar resources used in other jurisdictions. For example, in New South Wales, information about the basic features of the Westminster system is published by the Public Service Commission and the Victorian handbook *Serving Government: A Guide to the Victorian Public Sector for Ministerial Officers* includes similar information and is published in the public domain.

The Australian Public Service Commission document, *Supporting Ministers, Upholding the Values—a good practice guide*, focuses more on how agency staff support ministerial offices and provides a relevant model with a range of strategies considered transferable to Western Australia.

The Office for the Public Sector in the South Australian Department of the Premier and Cabinet is currently revising CEO performance planning and appraisal processes. The approach is promoting increased personal engagement by CEOs as well as ministers and their chief of staff. These parties all play a key role in achieving clarity in the communication of priorities and related performance objectives.

The examination did identify a specific initiative coordinated by the DPC and the Commission in 2011 that was considered highly relevant to the focus of the examination. In conjunction with staff from the Australia and New Zealand School of Government, the DPC ran a workshop entitled '*Two worlds that never meet? Managing relationships between public servants and ministerial offices*'.

The workshop explored perceptions of each party about the other, and explored the potential sources of tension between a minister's office and an agency. It addressed these issues in a candid and humorous way and was considered to be a valuable exercise. Other jurisdictions run similar information sessions and the approach might be usefully embedded as a regular element of an induction program in Western Australia.

Informal initiatives and arrangements build capability

A noted strength of the arrangements in place within the DPC to facilitate effective working relationships between ministerial offices and agencies is the collective knowledge and capability of staff across the organisation and within the Ministerial Support Unit (MSU). Their knowledge and experience of operations across all facets of the relationship between a minister's office and an agency constitute a key resource for ministerial officers and chiefs of staff in particular.

Ministerial offices are provided support by DPC officers that extends beyond a core administrative service role. Officers are able to play an informal mentoring role for less experienced officers or undertake informal mediation should tensions become apparent.

The MSU can also facilitate the use of mobility arrangements—such as public sector employee placements into ministerial offices to support the professional development of agency employees. This can contribute to an enhanced mutual understanding of the operating context for each party. While it is not considered feasible to systematise such arrangements, these can be promoted when opportunities arise.

Governance practices are established but could be expanded

Arrangements and information considered against this element of the framework were:

- monitoring of compliance
- monitoring of participation in core training
- performance feedback arrangements for DPC support services.

Monitoring essential compliance

Systems to facilitate and support the consistent application of administrative processes are in place through the MSU in the DPC. This unit has a strong service orientation, and advises on the operation of administrative systems and obligations.

The unit also maintains copies of communication agreements and reminds relevant offices of the need to revise agreements when there is a change in ministerial reporting relationships.

Participation in core training

Governance processes have been established to monitor and ensure high-levels of participation in the AEDM training. Registers of participation are maintained for each session. Individuals seeking to avoid or postpone their participation are required to submit their request in writing directly to the Director General, DPC. These controls assist in promoting participation. Table 2 indicates participation in AEDM training by all DPC employees as reported to the Commission in the annual Public Sector Entity Survey. Figures in the table for the public sector are gathered in the same survey and provide a point of comparison. Additional information provided to the examination was that the participation rate for ministerial officers, as a subset of all DPC staff, was 96% for June 30, 2016.

Table 2: Participation in AEDM training

Participation in AEDM training	2013/14	2014/15	2015/16
	%	%	%
Percentage of DPC employees (headcount) that were reported as having completed AEDM training within the last five years (as at 30 June)	92	82	64
Whole of public sector comparison figure	63	70	55

Implementation of AEDM ‘refresher’ training is being progressed by the DPC for employees, including those working in ministerial offices. The Commission favours an office-by-office approach that would consider local context and relevant risks at a portfolio level. This might be complemented by other information sessions that combine officers across portfolios.

Other core training registers and participation controls are applied to Records Awareness Training (RAT). This training is undertaken to ensure a high-level of awareness about records and information management controls. This covers the tracking of all formal communications relevant to ensuring consistent administration processes. Good records and information management is considered essential in maintaining effective and working relationships over time, as it can alleviate misunderstandings about communication and the status or location of a briefing note, submission or other communication task.

It was reported that the percentage of DPC employees in ministerial offices who have completed and passed the RAT training over the past two years, was 80 per cent in 2014/15 and 96 per cent in 2015/16.

Evaluation and feedback arrangements

Arrangements that provide for an evaluation of the effectiveness of ministerial office support services are considered important to support continuous improvement and to address the risk that policies or practices will be established with good intent, but be forgotten.

As part of the AEDM training, the DPC considers participant feedback on the perceived relevance and utility of the training. Feedback is relevant to assessing knowledge and capability. It also informs the delivery approach taken by presenters in subsequent programs.

Table 3: Ministerial office staff feedback about AEDM

Participation in training by ministerial office staff	2013/14	2014/15	2015/16
Number of AEDM participants from ministerial offices	44	53	78
Percentage of participants indicating their knowledge was higher after participation in the AEDM session than before the session (based on feedback collected at six of eight sessions run)	57.4%	58.5%	69.2%

In addition to feedback about the AEDM training, DPC uses a survey to collect feedback from ministers about their experience of DPC policy and corporate services. The instrument used in 2015/16 considered timeliness of support, quality of support and overall satisfaction against a list of 15 DPC service streams.

The support of DPC in building capability and facilitating effective working relationships with agencies is not covered by the survey. Expanding the scope of the survey to gather feedback about this area is recommended.

A consideration of feedback arrangements between individual agencies and their relevant ministerial offices was outside the scope of the examination—other than to note that such arrangements between agencies and ministerial offices are not monitored by DPC.

The leadership culture demands high ethical standards

Arrangements and information considered for this element of the framework included:

- statements in relevant codes
- information in AEDM training curriculum materials
- high-level ‘sponsorship’ of AEDM training.

Statements in relevant codes

The existence of a *Ministerial code of conduct* is—in itself—a demonstration of ethical leadership. The introduction to the current *Ministerial code of conduct* emphasises the requirement that ministers demonstrate the highest standards of probity, accountability, honesty, integrity and diligence in exercising their public duties and functions.

The code expects that ministers provide leadership by striving to perform duties to the highest ethical standards (Section 4). The code reminds ministers of the obligations with respect to relations with the public service (Section 12) and the leadership role that ministers have in regard to the conduct of their staff (Section 15). Specific requirements to be observed during a caretaker period are also highlighted (Section 14).

The extent to which the DPC *Code of conduct*—described earlier—is supported by a comprehensive toolkit and resources, demonstrates leadership. The Director General’s message forms a preamble to the *Code of conduct* and relates the importance of the code to the core business of the DPC.

Information in AEDM training curriculum materials

The AEDM training, as it is provided to staff in a ministerial office, has been developed jointly by DPC and the Commission. The fact that curriculum materials have been customised to suit the particular circumstances of working in a ministerial office and are updated with contemporary scenarios, indicates the importance given to these issues by DPC and the Commission.

High-level ‘sponsorship’ of AEDM training

During interviews with key staff it was apparent that there is a high degree of ‘top-level’ sponsorship for AEDM training in DPC and by the Premier’s office. It was reported that chiefs of staff play a leadership role in sessions and expect full participation and engagement from attendees.

The expectation that any officer seeking to avoid or defer attendance at an AEDM training session make their request directly to the Director General is also considered a strong ‘sponsorship signal’ and indicative of the Director General’s leadership in this area.

Conclusion



The examination concluded that sound policies and arrangements are in place. Senior leadership support for key programs that underpin the decision making framework was clearly evident. Arrangements are supported by a high level of knowledge and capability within the DPC. Information resources and governance practices provide a sound foundation for achieving effective working relationships between agencies and ministerial offices.

Some simple enhancements are recommended to build on the foundation provided by current processes. These include: expanding existing guidelines to include greater coverage of government processes, accountability structures and the roles and responsibilities of key positions; broadening the range of induction activities; and increasing the frequency of information sessions for ministerial officers and senior public sector employees most frequently interacting with a minister's office.

Appendix

Information sources considered

Consultations and interviews

- Members of the Public Sector Commission's Advisory Board
- Commission staff involved in running accountable and ethical decision making training for ministerial officers
- DPC officers in the Ministerial Support Unit

Documents and information resources

- *Ministerial code of conduct*
- *DPC Code of conduct*
- Information resources hosted on the DPC intranet
- Public Sector Commissioner's Circular 2009-10 – Communication Arrangements between Ministers and Departments or Organisations (and associated templates)
- AEDM training curriculum materials
- Registers of training participation
- AEDM participation evaluation summaries
- DPC Annual Expectations Survey
- *Guidelines Applying in Western Australia During the 2013 State General Election Period* (Caretaker Conventions).

Research and reference materials

Australian Public Service Commission:

- *Supporting Ministers, Upholding the Values*—a good practice guide 2006
http://www.apsc.gov.au/_data/assets/pdf_file/0020/7472/supportingministers.pdf

New South Wales Public Sector Commission:

- *Serving Government: A guide to the Victorian Public Sector for Ministerial officers*
<http://vpsc.vic.gov.au/resources/serving-government/>
- *Behaving Ethically* – online resource
<https://www.psc.nsw.gov.au/employmentportal/ethics-conduct/behaving-ethically/behaving-ethically-guide/introduction/note-to-reader>

Queensland Department of Premier and Cabinet:

- *Protocols for communication between ministerial staff members and public service employees*
<http://www.premiers.qld.gov.au/right-to-info/published-info/assets/protocols-communication-min-staff-public-service-employees.docx>

Other

- Madden, Mark, 2013, *Generals, Troops and Diplomats*; Smashwords eBook
- Behm, Allan, 2015 *No, Minister. So you want to be a chief of staff?*, Melbourne University Press