IPAA-ACOLA SURVEY REPORT

V1.0
03 FEBRUARY 2014

SUNITA KUMAR
# Table of Contents

## Executive summary

Survey findings ........................................................................................................................................ 2

### A. Enabling factors for Australian comparative advantage

1. *Government Effectiveness* ................................................................................................................ 5
2. *Socio-Economic Performance* ........................................................................................................ 6
3. *Infrastructure and Knowledge* ........................................................................................................ 7
4. *Business Efficiency* ......................................................................................................................... 8

### B. Global trends and risk factors

1. *Trends/ Risk factors* ........................................................................................................................... 9

### C. Australian public sector activity

1. Level of Australian government for which you have the most current or recent knowledge and experience ........................................................................................................................................ 11
2. Major area of government activity in which you have most current or recent knowledge and experience ........................................................................................................................................ 11
3. Rating the performance of stakeholders in advancing the Australian public interest ..................... 12
4. Assessment of general policy performance by government ................................................................. 23
5. Assessment of public administration performance ............................................................................. 31
6. Potential assessment ........................................................................................................................... 43

**Annexure 1 – IPAA-ACOLA survey questionnaire** ........................................................................ 48
Executive summary

‘Australia’s Comparative Advantage’ (ACA), is one of a series of projects being undertaken as part of the ‘Securing Australia’s Future’ research program – a $10 million investment in a series of strategic research projects selected by the Prime Minister’s Science, Engineering and Innovation Council (PMSEIC) and the Chief Scientist and coordinated by the Australian Council of Learned Academies (ACOLA).

Project Aims

The opportunities and challenges of an economy in transition are a key issue for Australia as it faces a rapidly changing global environment. This multidisciplinary research project is seeking to identify Australia’s unique strengths and comparative advantages; establish which contexts and policy settings encourage creativity, adaptability and innovation; and explore the natural, social, geographical, economic, cultural and scientific attributes and capabilities needed to thrive as a nation.

A distinctive feature is its representation from across the Academies. This is important as it symbolises the project’s approach as being one to build on the strengths of all broad academic areas in reaching its conclusions.

About the IPAA survey

The present survey was carried out as a brief data gathering exercise for the ACA project conducted in conjunction with the Institute of Public Administration Australia (IPAA). The results from this survey are being used in the ACA project and form a part of the research for the report to government for the Prime Minister’s Science, Engineering and Innovation Council (PMSEIC) that will result from the project analysis. As collaborative work, the results from the survey will also inform IPAA’s programs.

The survey style and focus are explained by a need to link to global comparative data and to a parallel survey of private sector views being conducted through CEDA.

The sections in the survey were focused on identifying views of the public sector on:

1. Enabling factors for Australian comparative advantage.
2. Global trends and risk factors
3. Australian public sector activity trends
4. Any further comment

The questionnaire used is given as Annexure 1 in this document.
Survey findings

The IPAA-ACOLA survey received a total of 857 responses of which 734 (86%) complete responses were recorded and 123 (14%) were Partial Responses. 62% respondents were from the State/Territory level and 35% from the Commonwealth.

Mainly, the respondents are from Central Agency (14%), Infrastructure Services (12%) Social Services (12%), Health (11%) and Education (9.8%) and they constituted 50% of the responses. Amongst Others (11.6%) Agriculture and Food Production was largest area with 9%.

The first section of the survey evaluates generic enabling factors that influence innovation, resilience, and overall performance of the Australian nation with regards to Government Effectiveness, Socio-Economic Performance, Infrastructure and Knowledge aspects and Business Efficiency aspects.

In assessing the aspects of Government Effectiveness 63% respondents consider the General legal and regulatory framework to be working well, however only 23% respondents agree that the Political system fosters national progress.

In assessing the Socio-Economic Performance 51.47% of respondents agree that Resilience of economy to economic cycles is high and 62% agree that Culture contributes strongly to national well-being.

62.61% respondents disagree that Ecological sustainability is being adequately addressed.

In assessing the Infrastructure and Knowledge aspects, Opinion is almost equally divided amongst respondents on Basic general infrastructure being adequate, efficient and well maintained.

45.27% respondents disagree that the Education system is imparting the skills needed for a competitive, knowledge economy and only 23.81% respondents agree that Knowledge transfer and technological cooperation is well developed between universities and companies.

35.82% respondents agree that Basic research activity in Australia is strong, however 30.13% remain neutral on this issue.

On aspects relating to Business Efficiency 60.6% respondents agree that Workforce relations are generally harmonious and productive.

36.3% respondents state that the Scale of operation is an hindrance to international competitiveness.
The second section of the survey assessed Global trends and risk factors.

In assessing the Global trends and risk factors, respondents were asked to select up to five responses from a list of twenty.

The top five trend/risk selection based on responses are: Population ageing (53%); New technologies in energy, materials, and digital areas (44%); Growth of an increasingly affluent middle class across Asia (43%); Increased emphasis on environmental sustainability (41%); Major fiscal imbalances in global economies (41%).

The respondents were asked to assess the direction of impact of each of their selections as either positive or negative.

Top five trend/risk rated as having a positive direction of impact are: New technologies in energy, materials, and digital areas (93.02%); New biological technologies (89.55%); Growth of an increasingly affluent middle class across Asia (87.1%); Increased emphasis on environmental sustainability (77.78%); Rising economic role of emerging economies (77.27%).

Top six trends rated as having a negative direction of impact are: Declining political capability in democracies (97.41%); Geo-political conflicts (97.3%); Proliferation & increasing sophistication of organised crime (96.85%); Trend towards biodiversity loss (96.77%); Population ageing (94.96%) and Major fiscal imbalances in global economies (94.6%).

The third section of the survey assessed the Australian Public Sector activity.

The questions pertained to:

1. Rating the performance of different stake holders in recent times and rating their performance trend.
2. Assessing general policy performance by government (meaning ministers supported by officials)
3. Assessing of public administration performance (meaning officials)
4. Assessment of potential for the respondents nominated area

Respondents were required to select the level of government and the major area of major area of government activity in which they have most current or recent knowledge and experience.

The survey captured the respondents view on the Performance levels and Performance trends of different stakeholders like:

   a) Elected representatives
   b) Officials
   c) Business groups
   d) Trade unions
   e) Community groups
f) Traditional media

g) Social media

h) Consultants, and

i) Academics

Performance level of Community groups, Academics, Officials and Business groups have been rated positively as compared to that of Elected Representatives, Trade Unions, Traditional Media, Social Media and Consultants.

The performance trend is rated as on the rise for Social Media and Community groups as compared to the falling levels of Elected Representatives, Trade Unions and Traditional media. Performance trend of Officials, Business Groups Consultants and Academics is considered stable by the respondents.

In the Assessment of general policy performance by government (ministers supported by officials), respondents across all major areas have rated Awareness of other country or global directions and Provision of strategic direction are rated high, and Provisions of adequate public resourcing, Integration with other related government areas, Development of worthy new policy directions are rated low.

Assessment of public administration performance (officials) is seen as high in areas of Commitment to strong culture and values, work environment, Quality of publicly provided facilities, and Quality of public sector workforce education, skill and training.

Global engagement by those in management and administration in the area and Commitment to evaluation of program or service is rated low by respondents.

The last question captured the views of respondents on the potential assessment across different aspects for their nominated area.

The potential for ‘Knowledge Century’ engagement rates the highest and that of ‘Asian Century’ engagement and Greater privatisation of activities rates the lowest.

The following pages illustrate each question and its corresponding responses in detail.
A. Enabling factors for Australian comparative advantage

This section evaluates generic enabling factors that influence innovation, resilience, and overall performance of the Australian nation with regards to:

1. Government Effectiveness

![Government Effectiveness Chart]

In assessing the aspects of Government Effectiveness, 63% of respondents consider the General legal and regulatory framework to be working well, however, only 23% respondents think that the Political system fosters national progress.
2. Socio-Economic Performance

In assessing the Socio-Economic Performance 51.47% of respondents agree that Resilience of economy to economic cycles is high and 62% agree that Culture contributes strongly to national well-being. 62.61% respondents disagree that Ecological sustainability is being adequately addressed.
3. Infrastructure and Knowledge

In assessing the Infrastructure and Knowledge aspects, opinion is almost equally divided amongst respondents on Basic general infrastructure being adequate, efficient and well maintained.

45.27% respondents disagree that the Education system is imparting the skills needed for a competitive, knowledge economy and only 23.81% respondents agree that Knowledge transfer and technological cooperation is well developed between universities and companies.

35.82% respondents agree that Basic research activity in Australia is strong, however 30.13% remain neutral on this issue.
4. Business Efficiency

On aspects relating to Business Efficiency 60.6% respondents agree that Workforce relations are generally harmonious and productive. 36.3% respondents state that the Scale of operation is an hindrance to international competitiveness.
B. Global trends and risk factors

1. Trends/ Risk factors

Respondents were asked to select any five responses.

The first chart shows the number of responses for each trend and the second chart provides insight into the direction of impact for each trend/risk as viewed by the IPAA respondents.

Number of responses for each trend/ risk

The top five risk based on responses are: Population ageing (53%); New technologies in energy, materials, and digital areas (44%); Growth of an increasingly affluent middle class across Asia (43%); Increased emphasis on environmental sustainability (41%); Major fiscal imbalances in global economies (41%).
Top five trends rated as having a positive direction of impact are: New technologies in energy, materials, and digital areas (93.02%); New biological technologies (89.55%); Growth of an increasingly affluent middle class across Asia (87.1%); Increased emphasis on environmental sustainability (77.78%); Rising economic role of emerging economies (77.27%).

Top six trends rated as having a negative direction of impact are: Declining political capability in democracies (97.41%); Geo-political conflicts (97.3%); Proliferation & increasing sophistication of organised crime (96.85%); Trend towards biodiversity loss (96.77%); Population ageing (94.96%) and Major fiscal imbalances in global economies (94.6%).
C. Australian public sector activity

1. Level of Australian government for which you have the most current or recent knowledge and experience

![Level of Australian government - most recent knowledge and experience]

2. Major area of government activity in which you have most current or recent knowledge and experience

![Major area of government activity - most recent knowledge and experience]

Mainly, the respondents from Central Agency (14%), Infrastructure Services (12%), Social Services (12%), Health (11%) and Education (9.8%) constituted 50% of the responses. Amongst Others (11.6%) Agriculture and Food Production was largest area with 9%.
3. Rating the performance of stakeholders in advancing the Australian public interest

a) Performance level in recent times (across activity areas)

Performance level of Community groups, Academics, Officials and Business groups have been rated positively as compared to that of Elected Representatives, Trade Unions, Traditional Media, Social Media and Consultants.
b) Performance trend in recent times

The performance trend of is on the rise for Social Media and Community groups as compared to the falling levels of Elected Representatives, Trade Unions and Traditional media. Performance trend of Officials, Business Groups Consultants and Academics is considered stable by the respondents.
Ratings of different stakeholders by major areas of government

Elected Representatives - Performance level in recent times (across all levels of government)

The performance level of Elected Representatives across all levels of government shows that the respondents from Central Agency, Defence, Diplomacy and Trade, Environmental Services view their performance to be poor and largely as a falling performance trend. Health, Infrastructure Services, Labour including immigration and Law and Order, Recreation, sports and culture and Social Services rate their performance to be good and however the trend suggests that their performance has been falling.
Officials

Performance level in recent times

The performance of the Officials is viewed overall as good across different areas, however performance level of officials in Defence is rated as poor by 30% of respondents.

The performance trend of officials is viewed as largely stable across all areas; however their performance is viewed as falling by respondents in Defence, Central Agency, Education, Health, and Industry and Economic Services.
Business groups

Performance level in recent times

Performance level of Business Groups in recent times is viewed largely as good by all areas of government however, respondents from Defence, Environmental Services, Recreation and Education rate them poor.

The performance trend is seen as raising by respondents from Industry and Economic Services, and Law and Order.
Trade Unions

*Performance level in recent times*

The performance level of Trade Unions is largely viewed as poor or average; Diplomacy and Trade and Health respondents have rated them as good. The trend across areas however suggests that their performance is largely in the decline.
Community groups

Performance level in recent times

The performance level of Community groups by all major areas is seen as good. The performance trend of Community Groups is also viewed by all as raising.
Traditional media

Performance level in recent times

Performance level of Traditional Media is largely rated poor by all major areas, especially Labour including immigration, Education, Defence and Social Services. The trend as seen above is a falling trend as per respondents in all major areas.
Social media

*Performance level in recent times*

Performance Level of Social Media is rated as good by respondents in most areas except from Defence, Finance and Taxation.
Trend as rated by respondents is raising in most areas except from Defence, Finance and Taxation.
Consultants

Performance level in recent times

Performance level of Consultants is rated as good by respondents in Industry and Economic Services, Environmental Services, Labour including immigration, Social Services, Health, Finance and Taxation. The respondents in Central agency, Defence have rated their performance as poor.

The performance trend for consultants is seen as falling in Defence and as raising by Diplomacy and Trade and Industry and Economic Services.
Academics

*Performance level in recent times*

Performance level of Academics is seen largely as good by all major areas, especially respondents in Health, Labour including immigration, Social Services and Environmental services.

The performance trend is largely rated as stable, with Defence, Industry and Economic Services, Law and order and Social Services.
4. Assessment of general policy performance by government

(Meaning ministers supported by officials) (Across activity areas)

In the Assessment of general policy performance by government (ministers supported by officials), respondents across all major areas have rated:

Awareness of other country or global directions and Provision of strategic direction are rated high.

Provisions of Adequate public resourcing, Integration with other related government areas, Development of worthy new policy directions are rated low.
Assessment of general policy performance by government

(Meaning ministers supported by officials) by major areas of government (across all levels of government)

Provision of strategic direction

Provision of strategic direction is rated as low by respondents in Diplomacy and trade, Environmental Services, Defence, Industry and Economic Services. Respondents from Infrastructure Services, Education, Labour including immigration rate it high.
Development of worthy new policy directions is largely viewed as low by respondents in all major areas, especially in Environmental Services, Defence, Diplomacy and trade. About a quarter of the Respondents in Education and Social Services rate it as high.
Relationships between the political and administrative areas are rated as high by respondents in Finance and Taxation, Industry and Economic Services and Labour including immigration. Respondents in Defence, Diplomacy and Trade and Recreation, sport and culture rate it low.
Integration with other related government areas

Integration with other related government areas emerges as a weak area as it is rated low by respondents across all major areas especially Diplomacy and Trade, Environmental Services and Industry and Economic Services.

Respondents from Finance and Taxation, Labour including immigration and Central agency have rated it high.
Awareness of other country or global directions in this area

Awareness of other country or global directions is rated as high by respondents in Defence and Labour including immigrations. It is largely viewed as average in most areas.
Provision of adequate public resourcing is largely rated low by respondents especially by respondents in Central Agency, Defence, Environmental Services, Health, Recreation, sports and culture, and Labour including immigration.
Communication of government policy is rated as high by respondents in Diplomacy and Trade and as low by respondents in Defence and Central Agency.
5. Assessment of public administration performance

(Meaning officials)

Assessment of public administration performance (officials) is seen as high in areas of Commitment to strong culture and values, work environment, Quality of publically provided facilities, and Quality of public sector workforce education, skill and training. It is assessed as low in Global engagement by those in management and administration in the area and Commitment to evaluation of program or service.
Assessment of public administration performance (meaning officials)

Public sector organizational structures

(Across activity areas) by major areas of government (across all levels of government)

<table>
<thead>
<tr>
<th>Activity Area</th>
<th>Very High</th>
<th>High</th>
<th>Average</th>
<th>Low</th>
<th>Very Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation, sports and culture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (please specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Law and Order</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Labour including immigration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure services including transport, utilities,...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industry and Economic services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance and taxation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diplomacy and Trade</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central agency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Assessment of public administration performance (meaning officials) (across activity areas) by major areas of government for Public sector organizational structures is rated high by Finance and Taxation Central agency, Labour including immigration. It is rated low by Diplomacy and Trade, Environmental Services and Defence.
General quality of public sector management and administration within organisations is rated high by Labour including immigration, Finance and Taxation, and Diplomacy and Trade.

This is rated low by respondents in Defence, Environmental Services, and Health and Infrastructure services.
Quality of public sector workforce education, skill and training

The quality of public sector workforce education, skill and training is rated high especially by respondents from Diplomacy and Trade, Central Agency, Industry and Economic Services, Environmental Services and Labour including immigration.
Productive use of workforce diversity including women, overseas-born, older workers

In assessing the Productive use of workforce diversity including women, overseas-born, older workers, respondents from Labour including immigration, Environmental Services, Recreation, sports and culture, Education, Health, Infrastructure services rate it high. Respondents in Diplomacy and Trade, Central agency, Defence rate it low.
Quality of publicly provided facilities for the area including buildings, offices, plant, equipment, infrastructure

In assessing the Quality of publicly provided facilities for the area including buildings, offices, plant, equipment, infrastructure, respondents in Industry and Economic services, Finance and Taxation, Environmental Services, Defence, Labour including immigration rate it high. Respondents from Education, Health and Law and order rate it as low.
Commitment of those in the area to develop, seek and adopt worthwhile new public management ideas and methods

In assessing the Commitment of those in the area to develop, seek and adopt worthwhile new public management ideas and methods, respondents in Labour including immigration, Industry and Economic services, Defence, and Diplomacy and Trade rate it high. Respondents in Education, Health, Environmental Services, Finance and Taxation, Infrastructure services rate it low.
Commitment to strong culture and values including integrity, fairness, ethics and work environment

In assessing Commitment to strong culture and values including integrity, fairness, ethics and work environment, respondents in Finance and Taxation, Education, Central agency, Labour including immigration, Recreation, sports and culture, Social Services, Industry and Economic services rate it high.

Respondents in Education, Diplomacy and Trade, and Infrastructure services rate it as low.
Commitment to evaluation of program or service

Commitment to evaluation of program or service is rated low by respondents in Defence, and Law and Order.
It is rated high by respondents in areas of Education, Finance and Taxation, Recreation, sports and culture.
Global engagement by those in management and administration in the area is rated high by respondents in areas of Diplomacy and Trade and Labour including immigration. Respondents in Infrastructure services, Health, Environmental Services, Education, and Recreation, sports and culture, have rated it low.
Capability for management of risk and uncertainty

Capability of management of risk and uncertainty is rated high by respondents in Finance and Taxation, Labour including immigration, and Infrastructure services. It is rated low by respondents in Defence, Environmental services and Health.
Responsiveness of public sector administrators to clients generally and for particular client groups including regional residents, NESB etc.

Responsiveness of public sector administrators to clients generally and for particular client groups including regional residents, NESB etc., is rated high by respondents from Labour including immigration and Social Services. It is largely rated as average across other areas.
6. Potential assessment

Assessment of potential for the respondents nominated area for ‘Knowledge Century’ engagement rates the highest and that of ‘Asian Century’ engagement and Greater privatisation of activities rates the lowest.
“Knowledge Century” engagement - including technology, skills and research

Potential of ‘Knowledge century’ engagement in their nominated area is rated highest by respondents from Defence, Industry and Economic services, and Education. Labour including immigration and Law and Order rate it lowest.
“Asia Century” engagement

Potential for ‘Asian Century’ engagement in their nominated area is rated highest by respondents from Defence, Labour including immigration, Diplomacy and Trade, and Education. It is rated lowest by Law and Order, Environmental Services, Social Services and Central agency.
Assisting development of other Australian comparative advantages

Potential for **Assisting development of other Australian comparative advantages** in their nominated area is rated as highest by respondents from Defence, Diplomacy and Trade, Industry and Economic services, Finance and Taxation, and Labour including immigration. It is rated lowest by respondents from Law and order, and Social Services.
Greater privatization of activities

Potential for Greater privatization of activities in their nominated area is rated high by respondents in Finance and Taxation, Industry and Economic services, Recreation, sports and culture and Central agency. It is rated lowest by respondents from Diplomacy and Trade, Law and Order, and Environmental Services.
Annexure 1 – IPAA-ACOLA survey questionnaire

Scope and Purpose

This survey is a brief data gathering exercise for the Institute of Public Administration Australia (IPAA) in conjunction with the Australian Council of Learned Academies (ACOLA, www.acola.org.au). The results will inform IPAA’s programs and assist with an ACOLA report to government for the Prime Minister's Science, Engineering and Innovation Council (PMSEIC) as part of the Securing Australia’s Future Program.

The ACOLA project seeks to identify existing and potential strengths that Australia can exploit and develop further, or weaknesses that need to be overcome, as the nation positions itself for the 21st century. This IPAA-ACOLA survey aims to capture the initial views and opinions of Australian public administrators about Australia’s comparative advantages.

The survey style and focus are explained by a need to link to global comparative data and to a parallel survey of private sector views being conducted through CEDA.

The survey will take no more than 5-10 minutes of your time. It is divided into 3 main sections with a final opportunity for additional comment.

The sections in the survey are:

A. Enabling factors for Australian comparative advantage
B. Global trends and risk factors
C. Australian public sector activity
D. Any further comment

Thank you for your co-operation and assistance. Please do help us obtain a respectable sample size. The survey is completely anonymous.

If you have any questions or wish to discuss this further, please contact the project's Research Fellow Dr Nitin Gupta at nitin.gupta@anu.edu.au.
A. Enabling factors for Australian comparative advantage: Rating (Agree- Disagree)

This section evaluates generic enabling factors that influence innovation, resilience, and overall performance of the Australian nation.

Please provide a rating for agreement with each statement on a 1-5 scale.

Strongly agree, Agree, Neutral, Disagree and Strongly disagree

1. Government Effectiveness
   1.1 Public finances are being well managed
   1.2 The general legal and regulatory framework works well
   1.3 The political system fosters national progress
   1.4 Labour regulations appropriately support business activity

2. Socio-Economic Performance
   2.1 Resilience of the economy to economic cycles is high
   2.2 Ecological sustainability is being adequately addressed
   2.3 Social inclusion operates well
   2.4 Culture contributes strongly to national well-being.

3. Infrastructure and Knowledge
   3.1 Basic general infrastructure is adequate, efficient, and well-maintained, e.g. gas, electricity, water, telecommunications, roads, etc.
   3.2 The education system is imparting the skills needed for a competitive, knowledge economy
   3.3 Knowledge transfer and technological cooperation is well-developed between universities and companies
   3.4 Basic research activity in Australia is strong

4. Business Efficiency
   4.1 Scale of operations are not a hindrance to international competitiveness
   4.2 Workforce relations are generally harmonious and productive
   4.3 Financial or credit constraints do not impede the willingness and ability of firms to take risks
   4.4 Flexibility and adaptability of companies are high when faced with new challenges

B. Global trends and risk factors
Using the listing below, nominate what you see as the FIVE most important global trend and risk factors for Australia, and indicate the direction of their net impact.

B. Trend/ Risk factors (FIVE responses only)

Direction of impact of five most important – Positive or Negative

1. Major fiscal imbalances in global economies
2. Rising economic role of emerging economies
3. Risk of financial contagion
4. New technologies in energy, materials, and digital areas
5. New biological technologies
6. Food security challenges
7. Increased emphasis on environmental sustainability
8. Trend towards biodiversity loss
9. Increased risk of pandemics
10. Growth of an increasingly affluent middle class across Asia
11. Increasing societal diversity based on ethnic and/or religious identities
12. Global population growth
13. Population ageing
14. Increased world labour migration
15. Greater refugee movements
16. Geo-political conflicts
17. Vulnerability to cyber-attacks
18. Proliferation & increasing sophistication of organised crime
19. Declining political capability in democracies
20. Other (specify below)
C. Australian public sector activity

Q 1 and Q 2 in this section require ONE answer only each.

*1. Please specify the level of Australian government for which you have the most current or recent knowledge and experience (one only):

   a. Commonwealth
   b. State or Territory
   c. Local
   d. Other (please specify)

2. Please also indicate a major area of government activity in which you have most current or recent knowledge and experience (one only):

   1. Central agency
   2. Defence
   3. Diplomacy and Trade
   4. Law and Order
   5. Infrastructure services including transport, utilities, telecommunications
   6. Health
   7. Education
   8. Social services
   9. Industry and Economic services
   10. Labour including immigration
   11. Environmental services
   12. Finance and taxation
   13. Recreation, sports and culture
   14. Other (please specify)
3. How do you rate the performance of the following stakeholders in ADVANCING THE AUSTRALIAN PUBLIC INTEREST in your nominated area:

<table>
<thead>
<tr>
<th>Performance level in recent times</th>
<th>Performance trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected</td>
<td></td>
</tr>
<tr>
<td>Officials</td>
<td></td>
</tr>
<tr>
<td>Business groups</td>
<td></td>
</tr>
<tr>
<td>Trade unions</td>
<td></td>
</tr>
<tr>
<td>Community groups</td>
<td></td>
</tr>
<tr>
<td>Traditional media</td>
<td></td>
</tr>
<tr>
<td>Social media</td>
<td></td>
</tr>
<tr>
<td>Consultants</td>
<td></td>
</tr>
<tr>
<td>Academics</td>
<td></td>
</tr>
</tbody>
</table>

4. Please provide an assessment of general policy performance by government (meaning ministers supported by officials) in your area:

(Very high, High, Average, Low, Very Low)

- Provision of strategic direction
- Development of worthy new policy directions
- Relationships between the political and administrative areas
- Integration with other related government areas
- Awareness of other country or global directions in this area
- Provision of adequate public resourcing
- Communication of government policy
5. Please provide an assessment of public administration performance (meaning officials) in your area:
(Very high, High, Average, Low, Very Low)

1. Public sector organizational structures
2. General quality of public sector management and administration within organisations
3. Quality of public sector workforce education, skill and training
4. Productive use of workforce diversity including women, overseas born, older workers
5. Quality of publicly provided facilities for the area including buildings, offices, plant, equipment, infrastructure
6. Commitment of those in the area to develop, seek and adopt worthwhile new public management ideas and methods
7. Commitment to strong culture and values including integrity, fairness, ethics and work environment
8. Commitment to evaluation of program or service
9. Global engagement by those in management and administration in the area
10. Capability for management of risk and uncertainty
11. Responsiveness of public sector administrators to clients generally and for particular client groups including regional residents, NESB etc.

6. For the major area of government that you nominated please assess the potential for:

1. “Knowledge Century” engagement - including technology, skills and research
2. “Asia Century” engagement
3. Assisting development of other Australian comparative advantages
4. Greater privatization of activities
D. Additional Comments, if any

Thank you for taking the time to respond to this survey. Should you so wish, please list and briefly describe any other factors, not covered here, that you feel could have a significant impact on Australia’s comparative advantage or global competitiveness into the future, or provide any other guidance that you feel would help the project including role of Public Administration in Australia’s future comparative advantage.