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TRANSCRIPT OF PODCAST

Work with Purpose

EPISODE #107

IN DEFENCE OF AUSTRALIA

with Matt Yannopoulos PSM

TRANSCRIPT

David Pembroke:

Hello everyone and welcome once again to Work with Purpose, a podcast about the Australian public service and how it serves the Australian people and community. My name is David Pembroke, thanks for joining me. As we begin, I'd like to acknowledge the Ngunnawal and Ngambri peoples and pay my respects to elders past, present and emerging and recognise the ongoing contribution they make to the life of this city and our region. And indeed, I'd like to pay my respects to any First Nations people listening to this podcast today.

Well, in the forward to Budget paper number four, Finance and Public Service Minister Katy Gallagher made her government's expectations of the public servants who work with and for defence. Crystal clear, Minister Gallagher wrote and I quote, "The government remains committed to defence and national security and is responding to the most challenging security circumstances Australia has faced since World War II. Investments in the national security portfolio have an important role to play in securing our region and protecting Australians."

The minister pointed out that, and I quote, "The vital role of the public service in delivering the 2024 National Defence Strategy, the integrated investment plan and AUKUS pillars one and pillar two." Minister Gallagher said, "the realisation of the government's goal of accelerated defence capability will require the collaboration of a skilled and specialised APS along with a competent industry workforce. "

Matt Yannopoulos is the Associate Secretary of Defence, an experienced and accomplished public servant with long experience in both the public and private sectors.

Matt's role is to integrate the work of the APS across the defence enterprise with particular emphasis on enterprise transformation and prioritisation. He joins me now in the studio, Matt, welcome to Work with Purpose.

Matt Yannopoulos:

Good to be here, David.

David Pembroke:

Matt, as we do, when we get the opportunity to speak to senior people such as yourself, we like to learn more about the person before we get into the work. So, the Matt Yannopoulos story, what is it? Where did it begin?

Matt Yannopoulos:

So, it's not very exciting really. I was born in Canberra and so I've spent my entire career in and around the public service. I've worked in six of our agencies from the tax office to immigration and border protection, to stints at defence, Department of Health and the Department of Education. I think that counts up to six, but with accounting and IT in the last number of jobs driving change in an organisation.

David Pembroke:

So, that's the professional side, but what about the personal side? What did your mum and dad do here in Canberra?

Matt Yannopoulos:

So, dad originally moved here when the tax office moved to Canberra. He left the tax office, started his own business, was a tax accountant in here. He is retired down the south coast these days. Mum looked after us at

home pretty traditional until I think we were probably in our early teens. And then she worked for the Canberra Times in the accounts area. She and my father met when they both worked together at TAA, the airline in Melbourne many years ago.

David Pembroke:

Okay. And where did you go to school here in Canberra?

Matt Yannopoulos:

St. Eddies.

David Pembroke:

Okay. St. Eddie's boy.

Matt Yannopoulos:

St. Eddies boy, yup. And primary school was at Holder at St. Jude's.

David Pembroke:

Okay. And interests as a young man, what caught your fancy?

Matt Yannopoulos:

So, I played Aussie Rules because I've had parents who'd both come from Melbourne, so I played Aussie Rules.

David Pembroke:

What position?

Matt Yannopoulos:

Generally, in the backs you can see the scale of the size of me. So, I was better at tackling than I was at running. But I played in our band, I was a drummer or what they call timpani. And then I played competitive squash for quite a few years until I couldn't hurt too much. And these days I play golf badly at our local club.

David Pembroke:

What's your handicap?

Matt Yannopoulos:

22 today.

David Pembroke:

Well, that's not too bad.

Matt Yannopoulos:

It's bad. I was off 13 before I had two children, so it's never come back.

David Pembroke:

Are you improving as you come back or have you found it?

Matt Yannopoulos:

No, it's not. It's actually getting worse, but it's mostly psychological. I've had plenty of instruction, I should be better at it and I can be on some days, but just not all through the day.

David Pembroke:

But what has golf taught you then about limitations? About trying? About trying too hard?

Matt Yannopoulos:

Yeah. No, well golf is all, it's a personal game. So, you don't play against anybody else, you play against yourself. I love it because outdoors and I play with some regular mates, so it's a great release. I reckon I'll be better again when I don't have a thousand thoughts in my head when I swing the golf club. It's a game that you don't need to overthink, you need to actually be relaxed.

David Pembroke:

So, in terms then of just going back to school, so you got out of school, which path did you take with your further education?

Matt Yannopoulos:

Yeah. So, I went to ANU for the first year to do an economics with accounting. I did not enjoy that, I decided it would be better to-

David Pembroke:

Why?

Matt Yannopoulos:

Well, I enjoyed the social experience. The study bit was less enthusiastic, so I actually started, that was where I started in the public service as a non-ongoing APS1 in the Department of Finance in the days when we used to deliver the checks to the banks, that was how the government settled its accounts each day. And I worked my way up through that period, I got my accounting degree, met my wife Leanne, and that set me up. So, I got my accounting degree from the University of Canberra and that has been the extent of further study and I've always said having done that degree part-time, it's only when my boss tells me I must do further study, then I'll go and do any further study.

David Pembroke:

What did you learn in those early days when you were a non-ongoing APS1 at the Department of Finance?

Matt Yannopoulos:

I guess I learned that the public service has a huge diverse array of jobs and if you are enthusiastic to learn, the opportunities are there to contribute and develop and indeed get promoted and go to the next thing. So, finance is where I grew up. I left finance after the first eight and a half years as a EL1. And so, I guess I credit my early understanding of how particularly computer systems, which is what I did a fair bit of their work and that set me up for the remainder of my career.

David Pembroke:

Were you curious, were you ambitious or was it happening your career was happening to you rather than by design?

Matt Yannopoulos:

I would say I was always curious, I was always keen to understand how something worked. Also, liked working for great people, so I learned early on follow good supervisors or good managers. The work content is less important than working with a great person and then having a good team. I'd say that was the formative but I've done lots of different jobs to get where I've ended up now and there's just opportunity. Ambition is something that's come very late in my career. I think I used to say I would apply for a job because I'd be a bit worried about who might come and then if I didn't like the boss I'd say, "Well why didn't you apply for the job then?"

And so, I was relatively successful getting promoted pretty regularly, but I've now in the SES for 20 years this year.

David Pembroke:

But you also interestingly spent some time out of the public service. So, how long was it post your EL1 career in the Department of Finance that you decided to go outside and why did you go out to the private sector?

Matt Yannopoulos:

Ironically, I went out contracting because at that time the government policy agenda was to move out of IT systems being self-developed and run by the Commonwealth Public Service. And so, I left and contracted back to, it was a Queensland government IT firm called SITECH. I did that for a couple of years and then I joined the tax office around the introduction of the GST and contracted to them for about four years before being successful and being promoted to the SES in the ATO.

David Pembroke:

What did you take from that experience in the private sector that you have found valuable coming back into the public sector?

Matt Yannopoulos:

Yeah. So, I loved that I was given very clear tasks, very clear accountabilities if you like, and I didn't need to be distracted by all the other things that are going on in a work context. It was clear what I was there to do, so I liked that part. What I disliked and why I ended up wanting to come back into the public services, they would thank me for my work and then throw me out of the room while they'd make the decision what to do as a result of it. And I felt like I would like to participate in the decision making again and found my way back.

David Pembroke:

So, back and as you say, you've had a storied career, lots of opportunity, lots of big jobs, but you've landed in a very large job with big responsibilities at the moment at the Department of Defence in the role of associate secretary. And as I mentioned in the introduction, Australia faces significant geopolitical challenges. How do you as the associate secretary think about those challenges and the role that the APS must play in helping Australia to meet them?

Matt Yannopoulos:

So, the thing I love about my job and indeed love about my institution, the Department of Defence, is it's very easy to associate yourself with the mission. We defend Australia and its national interests. And so, what I think

about is how do I lead my APS colleagues and indeed we work as an integrated organisation. So, the ADF who have the misfortune of working for me or the contractor and consultant workforce, that's also part of our integrated delivery. I think about how can I explain the risks we face as a country, what we are trying to do in delivering options for government.

How we can improve the way we operate because we will always like and desire more resources, but resources are finite. And so, I very much think about how to communicate to the teams what the challenges are, what the opportunities are and how we can best get after them.

David Pembroke:

Now, there are limits to what you can tell us because of various security classifications, but how real and what does this change? Because we know at that public level this sense of changing geopolitical threats, the greatest threats, how does that change the context in which you operate and which you work? And what sense can you give the broader public service about how serious those threats are?

Matt Yannopoulos:

Well, I'd say that the broader public service is the threats are serious, but conflict is definitely not inevitable. And I hope never in my lifetime to see a major conflict. But the world is less safe today than it was five years ago. There's a conflict in the Middle East, there's a conflict in Europe again, and there is clearly tension between two great powers, China and the United States. And as they jockey for how they operate in the world, Australia with our natural ally of the United States needs to think about how will we act if tension boils over?

And so, defence is an organisation for the government to deliver effects that it might be required, whether those are lethal effects or otherwise. And so, what I'd say to the broader public services, we take that role very seriously, we understand our context and we would prepare our organisation for whatever the government of the day asks us to do.

David Pembroke:

There's been some interesting positioning on, it's been applied to a range of context, but certainly it was called out in the defence strategic review that the defence of Australia is a whole of government, whole of nation exercise. What does that mean to you?

Matt Yannopoulos:

Yeah, so we call it national defence. So, it now means that all elements of government and society need to assist the nation to protect our national security, which will protect our economic security and prosperity for everybody. Practically it means our defence capabilities work more closely with our diplomatic and state craft capabilities from agencies like the Department of Foreign Affairs and Trade. But also, in our national resilience and our own readiness for things that might go wrong. COVID taught us about supply chain vulnerabilities, about when air freight stops, lots of products and products and goods that come into the country ceased.

And so, national defence calls us to not just think about what defence capabilities might be needed, but to think about how the whole nation would work if things got more unstable or more to a crisis point.

David Pembroke:

So again, in terms then of speaking to that broader APS inside this rubric of whole of government, whole of nation, what is your request? What is your expectation? What is your hope in terms of the evolving, transforming wider APS? How can it work with defence and how can defence work with it to enable and to achieve this greater effectiveness in the defence of Australia?

Matt Yannopoulos:

So, David, it's an obligation on myself and my colleagues in some of the other national security agencies to explain to our other colleagues what are these issues, what are these threats to give them better understanding of the issues we're trying to treat. But it's also something we do where once we've, if you explained that we exercise with them or we do a desktop activity and say, "Okay, if this happened, what would we do?" And so, that enables people to start to think about what are the policies that we might need? How would we deal with that crisis if that eventuated?

So, I think about it all as helping the government and the departments that support the government plan better and think about longer term strategies that are best thought about calmly with the benefit of time versus at late at the piece. And again, we've had the benefit of a COVID pandemic to tell us, actually, let's think about how institutions will work across state and territory boundaries with the federal government, but also across the Canberra community. Are we clear how everyone operates together?

David Pembroke:

So, that was an interesting or fascinating demonstration of collaboration and cooperation and really the APS performed at a very high and effective level, that's all of the analysis says it was. Where do you sit then in terms of where we are now facing this current and next challenge? Have we just reverted to the norm or have we been able to build in some of the improvements? And where would you see ourselves in terms of that arc of improvement of what we need to continue to do to continue to get better at this collaboration, cooperation, greater effectiveness?

Matt Yannopoulos:

So, I think we as a set of public servants are always learning. I think we learned a lot about ourselves through the COVID period. The way we work and flexible work arrangements would never have happened at the pace it did without the COVID pandemic. But what I observe is now, it's now the norm that we reach out to other agencies. And I know from a defence context, because I've worked in it previously, that is now how we go about problem solving. A decade ago, we would've thought, how will we solve the problem?

Now, we think about how we engage others, and I think that's happening service wide. The other element I guess to your question is we now know that some things take time to plan for and we've got time, we're not at crisis. We will get a better answer if we take the time to think about it, test it through an exercise or an activity and then refine it and take those lessons in.

David Pembroke:

But certainly, no room for complacency if the immediate sort of heat feels like it's dropped a little bit with through the improved or perceptions the recent visits of senior Chinese government ministers. How do you ensure that that doesn't happen? That we all think, "Oh, well okay, that's all finished now we'll move on to the next thing."

Matt Yannopoulos:

Sadly, because the world keeps generating more challenges. And so, I have the great benefit of getting a regular intelligence feed about what is going on in the world and what that tells me is it's getting more challenging, not less challenging. And so, there is a sense of urgency, but I would call it more calm urgency about how we work together to get the best outcome for the nation and its people.

David Pembroke:

I want to take you back to the golf course if I can and this challenging period that you've had going from 13 to 22 with your golf handicap and the many issues that are rolling around in your head. What are the top three that keep coming back, that keep challenging your concentration on the golf course and that it may be perhaps keeping you up at night?

Matt Yannopoulos:

I worry about are we adapting the defence organisation fast enough? It's relatively easy, my colleagues might disagree to write the publication, but changing the way we work in an organisation that's 100,000 people across 330 locations is not straightforward. So, pace is one thing that worries me. The second thing that worries me is the things I don't know that are going wrong either in my direct line of accountability or elsewhere. And the third thing that worries me is I can't control what's going on in the globe and are we understanding enough and giving government the best options?

And so, if you like, there is a admission about this is imperfect. We know a lot, but I find myself always trying to calibrate, have I got enough focus on the right things because it's never done. I joked the other day, we thought we would get a reprieve. We've landed the National Defence Strategy, posted defence strategic review, a new integrated investment plan. These were the complex tasks and then we're straight onto the next thing. We've got a workforce comeback later this government, we've got implementation, we've got set up teams, we've got to move people so it never stops.

And that's all in a global context where I'm not seeing many things that look positive. Today, we've had the president of Russia with the supreme leader of North Korea sitting together signing a partnership. I don't know that much good will come from that.

David Pembroke:

So, let's take those three then. In terms of pace, in terms of visibility and in terms of geopolitical understanding, what are you doing to increase the pace and pace with control, I imagine?

Matt Yannopoulos:

Yeah. So, what we're trying to do is we try to devolve accountabilities, give project managers clarity. This is what you need to do, this is when you need to do it by. We're trying new innovation approaches, today we had a board meeting that I attend for the Australian Strategic Capabilities Accelerator, which is a new innovation pathway we're trialling. So, we're trying different things to help our institution go faster. We've taken a number of the process steps out and if you like, paperwork steps that have accreted over time.

So, that's a set of examples of what we're trying to do to go faster. And what we are measuring ourselves against is timelines that have been set as part of the defence strategic review and national Defence strategy. This is what we need to be able to do by that year. Are we on track? So, that's an example of what we're doing.

David Pembroke:

Okay, pace and control. What about visibility? What are you doing to give yourself more confidence that you've got a reasonable handle on what's going on?

Matt Yannopoulos:

So, what we're doing, I've got actually some work underway now. So, we do lots of different project and programme assurance activities, yet we still seem to, from time to time, have things go wrong. So, I've got a couple of things underway. One is I've got an activity to map it all out and say for the lessons that are coming from those things, how are we writing them down? And then as we set up the next thing, say, here's the five things that are the watch points that you need to watch out for. The final thing is getting the, I call them

megas, the really big complex things to come and speak with the senior team, what we call defence committee, which is the secretary in CDF and a small number of us to show us their plan.

What are the risks, what are they doing about it, what help do they need? And so, what we're trying to then do is encourage in a cultural sense, don't hide your issues. We accept we get stuff wrong.

David Pembroke:

That has been a problem in the past though, isn't it?

Matt Yannopoulos:

Absolutely. Because culturally, from the moment you join defence, particularly in the ADF, you're about making decisions. Make decisions quickly that's the information you've got. But you also only have one institution to work in if you're in uniform. So, you don't really want to make bad decisions. And so, if something goes wrong, you want to solve it, you don't want to tell anybody. And of course, that gets more serious, the higher up you get. What we need to say is, no stuff goes wrong, actually we're telling you to take more risk on innovation or on these new capabilities.

We expect stuff to not work, but let us know so we can help manage it, whether that's manage that for government or manage it with the industry or manage it so we can just stem how much money is now not going to be able to realise the capability. But culturally, and I've never seen anybody get into particularly significant trouble culturally, it's still hard. Folks say, "No, I got it," except you don't. So, you need to let us know so we can assist.

David Pembroke:

So, how do you fix that? How do you change that-

Matt Yannopoulos:

Fix it through example, well time but examples when people say, "Hey, you know what? We went up and we said we've got these problems." And instead of them getting cross, they said they added resources, gave us assistance, gave priorities and helped us, and they tell their friends. Because any bad action that is taken, whether that's a senior leader yelling or something that's magnified, everyone will talk about it even though there was only three people present, thousands know within hours. But the good deeds seem to take longer to magnify, but the way you do it is with positive culture and reinforcement.

David Pembroke:

But it is high stakes though, isn't it? You can understand, you can understand why people behave that way.

Matt Yannopoulos:

Of course.

David Pembroke:

Now, the third one I can let you off the hook. Geopolitical understanding I'm not sure there's too much you can do apart from worry and apart from stay on top of it and really make judgements.

Matt Yannopoulos:

Well, stay on top of it. That's right make sure we're planning.

David Pembroke:

Finding information and planning and sharing the information.

Matt Yannopoulos:

Exactly right.

David Pembroke:

Yeah. Okay, so if they're the things that are the challenge, what's working well? There must be things that you're looking at that you're thinking that is actually going pretty well for us at the moment.

Matt Yannopoulos:

Oh look, I'm feeling very positive in my world what I'm directly responsible for. I'm feeling really positive about my IT group, the defence digital group. They've had not previously been accused of supporting the organisation well. They are going really well. Positive leadership, positive change, delivery focus that's going well. I think we are going very well in how my side of the organisation, the enabling side is supporting the ADF. The ADF do not run a major exercise or activity without my people side by side now. And so, we are changing the culture over time, but it takes a long time.

But the organisation responds very well and very well to issues. The boss often says government very happy with us on policy, very happy with us on operations. If we need to do something, the nation calls for it. Whenever there's something goes wrong, let's say get the ADF. What they feel less confident about is our project delivery and execution. Our actual story is pretty good, but it's easy to find the ones or 10 that are not going well, but we're running hundreds. The message I want to try and get out because that helps me with some of my career gaps where I need more project managers, more engineers, more skilled technical workforce, STEM skills is this is a great institution.

We value those skills and we're actually pretty good at it and we are going to do a bit of work through the back half of this year to communicate that more clearly out that defence gets stuff done.

David Pembroke:

So, in the recent budget, there was an indication that there's more investment in the APS inside defence. In what roles and what skills at what levels?

Matt Yannopoulos:

Yeah. So, the long list is more project managers, more engineers, more communications professionals, more HR, more finance, more ICT. We are strengthening the public service to deliver on the national defence strategy and the integrated investment programme. So, I think most of the growth is in the areas that support the expansions that have happened under the National Defence Strategy. For instance, the guided weapons and explosive ordinance group delivering domestic manufacturing in the future. The nuclear-powered submarine endeavour and the Australian Submarine Agency, all of those large national endeavours require great public servants.

And so, the government has been very supportive of us growing, that's why we're in budget paper for, to have more of them and to rebalance our use of individual contractors. And it's a very simple deal on top of APS growth that they'd supported, any contractor that I can convert or reduce, I can have a public servant in return. And so, we're committed to a 2,000 reduction by the end of this calendar year and we're going hard to achieve that.

David Pembroke:

How are you tracking on that?

Matt Yannopoulos:

Yeah, it's tough. It's tough, we're down about 1,000 now. We started about middle of last year, so I'd like to be a few further in the bank, but we're a good organisation when pushed and so we'll achieve it because we promised the finance minister and I want her to remain supportive of defence when we come forward for investment decisions.

David Pembroke:

So, with that change in the workforce balance between APS contractor consultant, what it looks like. What challenges has that brought for you in terms of implementing your work programme?

Matt Yannopoulos:

Well, it comes as on the back of if you like, of 10 years of the other direction.

David Pembroke:

That's right.

Matt Yannopoulos:

Of no, no, there'll be no growth and we will hire. So, for leaders, we have to explain, I need you to pivot now for that extra task that you want done. I want you to hire a public servant and here's the training programmes because we have to re-educate ourselves in how to do some of that work. We've lost a lot of skill in running large projects, in managing complex things. And so, if you like, it's trying to reinforce, we want you to grow back this skill and capability. I don't want you to hire more contractors, in fact, I want you to reduce.

So, I want you to critically examine each of your teams and say, "Well, how would I rebalance this?" And I want the APS to be the decision makers, APS or ADF to be the decision makers to be managing the contract. But it's going to take time.

David Pembroke:

Yeah. So, 10 years one way, how long does it take you to get it back right the other way, is it 10 years the other way? Will it take you that long?

Matt Yannopoulos:

I hope not David, but I think it will certainly be more than two years, so I think it will be four or five. But to my earlier point, it's about us reinforcing that that's what we want rewarding where we see that. And as I often say when I speak to teams of APS, tell your friends, we're serious about this. We're one public service, I've worked in a whole heap of agencies. I love it when people join from other agencies, it brings new ideas, new cultures and challenges us about our processes because that's another thing that defence is not great at simplified processes.

David Pembroke:

But interesting and I have heard you speak about it before is that the reduction in consultant and contractors doesn't mean none. It means we still need to work with our industry partners who have got specialised capability that we can use on an as needs basis to either fill gaps as a surge or so it's not "we don't want industry," it's just perhaps we don't want it at the scale ...

Matt Yannopoulos:

I think we're rebalancing. It's certainly not one way or the other. And there are some individuals and skill sets that are very hard to maintain. And of course, pay, there is a significant differential for some of our very complex skilled project managers and what I can offer them as an EL2 or an EL1. Now, we've done a lot of work on our employee value proposition on the non-financial benefits. One of the great things about defence is because we are an integrated organisation with the ADF and the ADF is a training institution, they are always training their people. We do the same for our public servants.

So, there is great, I was just reading just the other day case studies of people who APS who've done all of these different things in defence and training courses, including out at our war college and the staff college with ADF colleagues learning those traits or trades. And so, that flexible work and service to your nation.

David Pembroke:

Well, that's the point you raised earlier, isn't it? That powerful mission, like you know what you're doing when you get out of bed every morning if you're going to work for the defence department.

Matt Yannopoulos:

That's right.

David Pembroke:

It's pretty clear.

Matt Yannopoulos:

It is not a difficulty to get up. I leap up and I'm keen to get back to it.

David Pembroke:

A couple more things before I let you go, and I'm very grateful for your time and I know the audience is too. National defence strategy calls for speed and focus. What does that mean for APS and defence? Speed, you know this-

Matt Yannopoulos:

Speed is that pace thing I'm talking about. It means don't let yourself think that it's okay just to follow the process. It's the outcome that we are looking for. So, focus is don't lose, get distracted by the next thing that's wandering along and go, "Oh, I know we were on this but I could get a better one now." We need capability in the hands of the ADF as fast as possible. It's often said the 10-year warning time is no longer present, so let's not spend 10 years in the process. Let's go and get stuff and then we'd call it minimum viable capability. Let's get the minimum that we need and then we can evolve it and make it better.

David Pembroke:

Okay. So, just to wrap it up a message, what message do you have? The audience is largely people who work in the Australian Public Service who work in the ADF. What do you want to say to them right now?

Matt Yannopoulos:

I want to say let's keep going on our one APS journey. We worked exceptionally well through COVID and we've always worked well in crisis. Let's make that not the exception, let's make that the norm. Our national security environment is tricky and not getting less so. We need to work together to prepare the nation because

preparation is always valuable even if you don't have to actually go forward with the plan. And if you are thinking about a move, come and join defence. There's plenty of work and interest in our organisation.

David Pembroke:

No question. It is interesting, we had the privilege of having Blair Conley sit in the same chair that you were in a couple of weeks ago and I said he'd been, he was recently been out in the private sector. And he'd come back obviously to be the new secretary of the Department of Health and Ageing. And I said, "Why did you come back?" And this big smile broke out across his face, he said, "Because it's fun." And you could see every part of him was loving the job that he did. And I get the same sense out of you as well, is that you like what you do.

Matt Yannopoulos:

David, there's not another job I would like. I love it. It is easy to come to work. I work with great colleagues and the mission matters. And so yeah, I don't know, it's fun every day. Some days I think it's arduous, but it is very rewarding and I feel like I'm making a contribution.

David Pembroke:

Yes. Well, certainly Matt Yannopoulos, thank you for your service and thank you for giving up some of your valuable time to spend with me and the audience today. It's really important that we do hear from leaders from across the public service and to hear the voice and to hear the passion and to hear that we need more of it so that we can communicate ongoing about the important changes that the government wants and is requesting and requiring of the Australian public service. So, thank you very much for coming in today.

Matt Yannopoulos:

It's a pleasure. Thanks very much David.

David Pembroke:

And thank you audience for coming back once again. Wonderful conversation there with a man with a dream and a vision and a passion for this whole of government, whole of nation approach for the Australian Defence of Australia. Rating or a review always helps, so on your favourite podcast app, whether it's Spotify, Stitcher, Apple, whatever, just a five-star rating, they're the ones that help because what it will do is to help the programme to be found. So, thank you very much for that. A big thank you also to our partners as always at IPAA ACT, and also to my colleagues here at Content Group and our friends at the Australian Public Service Commission for supporting the production and development of the Work with Purpose podcast.

We'll be back at the same time in a fortnight with another guest from the great world of the Australian Public Service. But for the moment, my name is David Pembroke and it's bye for now.