

s 22(1)(a)(ii)

OFFICIAL

From: Secretaries Board s 47E(d)
Sent: Wednesday, 17 January 2024 2:44 PM
To: s 22(1)(a)(ii)
Cc: Secretaries Board s 47E(d) s 22(1)(a)(ii)
s 22(1)(a)(ii)
Subject: RE: 7 February Secretaries Board [SEC=OFFICIAL]

Hi s 22(1)(a)(ii)

Thanks for reaching out for this information.

The agenda has been cleared and I can confirm that this item is due to be held at 11.10am for 15 mins.

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Secretariat | Secretaries Board and COO Committee
Public Sector Policy and Governance | Government Division
Department of the Prime Minister and Cabinet

p. s 22(1)(a)(ii) | m s 22(1)(a)(ii)

Ngunnawal Country, One National Circuit, Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600

e. ^{s22} w. pmc.gov.au

** s 22(1)(a)(ii)



The Department acknowledges and pays respect to the past, present and emerging Elders and Traditional Custodians of Country, and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

From: s 22(1)(a)(ii)
Sent: Wednesday, 17 January 2024 1:40 PM
To: s 22(1)(a)(ii) (OSI) s 22(1)(a)(ii)
Cc: Secretaries Board s 47E(d)
Subject: RE: 7 February Secretaries Board [SEC=OFFICIAL]

Hi s 22(1)(a)(ii),

Copying in the Secretariat for response on this one.

Many thanks,

s 22(1)(a)(ii)

Executive Assistant to the Secretary | Professor Glyn Davis AC
Department of the Prime Minister and Cabinet
p. s 22(1)(a)(ii) | m. s 22(1)(a)(ii)

From: s 22(1)(a)(ii) (OSI) < s 22(1)(a)(ii) >
Sent: Wednesday, 17 January 2024 1:38 PM
To: s 22(1)(a)(ii)
Subject: RE: 7 February Secretaries Board [SEC=OFFICIAL]

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Hi s 22(1)(a)(ii)

Do we have confirmation on what time on 7 February that Chris Moraitis is required to present at the Secretaries Board meeting?

Thanks

Kind regards

s 22(1)(a)(ii)

Executive Assistant to the Director-General | Chris Moraitis

Office of the Special Investigator

P: (s 22(1)(a)(ii) s 22(1)(a)

E: s 22(1)(a)(ii)



Australian Government
Office of the Special Investigator

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From: s 22(1)(a)(ii) (OSI)
Sent: Monday, 18 December 2023 11:15 AM
To: s 22(1)(a)(ii)
Subject: RE: 7 February Secretaries Board [SEC=OFFICIAL]

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Hi s 22(1)(a)(ii)

s 22(1)(a)(ii)

We have a placeholder in the diary for Chris to attend Sec Board on 14 February but he is also available on 7 Feb so I will keep both placeholders until confirmed.

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Executive Assistant to the Director-General | Chris Moraitis

Office of the Special Investigator

P: s 22(1)(a)(ii)

E: s 22(1)(a)(ii)



Australian Government
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From: s 22(1)(a)(ii)
Sent: Monday, 18 December 2023 10:43 AM
To: s 22(1)(a)(ii) (OSI) s 22(1)(a)(ii)
Subject: 7 February Secretaries Board [SEC=OFFICIAL]

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H s 22(1)(a)(ii)

s 22(1)(a)(ii)

I am just following up on behalf of our Sec Board Secretariat as to whether Mr Moraitis is attending the 7 Feb Sec Board meeting for his item on the Talent Council (time still TBC)?

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Executive Assistant to the Secretary | Professor Glyn Davis AC
Department of the Prime Minister and Cabinet
p. s 22(1)(a)(ii) | s 22(1)(a)(ii)

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The Department acknowledges and pays respect to the past, present and emerging Elders and Traditional Custodians of Country, and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

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Secretaries Board

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Meeting Paper

Secretaries Talent Council Update

Lead: Mr Chris Moraitis PSM, Chair Secretaries Talent Council, Director General Office of the Special Investigator

Dr Gordon de Brouwer PSM, Commissioner, Australian Public Service Commission

Action required

- Board to **note** the update from the Secretaries Talent Council, including the increased maturity of APS succession planning to strengthen the pipeline of future potential leaders in the APS.
- Board to **endorse** the Council's increasing transparency of succession planning to individuals by providing the highest potential 'possible successors' with specific developmental feedback in partnership with Secretaries.
- Board to **agree** the approach to current and future secretary development, which includes induction support and development opportunities formalised through the secretary performance framework.

Key issues

The annual succession scan supports the Secretary of the Department of the Prime Minister and Cabinet and the APS Commissioner in their role providing advice to government on senior APS appointments. The scan aims to increase the number of options available for consideration who have both the capability to deliver outcomes for Government and embody the leadership required for the most senior roles.

The APS approach to succession planning has matured since 2020, now involving 22 departments and large agencies and providing an enterprise-wide view of the strength and diversity of the APS leadership pipeline. The Council takes a deliberate, leader-led approach involving multiple engagements with secretaries and agency heads. The approach is informed by, and comparative to, practices in leading corporate organisations.

Succession conversations highlighted increasing policy and stakeholder complexity due to the interconnectedness of issues, the extent of the reform and policy agendas, and increasing demands on government. Policy development requires increasingly careful coordination and deliberate sequencing with stakeholders.

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The approach in the 2023 succession scan included an increased focus on behaviour in support of sustainable delivery, greater openness to external talent and consideration of longer-term SES Band 2 prospects. This approach led to the identification of a larger number of successors who could contribute in the increasingly complex and demanding work environment.

Managing talent and addressing succession risks in an increasingly complex environment

To ensure the continued strength of the pipeline it is important that highest potential possible successors be provided detailed feedback and guidance so they have the required capabilities should they be appointed to a senior role in the future. This requires increased transparency, balanced with careful handling to guard against creating unrealistic expectations.

To achieve this the Council is proposing to partner with Secretaries to provide detailed feedback and guidance for a small number of individuals who have the highest levels of readiness and who feature on the most succession plans. This model is similar to the developmental approach taken by the Deputy Secretaries Talent Council and is consistent with the Council's stewardship role.

As APS succession management matures the Council is committed to deepening the partnership with secretaries and agency heads, providing more insights on individuals and supporting conversations on talent development and mobility across departments and agencies with similar outputs and policy mandates.

This growing partnership enables a more regular and transparent exchange and ensures succession plans are kept up to date to reflect the emerging insights and opportunities. Plans would continue to be calibrated with the Council every 12 to 18 months.

Supporting current and future secretary development

As part of succession scanning secretaries and agency heads were invited to comment on how to best support their development. Key observations included:

A large, bold, black graphic consisting of the letters 'S', the number '4', the number '7', and the letter 'C' arranged horizontally. The characters are thick and blocky, set against a solid grey rectangular background.

To address the challenges and opportunities involved in development the Council is recommending three initiatives:

- **Coaching.** Continue to offer coaching to new secretaries to provide transition support.
- **Peer connections.** Feedback highlighted the value of support networks and peer-based learning. Currently, recently appointed secretaries create their own networks. To support collaboration and peer learning, it is recommended new secretaries and equivalent agency heads are invited to participate in a learning network for the first 12-18 months of their term, and are aligned with an experienced Secretary as a 'buddy' to provide a sounding board and confidant during their transition to the role.
- **Mid-term development.** Secretary roles are highly demanding, both personally and professionally, making extended development during tenure challenging. It is recommended the APSC — drawing on the latest research and development practices in a range of professions and jurisdictions — provide options to support secretaries consider their development as part of future performance conversations with the Secretary of the Department of Prime Minister and Cabinet and the Australian Public Service Commissioner. Formalising commitments through Secretary Performance would strengthen the authorising environment and support secretaries to prioritise development, manage stakeholder expectations and balance the operational requirements of their role.

Cascade note

The Board received an update from the Chair of the Secretaries Talent Council on its work developing APS senior leaders. The Board endorsed a more transparent approach to providing development feedback to high performing and high potential leaders in partnership with secretaries and acknowledged the importance of ongoing development for staff in senior roles to ensure a capable APS that delivers for Government and the Australian public.

Lead Agency Contact	Paper cleared by
Kate Boxsell Australian Public Service Commission s 22(1)(a)(ii) Kate.Boxsell@apsc.gov.au	Dr Gordon de Brouwer Australian Public Service Commission s 22(1)(a)(ii) Gordon.deBrouwer@apsc.gov.au



Secretaries Board

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Minutes

Wednesday, 7 February 2024 | 9:15am – 12:15pm |

s 22(1)(a)(ii)

Chair: Professor Glyn Davis AC | Secretary | Department of the Prime Minister and Cabinet

s 22(1)(a)(ii)

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Item 7: Secretaries Talent Council

- The Board **noted** the update provided by Mr Chris Moraitis PSM, Chair of the Secretaries Talent Council, including the increased maturity of APS succession planning and development of APS senior leaders.
- The Board **endorsed** the Council's increasing transparency of succession planning to individuals by providing specific developmental feedback in partnership with Secretaries.

- The Board **agreed** the approach to current and future Secretary development, which includes induction support and development opportunities formalised through the Secretaries performance framework

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Secretaries Board

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Agenda

Wednesday, 7 February 2024 | 9.15am - 12.15pm | s 22(1)(a)(ii) C

CHAIR | Professor Glyn Davis AC, Secretary of the Department of the Prime Minister and Cabinet

AGENDA ITEM	LEAD	TIME
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7. SECRETARIES TALENT COUNCIL UPDATE

Dr Gordon de Brouwer PSM

Mr Chris Moraitis PSM
Chair of Secretaries Talent Council

15 min

s 22(1)(a)(ii)

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Chair's Brief

Secretaries Board – Wednesday, 7 February 2024

Secretaries Talent Council update

PM&C Recommended Action

- **Facilitate** ongoing support for the Talent Council's work to strengthen the APS leadership pipeline.
- **Encourage** greater transparency and collaboration among all secretaries on succession management.
- **Gain** agreement for a more formalised approach to Secretary development, including mid-term development with the Secretary performance framework providing the authorising environment to do so.

Preferred outcome

- Secretaries **agree** to increase transparency and work with the Council to provide specific feedback to the most versatile potential successors for the most senior roles in government

s 47C

- Secretaries to **agree** to new initiatives to support their professional development, including mid-term development to be considered as part of Secretary performance conversations.

Key Issues, actions to resolve, sensitivities

- At this meeting, you are seeking the Board's **endorsement** for the Talent Council to carefully increase transparency of succession management with:
 - Future potential leaders in the APS, by providing developmental feedback and guidance
 - Secretaries outside the Talent Council, by encouraging conversations across 'clusters' of like-agencies to develop talent and encourage mobility

s 47C

s 47C

- In addition, you are seeking the Board's **endorsement** of a more formal approach to Secretary development. There has been support for coaching and learning networks to support the transition to a Secretary role, but mixed feedback about when formal development is achievable for Secretaries.

s 47C

Questions to prompt discussion

- Secretaries have worked with the Council to improve the diversity of individuals listed on plans – what other steps can we take to increase the breadth of individuals list on plans? [*Gender representation in National Security agencies, for example*]
- What types of development would be most beneficial at the mid-point of your term as secretary?

PM&C Position (provided by People Branch, cleared by s 22(1)(a)(ii), acting CPO)

- PM&C note that work is underway on revising the approach to Secretary performance and that Secretaries will be consulted once this is more advanced.
- PM&C note the 2023 succession scan included an increased focus on behaviour in support of sustainable delivery, reflecting and reinforcing the principles and approach within the SES Performance Leadership Framework.

Chair's Brief prepared by:	Kate Boxsell s 22(1)(a)(ii)	18 January 2024
SES Clearance:	Gordon de Brouwer	
Consultation:	Secretaries Talent Council, PM&C	



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Secretaries Board Communique

Date: 7 February 2024

The Secretaries Board met today at the Department of the Prime Minister and Cabinet to discuss the following matters.

Clerk of the Senate

The Board received a briefing from Mr Richard Pye, Clerk of the Senate on the Senate Estimates process, including the underlying principles and practices, the responsibilities of public servants as witnesses and the availability of guidance to support committee hearings.

Closing the Gap: Strategy to Accelerate Action

The Board received an update on Closing the Gap and discussed the Productivity Commission's final report of its Review of the National Agreement on Closing the Gap. The Board also discussed priorities for 2024 and mechanisms for the Board to strengthen collective action on Closing the Gap.

Closing the Gap: Central Australia update

The Board received an update on implementation of the Central Australia Plan and priorities for the Aboriginal Leadership Group.

Secretaries Talent Council

The Board received an update from Mr Chris Moraitis PSM, Chair of the Secretaries Talent Council, on development of APS senior leaders. The Board endorsed a more transparent approach to providing development feedback to high performing and high potential leaders in partnership with Secretaries and acknowledged the importance of ongoing development for staff to ensure an APS that delivers for the government and the Australian public.

Capabilities Review Forward Program

The Board discussed the forward work program of capability reviews for 2024-25. Information on the Capability Review Program is available on the [APSC website](#).

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Economic and Budget Update

The Board received an update from Ms Jenny Wilkinson PSM, Secretary of the Department of Finance, and Dr Steven Kennedy PSM, Secretary of the Treasury.

Long-Term Insights Briefing – Future Trends in the Organisation of Government

The Board agreed to the second Long-term Insights Briefing topic of: *The future of government services: Aligning to work with Australian communities*. The Pilot will run from February to July 2024 and will be oversighted by a Steering Committee.

Next Meetings

The next Secretaries Board meeting is scheduled for 14 March 2024.