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TRANSCRIPT OF PODCAST

Work with Purpose

EPISODE #50

OPENING THE BORDER

Hosted by David Pembroke, Founder and Chief Executive Officer,
contentgroup

TRANSCRIPT

David Pembroke:

Hello, everyone, and welcome to Work with Purpose, a podcast about the Australian Public Service. My name's David Pembroke. Thanks for joining me. I begin today's podcast by acknowledging the traditional custodians of the land from which we broadcast today, the Ngunnawal people and pay my respects to elders past, present and emerging and recognise the important and ongoing contribution they make to the life of this city and region.

David Pembroke:

Today, we speak with the Australian Border Force commissioner, Michael Outram, who returns to Work with Purpose to discuss how his organisation has managed the challenge of COVID-19 while delivering on its mission to protect Australia's border and enable legitimate trade and travel. The Australian Border Force is the Australian law enforcement agency responsible for offshore and onshore border control, enforcement, investigations, compliance and detentions in Australia.

David Pembroke:

Commissioner Outram began his policing career on the streets of London, spending 20 years in the Metropolitan Police Service, rising to the rank of detective chief inspector, serving in roles in anti-corruption, anti-terrorism and major investigations. He came to Australia when he was seconded to the New South Wales police and a role with the Independent Commission Against Corruption. Since then, he's worked with both the Australian Crime Commission and the Australian Federal Police before joining Border Force in 2015 and he was sworn in as commissioner in 2018. For the super fans of Work with Purpose, you will remember that Commissioner Outram joined the AFP commissioner, Reece Kershaw, in Episode Nine while the ABF was still dealing with the fallout from the Ruby Princess cruise ship passenger incident in Sydney. But certainly, a lot has happened since then. Michael Outram, welcome to Work with Purpose. That must seem a long time ago.

Michael Outram:

David, indeed. In some ways a lifetime ago because things are very different today, as you say. In 12 months, a tremendous amount has changed.

David Pembroke:

What has changed, and what has happened through the year? And perhaps in a potted version, take us from that time through the year about some of the big changes that have taken place.

Michael Outram:

Yeah, sure. Obviously, back then, we were very focused on the issues that arose through Ruby Princess, of course, in the public discourse, but we were still very much focused on closing down borders to high-risk countries and travellers that were high risk, implementing the exemptions regime. And back then, of course, we thought that closing the borders was a complicated process, but I can tell you, David, that closing the borders pales in significance and complication in terms of what opening them is like.

Michael Outram:

But in fact, when the focus shifted to the vaccine rollout and Major General Frewen came into undertake that with the Department of Health, it kind of gave us a bit of breathing room. The focus really went on the vaccine

rollout, and while states and territories have been obviously adjusting their own individual border restrictions and controls with their stakeholders, it gave us time to think about opening the border to travellers, to trade, shipping, cruise ships, et cetera and to start that planning process, airport by airport, port by port and we've been doing that and it gave us a bit of lead-in time to where we are now, you've probably heard some of the announcements today from the New South Wales government and I think that the Prime Minister may actually be making an announcement as we speak in terms of the opening of the international border and how that might be phased out. So, we're ready and prepared for that. Still, a lot of things to be worked through state by state again.

Michael Outram:

The other thing I would say is it's been hard for us in some ways, operationally, where, as you mentioned, just now we run onshore detention. That means we have detention centres in many states and territories, including on Christmas Island. As a result of COVID, we've had to reopen Christmas Island to deal with the fact that we couldn't return a lot of our detainees to the countries where they normally return to and moving detainees around the network is normally how we rebalance the numbers in the network and of course, with state border closures that's made that really difficult. Keeping COVID-19 out of our detention centres is a huge success for the Australian Border Force. We haven't had one positive case in our detention population, but that hasn't come easily. We've had to fight hard to maintain that position.

Michael Outram:

Moreover, our maritime crews, our maritime crews may live in Cairns, they may live in Sydney and their ship may sail from Darwin or their ship may well sail from Perth. And of course, we've had to deal with the border restrictions in terms of moving our crews around to avoid them constantly having to go into domestic quarantine arrangements. I could go on, David. There's so many ways that things have changed today, but very much now, we're focused on how are we going to start to open the border and try and get back to some sense of normality in 2022.

David Pembroke:

Yeah. Now, I really do want to talk about opening the borders, but I'm intrigued by this challenge for the bureaucracy around so many issues and as you say, you could have gone on. You've just mentioned a few. With so many competing priorities, how do you make the best decisions and how do you make decisions about what it is that you're going to do next?

Michael Outram:

That's a very good question. We've actually realised through COVID-19 that prioritisation is actually a strategy to deal with the complexity, to deal with the stretch in our resources, to deal with our attention span. We can't focus on everything all the time. So, ruthless prioritisation in fact will be the mantra of the ABF going forward as well. Clearly, we get a steer from government. We're very closely connected into cabinet processes, very closely connected with our minister, the minister for home affairs, of course and other ministers. And so, we know what the government's priorities are. You have, of course, to get ahead of what the government's agenda is. We knew that opening the border was coming out as the prime minister set out the four-phase plan. So, we've been mapping that against the work that we have to do.

Michael Outram:

Of course, in terms of that prioritisation, what are our priorities might not be a priority for other Commonwealth or state departments or organisations and everyone's focusing on their own things. So, for example, I mentioned earlier on the Department of Health may have been focused on the vaccine rollout, where we're wanting them to focus with us on opening borders. So, prioritisation also requires a bit of

negotiation and collaboration as well across the Commonwealth and the states and territories, sitting down with airlines, airports, state health, state premiers, state police. This work's all been going on behind the scenes, but it also, of course, requires good governance within our organisation.

Michael Outram:

During the pandemic, we've actually increased significantly and exponentially our detection over illicit narcotics at the border. There's been massive increases, 100% almost in consignments by sea cargo, 50% in air cargo and our detection rates have gone up. And so, illicit drugs is a priority too in detecting those drugs, and we've moved officers out of airports, we've been able to do that, into the cargo inspection areas and of course, the AFP's Operation Ironside laid bare some of the challenges we face at the border.

Michael Outram:

So, they're competing priorities and through our governance processes, through our decision-making, we have to enact those priorities at the coalface by making clear decisions. And when I say ruthless prioritisation, that means also being clear about what it is we're not doing because we can't do everything and we have to understand what the opportunity costs are of not doing certain things. So, we're getting much better, I think, at now understanding what those trade-offs are in our organisation. We're going to have to continue to do that as we come out of COVID because we have to both balance the need to get trade and travel going again and to facilitate that. We're Australia's custom service. We're here to support trade, almost a trillion dollars in two-way trade going across our borders just before the pandemic. But we also have to make sure we're on our guard against those threats and risks at the border too at the same time. So, prioritization's always going to be part of the mantra.

Michael Outram:

Through COVID, of course you need to be nimble and agile. One of the things I've learnt through COVID is you can trust many things. You've got to trust yourself and your judgement. You've got to trust your people. Don't always trust your processes. The processes sometimes were designed way before COVID and they're not nearly agile and lean enough to point us to the right areas of decision-making. So, we've had to really think about some of our processes and really use our judgement and far more communication, just talking with people, frankly, through some of this complexity. I'll probably park there, David. Again, it's a really good question. I could talk a lot, but hopefully, that's giving you some food for thought anyway.

David Pembroke:

Well, it is. It's such a vast canvas upon which you do have to make these decisions, but if you were to give a bit of advice to others, other leaders inside the APS around probably a couple of things in that. One is around that ruthless prioritisation. How do you go about telling someone that what it is they need you to do is not your priority and is not going to be done. How do you communicate that effectively? And then secondly, how do you not become slave to black letter process that has been in place and how do you provide the decision-making and the permission environment around those changes and those agility so your organisation was able to move faster?

Michael Outram:

Well, that's a very good point. One of our biggest challenges through COVID has been bringing together data from our very disparate systems in order to inform decision-making, whether that be at the most senior levels of government or in the ABF. So, we've had to really work hard on understanding where the data sits in our organisation in order to diagnose where our rate of effort is going, what our performance is in that regard. And so, for example, mapping our workforce through the early parts of COVID, understanding which officers used to be at airports on the say the 20th of January 2020, where are they today, how many we would need to

surge back in to open the airports, modelling all of that. We've had to become far more adept at collecting and using data, and undertaking that business analysis to inform our decision-making.

Michael Outram:

That's the first thing, and then trying to embed that into our governance systems and processes and to actually industrialise it is the next stage so we don't have to constantly keep on taking people offline to do those bespoke bits of work so it's BAU and the Department of Home Affairs have got a data-operating model that we're all working towards in that regard.

Michael Outram:

The second question was really a good one. It really resonates with me, that idea that you can sort of saddle people with process, and we've just introduced, through COVID believe it or not, we've introduced a new operating model in the ABF. Some would say that it was kind of taking on more than we can... Sort of biting off more than we can chew in that regard, but the reason we've done that is because in the first couple of months of COVID, what we saw was we had to empower our subject-matter experts at the coalface to make decisions in real time and they were really good at it. They know their job. They know their operating environment, and provided they were clear on what the guidance was from myself and through the line of command, they got on with it.

Michael Outram:

I think what we've seen through COVID in the ABF at least is some tendencies towards then kind of overcorrecting and overbureaucratising that and slowing us down trying to introduce really good process in some senses, but really process that actually inhibits speed and agility. So, it's getting the right balance here, I think, but really giving the frontline the guide rails through having really well-crafted standard operating procedures and processes and having really good governance that's focused on the right things, but at the right levels.

Michael Outram:

So, what we're doing in the ABF is we've actually moved to a geographic delivery model from away from a functional, a purely functional one and we're pushing as much of the governance down and accountability, for that matter, for performance and risk and those things down that line as close to the point of deliveries we can and I think that's really important to empower our people. And I've seen examples in the ABF over the last year of some processes that were put in place for the right reasons, say, for example, managing workplace health and safety risks, but it's actually led to a situation where frontline officers are having to phone people in Canberra for permission to undertake tactical operational activities. That just isn't where we want to be. It's counterintuitive. So, we're actually really focused at the moment on empowering our people to get on with the job, but we've got to give them the guide rails. We can't throw out good governance, accountability and process, but I think we've overengineered it and we need to back it off and focus on delivery.

David Pembroke:

I'm looking forward to our next conversation actually, when we get together in maybe six or 12 months' time, because I'll be interested for you to, at that point, to explore this notion of an edge-organisation where that decision-making is much closer to the point of need and how, in fact, you've been able to do that. Now, I do want to get to the border openings, but I also want to just go through a bit of a lightning round before we get to the challenge of reopening and your insight there that closing was a piece of cake, but opening, slightly more difficult. I'm intrigued by that. But lightning round. Reflecting on what's happened, biggest challenge.

Michael Outram:

Biggest challenge, I think, has been actually managing Federation at the border, even going back last year to Ruby Princess. The border is a very complex system. It's evolved since Federation. It facilitates the movement of goods and people. It connects Australia to the rest of the world. It's used by bad people too. But what we've seen through, whether it's domestic borders, individual chief health officers making decisions about vaccines that they like or don't like, what's happening at their international borders, actually, I think that the biggest leadership challenge has been making sure that we stay connected to our state and territory counterparts and making sure at least we're aware of what each other's doing. We've had to learn and improve at the operational level in that regard.

Michael Outram:

I'd say also you just touched on it really. I think that issue of balancing, in fact, I made a note, one of the biggest challenge is balancing speed of action with the need for data and evidence and getting that balance right has been a big challenge too. I think at times, we've overbureaucratised, overthought things and slowed ourselves down unnecessarily.

David Pembroke:

But it's like that'll never finish though really, will it? That trying to find that balance is always going to be a case of too far one way, too far the other and always just test and learning as you move through this volatile, uncertain, complex and ambiguous context that you operate in.

Michael Outram:

I think that's right, but also, I think when you've got an operating environment that's relatively stable, you kind of get your battle rhythm right in general, whereas through COVID, the operating environment's been really fragmented. So, the usual assumptions, the norms, and the conventions that we have about our international borders connect with each other has been completely turned on its head. Every country's got different tolerances for risk, different processes, different approaches to the movement of people and we've had to deal with that. On almost a weekly basis, you've had shifts in state and territory policy that affect how we do our operations.

Michael Outram:

So, I think we've got to be more lean and agile in our thinking about our operating models because they need to be able to adapt. Sure, if you can get into a stable and standard battle rhythm, that's great and that's important, but I think we also need to know when and how we have to speed up and when and how we can sort of pull back into a sort of a more normalised battle rhythm. And COVID has taught us that quite often we have to accelerate and real quick and we have to have the sort of flexibility within our SOPs and our governance to allow us to do that.

David Pembroke:

Okay. Biggest surprise.

Michael Outram:

Biggest surprise, well, I got to say Ruby Princess came as a big surprise, but since then, I think and of course, what I would say as well how well our organisation adapted through COVID. So, that's a pleasant surprise because we didn't know what a travel exemption looked like two years ago. Didn't exist. Wasn't a process. So, I think that the agility, the ability and the willingness of our people to go to the extra yard has been... I say the biggest surprise, not because we didn't think that they had to in them, but you never tested it to this scale and they keep on delivering, time and time again. So, it's been the biggest pleasant surprise, I've got to say.

Michael Outram:

I think that another big surprise I think has come today in terms of the speed with which the New South Wales premier today has announced that New South Wales is opening up to international travellers without quarantine. So, that's come out today, this morning. And so, we knew that New South Wales were going to make an announcement. I'm not sure that anyone fully anticipated quite the extent to which they were going to go to in terms of the hotel quarantine arrangements and home quarantine arrangements and basically opening it up. So, we'll be spending the next few days, no doubt, working with our ministers and the Commonwealth government and Commonwealth departments to understand how we at the Commonwealth level now operationalize at the international border.

David Pembroke:

That's interesting, isn't it? So, did you have no visibility around that decision?

Michael Outram:

Well, we knew that New South Wales were going to make an announcement and obviously, we've been looking at the national plan and what they've announced isn't incongruent with the national plan, but of course, we're not privy to the decision-making of the New South Wales cabinet. We were planning for a left and right of arc so it hasn't completely caught us out because we'd planned for a sort of complete opening versus very conservative approach. We do have those sort of assumptions in our planning. But it's moved very quickly, and I don't think we fully anticipated... Well, if you were to put a bet on it, David, I'm not sure I would've bet on no home quarantine whatsoever for vaccinated international travellers, but New South Wales government made the decision that based on their own advice and we will now interpret that and understand how to approach things like the border.

Michael Outram:

But we can't always, I guess, get ahead of what the station territories are going to do and that's been one of the things that are constant through COVID. Whether it's to do with the arrival of COVID-positive crew on bulk carriers, or aeroplanes arriving up in states, there's been all sorts of challenges through this pandemic that have challenged I think relationships and policy and thinking and has caused people to change course. Yachts arriving, for example, in Darwin. There's been a number of surprises we've had to respond to, but today was a good example where, okay, I mean, it hasn't taken us completely by surprise. It was within our planning parameters, but probably we wouldn't put our money there.

David Pembroke:

Mm. Okay. Next one, biggest success.

Michael Outram:

Biggest success, ah, there's many. Keeping COVID-19 out of our detention centres has been a huge success, bear in mind that we have Villawood right there in the heartland of Western Sydney where there's been high rates of COVID-19 in the community for a long time now and managing the detention network around the country with detainees who are removable, who want to go home and we can't get them home. So, managing our detention operations has been a huge success.

Michael Outram:

Managing the exemptions regime, inbound and outbound. Now, we haven't probably won everyone over on this. We can't please all the people all the time, but by and large, the exemption regime has worked. It stood up and it's achieved its purpose in terms of minimising and slowing, certainly in the early days, the arrival of

COVID-19 into Australia, but allowing people and business to get on and travel in the meantime. So, they've been a couple of our big successes. I would hope that next time we talk, we'll be talking about how we reopened the border as being the next big success. So, yeah, there's a couple off the bat.

David Pembroke:

Okay. Well, one more question before we get to that discussion about reopening the borders. Biggest disappointment.

Michael Outram:

Ah, biggest disappointment. That's a really good question. I think the biggest disappointment through all of this was I think some of reporting around Ruby Princess, if I'm being honest because I had six officers who went on board that vessel and there were ostensibly, people were trying to blame them for, ostensibly, the deaths of people. That's really unfair. And of course, I came out publicly and spoke about it at the time, but that was really disappointing, I think. The sort of the blame-shifting and the fact that people weighed into that so heavily without being armed with all the facts, that was really disappointing for me and I thought it was really... We're talking about very junior officers here who turn up at work every day, protect the border. They're doing their job. They did their job. They did what they were paid to do and to end up being pilloried publicly the way they were was pretty disappointing.

David Pembroke:

Fair enough. Okay. Reopening the borders. Tell me that story. When did the planning start? And clearly, today, as you say, the example out of New South Wales, you must have all sorts of plans in place for different states, different territories and everything in between.

Michael Outram:

Yeah. So, it's been going on for months, frankly, the planning we've been doing, scenario planning. We've been doing walkthroughs of airports with SACL, for example, the airport corporation there in Sydney. We've been working with airlines. We engage with airlines frequently, whether that be Qantas or other people and with the states and territories, health, police, premiers, et cetera, linking to Department of Prime Minister and Cabinet, DFAT, our colleagues at health, Department of Agriculture, Water Resources, et cetera. So, it's been a huge effort in terms of the planning.

Michael Outram:

What I would say is put simply is if you think about an airport and how it works, what the traveller pathway is through an airport has always been contingent, in my mind, upon what the states and territories do in terms of quarantine. So, in other words, if there's a requirement at an airport to untangle passengers according to where they came from, what their vaccination status is, whether their quarantine plan's suitable, irrespective of who's doing that untangling, if that's going to occur within the airport, it's going to slow it down.

Michael Outram:

And at the moment, we can get, say, 2,700 people max a day through a single pier in Sydney with the current COVID regime where we're having to distance people, temperature check them, sort them into buses for hotel quarantine and the state and territories do that and we work with the states and territories and those processes take a long time. Of course, you have bags. There's baggage carousels as well to manage into this process. 2,700 a day. On a busy day in Sydney, ordinarily, our pier would be able to take about 35,000 a day. So, a big difference.

Michael Outram:

Now, we've always been saying, I've been saying for weeks now, provided that the quarantine arrangements the states and territory put in place, the sorting they have to do or the compliance they have to do doesn't have to occur at the airport. We can almost go back to that sort of fast lane approach. But if there's going to be complicated untangling of passengers required according to their various have they filled in certain forms, or have they got vaccines or not got vaccines, what country they came from, it's going to be a slow process, and that would then go through to what airlines do to commercial decisions. So, our airline's going to fly vaccinated or unvaccinated, capped or uncapped passengers, all on one aeroplane or not.

Michael Outram:

So, we've been working between those two contingent variables in the middle saying, "Okay, well, let's assume the worst and let's assume the best." So, in a sense, the decision in Sydney today from New South Wales government makes our job a little bit easier at Sydney International Airport, but you're right. I mean, Victoria or Western Australia or Queensland might make different decisions about the quarantine arrangements, where you have to self isolate at home, some people have to go onto a bus into a hotel, et cetera.

Michael Outram:

So, every airport in every state will be different and we've been mapping out all the floor spaces where the different processes will occur, how many officers we would need in terms of a fast lane process, a slow lane process. Even now, today, we still don't know how the airlines will commercialise what's going to happen in New South Wales and we'll have to see. But really, the fact is if it was all fast lane process, New South Wales could go back to 70,000 a day in a busy period in a few weeks time. There'd be no reason why it couldn't. It's all subject to we have to do with the passengers offshore and onshore in terms of working out their vaccination status, where they're coming from and at the moment, of course, whether they've got an exemption. Primarily those processes currently all occur offshore and that's where we want them to occur because otherwise, it risks compaction and some problems at the Australian border if they all arrive unsorted, if I can put it that way.

David Pembroke:

All of that uncertainty, all of that war gaming, it sounds exhausting. How are your people holding up with in what has... Quite seriously, you can just see people late at night working through scenario sort of 37, scenario 38, scenario 39 and then any sort of combination of those of all of the above.

Michael Outram:

Yeah. Look, I think managing through COVID and this wouldn't be just be us. A lot of organisations and departments, a lot of people in the private sector, people haven't had probably a proper break for a couple years. COVID-19 has been quite relentless in many ways because it's thrown curveball after curveball after curveball. You have an assumption one day that has to change the next. Your left and right of arc for your planning assumptions are a long way apart, too far apart really for comfort. So, you're right. But in terms of looking after ourselves, I mean, our people are proven to be very resilient. And of course, we have been very focused on making sure that people are taking time off, leave, getting rest, but you're right. At the end of the day, we've had to have people work till midnight over weekends and those sorts of things, and that's not going to change immediately because we do have to get things like cruise ships going again and all those. There's still a lot of work to do, a lot of work to do.

Michael Outram:

So, managing the workforce, balancing the work across the workforce, not doing everything in Sydney or everything in Canberra to spread the load has been something we've had to learn to do and I think that

COVID's given us the opportunity through virtual means like this. Like everyone, we've been running virtual meetings, people working from home, Teams, Zoom, all these things that none of us probably knew much about two or three years ago are within our vocabulary and BAU now almost. So, I think spreading the load, we're a big organisation. We have a national footprint rather than just concentrating on little centres is the way to do that, and getting a lot of our airport people to work together, for example, to connect people in Canberra and actually bring in the subject matter experts into the planning early. We don't know everything in Canberra. We can't and nor should we pretend to. So, we've been pretty focused on, as well, bringing in subject matter experts where we need to into those planning discussions and arrangements as well.

David Pembroke:

So, is to your view that it's years... Like, it'll never go back to how it was. Is that a fair assumption? And that we really all now need to get ready for this new world where things, it'll be a long time before we're sort of back into a steady knowable way of travel.

Michael Outram:

That's, again, a really good question. I wish I knew the answer to that because I think that depends on what happens with COVID-19 and whether we get any more of these variants of concern that are of a concern in terms of our sort of vaccination status. Everything we're doing at the moment is hinging around obviously the vaccinations and the vaccination rates and not just in Australia, around the world. So, let's assume that the vaccination roll-outs, the boosters, everything else in the future holds good, then I think that we will push on again with the agenda that we had with private sector, industry, airports, airlines before COVID in terms of automated processes.

Michael Outram:

People want seamless travel. I think that's doable, provided though, of course, we get the data predeparture around a traveler's eligibility to be uplifted to Australia. So, previously, that was their visa status, whether they were on any sort of alert or there was any problem in relation to them and we got advanced passenger information. We obviously had integrated systems with the airlines to do that. Now, you've got the health data overlay. Have they been vaccinated with the vaccine recognised? Have they been done a test, a PCR test or a rapid antigen test and how do we now validate that automatically? So, I think there's still some evolution around what vaccine passports and how they linked to digital certificates and those sorts of things look like and whether airlines accept unvaccinated and vaccinated passengers and those things.

Michael Outram:

So, I think it's going to take some time to settle down and subject to what I said about other COVID variants of concern, then I think we can get back to travelling at scale again fairly quickly. The question is can the industry recover quickly enough because they've been putting aircraft into mothballs and all those sorts of things. So, I think it'll take months rather than weeks and possibly a couple of years subject to all things going well on the pandemic front.

David Pembroke:

Mm. Well, Michael Outram, well played. Thanks for joining us today on Work with Purpose and thanks for you and your team at the ABF and all the hard work that they have put in over the last few months, really, or the last many months to keep Australia safe and indeed, to keep the trade moving. So, thank you very much for coming on the program today.

Michael Outram:

Thank you, David. It's been my pleasure.

David Pembroke:

And to you, the audience, thank you for coming back. Once again, we are so grateful for your ongoing support for Work with Purpose. Work with Purpose is a part of the GovComms Podcast network and if you would like to check out Work with Purpose, please go to your favourite podcast browser and it is sure to come up. And if you do happen to come across our social media promotion for the program, please pass it along by sharing and if you are feeling particularly generous, a rating or a review of the program. That will help us to be discovered by more people. So, thank you for your ongoing support. Thanks also to our good friends and colleagues at IPAA and the Australian Public Service Commission for their support in putting the programs together every week.

David Pembroke:

And if you haven't heard as yet the chance... If you haven't has yet had the chance, I should say, to listen to the Integrity Series, make sure that you do. Hosted by Rina Bruinsma of the Australian Public Service Commission and featuring a who's who of the Australian public sector, they're having very important conversations about the critical importance of ethics and integrity in the work of the APS. So, make sure you tune in to the Integrity Series.

David Pembroke:

A big thanks as well to the team at contentgroup, who among all of their other content responsibilities for the APS, they do it great job each week in putting the program together and getting it to air. So, a big thanks to Annabelle Fife and to Ben Curry. My name is David Pembroke. We'll be back at the same time in two weeks, but for the moment, it's bye for now.

Voiceover:

Work with Purpose is a production of contentgroup in partnership with the Institute of Public Administration Australia and with the support of the Australian Public Service Commission.