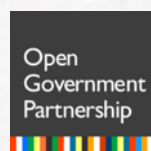Australian Government

Department of Industry, Innovation and Science

PROTOTYPE REPORT

Unlocking community expertise to improve policy, programme and service delivery

Prototype stage report
Commitment 5.2 of Australia's first Open Government National Action Plan

Open Government Partnership

AUSTRALIA'S FIRST OPEN GOVERNMENT NATIONAL ACTION PLAN 2016–18

CONTENTS

EXECUTIVE SUMMARY

An APS wide framework to enhance engagement and participation in policy development and service delivery to deliver better outcomes for citizens needs to address the increasing complexity in public policy work in a climate of declining trust in government. To do so the research undertaken as part of Commitment 5.2 of the Open Government Partnership National Action Plan suggests that the framework must support APS members to:

Better diagnose the problem or challenge they are trying to solve, be aware and open to the presence of expertise outside the APS that may help, select the right approach to tap that expertise, and do so with an eye to an ongoing need to utilise similar expertise in the future.

Importantly the research emphasises the need to be pragmatic and to utilise more meaningful ways of engaging when there is a real need to draw down on expertise from outside the APS.

The prototype framework presented in this report is an attempt to supply this kind of support. The prototype is based upon the ideas generated by APS and civil society members as they tried to answer the design questions stemming from the research. These ideas were synthesised and built on to create concepts that were tested further. Not all concepts have made their way into the prototype.

The prototype sets out guiding principles, a standard that establishes a common expectation, an articulation of the ways to engage, initiatives that support meeting this expectation, a capability and resourcing backbone to drive the framework, digital solutions and feedback loops.

The prototype is not perfect, rather it presents a possibility that is to be tested and iterated with APS and civil society members. To aid this process the report is structured in a way that provides a range of information on each component to assist the assessment of the component and the framework by end users.

The report will be used as a key input to testing in workshops to be conducted in late March early April and online through the Department of Industry Innovation and Science's online platform, Dialogue.

INTRODUCTION - DISCOVER PHASE

This report presents a prototype as part of the design process being undertaken to implement Commitment 5.2 of Australia's first Open Government Action Plan. Commitment 5.2's key output is to establish a new Australian Government framework for public participation and engagement. The project has three phases that are being delivered using a user-centric design approach of Discover, Create, and Deliver.

The Commitment's Discover Phase Report was published in December 2017. The Report provides a comprehensive business case to improve public participation in the APS. In addition to publication, the findings of the report have been presented to over 450 public servants, to spread awareness of public participation and to assess if the work resonated with public servants.

It is worth noting that the delivery of Commitment 5.2 is being undertaken with the support and assistance of people in the APS and civil society. The framework, however, will only apply to APS members. The intention is that supporting APS members to engage in more meaningful ways, as is appropriate, will lead to greater opportunities for civil society members to engage with government.

The Discover Phase had three stages, during which it produced findings and design questions.

EXHIBIT: THE THREE STAGES OF THE PROJECT'S DISCOVER PHASE PROCESS

1. Problem identification

This involved talking to experts and a literature review. It found that engagement can improve the APS's work, especially in an environment where our work is getting more complex and trust in government is declining. It identified the project's problem: the APS is not making the most of engagement – so what is stopping us?

2. Empathise

This involved ethnographic user interviews with public servants and civil society. It found a number of challenges stopping public servants, with two key themes of lack of trust and confidence in more meaningful or innovative engagement. Specific challenges included difficulty diagnosing the problem or challenge they are trying to solve; lack of awareness of expertise outside the APS that may help; and limited ability to select the right approach to tap that expertise.

3. Define

This involved developing Design questions that transfer the challenges into opportunities for design. The questions were the launch pads for ideas in the Create phase.

They are:
- How might we help public servants to select the right way to engage the public for the challenge before them?
- How can we assist the APS to see the benefits from engaging the expertise of the community?
- How can we help the APS to get the basics of engagement right?
- How might we re-think critical business processes to better reflect the importance of community expertise?
- How might we re-imagine public servant roles such as policy officer to make better use of community expertise?
- How might we shift incentives to better encourage the development of the skills needed to tap community expertise?

CREATE PHASE - IDEATE STAGE

The Create Phase follows the Discover Phase in our project methodology. Its first stage is Ideate. The objective of the Ideate stage was to share the findings from the Discover phase; and draw on these findings to generate ideas that could improve public engagement and participation in the APS.
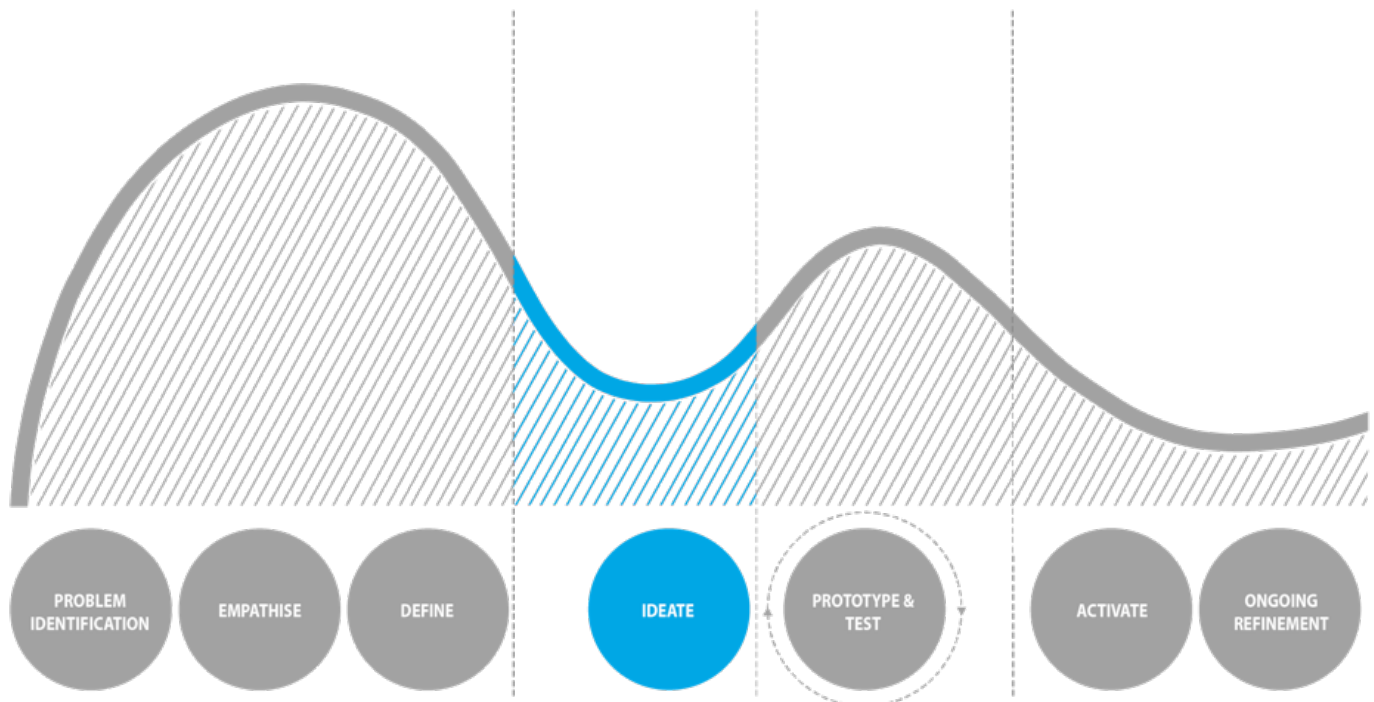
PUBLICATION AND AWARENESS RAISING OF DISCOVER PHASE FINDINGS

Since the publication of the Discover Phase Report in December 2017, it has been presented to nearly 450 public servants, to spread awareness of public participation and to brief public servants on its findings. The briefing sessions showed that the research findings resonate with public servants.

For many there was a sense of being told something that they have always deep down known. The briefings also indicated a high level of enthusiasm for improving the way the APS engages the broader community.

DRAWING ON THE FINDINGS TO GENERATE IDEAS TO IMPROVE ENGAGEMENT AND PARTICIPATION

Drawing on the findings of the Discover report, four workshops were undertaken with nearly 100 public servants and civil society members across Canberra, Sydney and Melbourne to generate ideas on what the framework could include. The nearly 400 ideas generated have been synthesised into 17 concepts that have the potential to improve public participation in the APS.

A concept is more polished and complete than an idea. It's more sophisticated, something that can be tested with people, and is starting to answer a design challenge outlined in the Discover report.
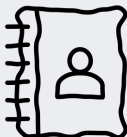
The 17 concepts were tested and refined in workshops to ensure they are robust enough to warrant further scrutiny, and improve chances of implementation. This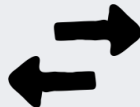 occurred in eight workshops with 70 APS staff and members of the public. The concepts were also published on Dialogue, the Department of Industry Innovation and Science's online deliberation platform, to raise awareness and for further testing and refinement. The link is here: https://engage.industry. gov.au/getting-the-public-more-involved-in-the-public-service2019s-work.

The table below details the Concepts, including a summary of feedback from the workshops and Dialogue. The concepts provoked an enthusiastic response from people both in workshops and on-line. Thoughtful comment was provided on the merits of each idea and on the issues of uptake and implementation. On-line participants had the opportunity to provide a star rating for each concept. The rating is a good indicator of the interest in the concept but does not necessarily address desirability, viability or feasibility.

Concept title	Description	Feedback overview
Engagement Diagnostic Framework	Conceptual tool that helps public servants diagnose their engagement problem, and how best to solve it.	Some participants didn't like the idea, but it had its fans, too. Some thought similar products already exist (e.g IAP2), others wondered who would manage and raise awareness of the tool. Dialogue rating: 3.5 stars ★ ★ ★ ⯪
The Citizen Panel	Panel of citizens that act like a permanent citizen jury that APS agencies can consult.	Participants identified a lot of issues to resolve to make this a success. But in the main, they responded quite well to the Panel idea. Participants tended to gravitate towards thinking of it as a panel of everyday people (rather than specialists), and stressed diversity would be important. Dialogue rating mid range – 3.5 stars ★ ★ ★ ⯪
Exchange programmes	Develop secondment/exchange, day in the life and exchange programmes to build empathy with stakeholders, creating awareness of the value of, and building capability in, public participation.	Workshop participants were mostly supportive – and it was highly rated on Dialogue. People identified many benefits, including the empathy aspect; that it would inject new capability, perspectives and expertise into the APS. But it might be costly as well – people noted a lot of challenges to implementation and lasting impact. Dialogue rating – 4.5 stars ★ ★ ★ ★ ⯪ - third highest rated Concept!).

Concept title	Description	Feedback overview
Engagement Reporting and Metrics	The APS establishes, and reports on, agency level engagement metrics; and individual level measures.	People liked this idea in workshops… but not as much on Dialogue. Feedback noted challenges that would be tricky to make it happen in reality. There was a strong preference for qualitative over quantitative measures; and people emphasised the importance of making the metrics legitimate and not another hoop to jump through. Dialogue rating: 2.6 stars ★ ★ ⌐
The Discovery Fund	Provides risk free funding for 'discovery' engagements – both experimental and best practice based.	This concept got a bit of in principle support. People offered a few ideas about how to make it happen – but in general, the hard part would be getting money, not necessarily making the idea happen. Dialogue rating: 3.5 stars ★ ★ ★ ⌐
The Bar: Minimum standards	Publish APS minimum standards for engagement.	People were reasonably interested in this Concept, with the main barriers to success being implementation challenges like making them legitimate, which channel to include them in (e.g. whole of APS standalone on APSC website? Or include in annual reports? Performance agreements?) Dialogue rating: 4 stars ★ ★ ★ ★
The APS Engagement Practitioner's Toolkit	Provides practical help public servants can use to improve their engagement.	A lot of people thought a toolkit was valuable. They made a lot of suggestions about what content to include in it, and how to implement it. Dialogue rating: 3.8 stars ★ ★ ★ ◢
Off-the-shelf Models and Methodologies	Models and methodologies, including 'how to' guides, for a variety of different engagements that public servants can take 'off the shelf' and apply – including how to modify them depending on time and resource constraints.	We received a lot of feedback that this Concept was very similar to the Toolkit concept – so we eventually merged these together in testing.
Rethinking risk	Decision tool that helps public servants identify and manage risk involved in engagement.	People definitely do want us to rethink risk, but weren't really sure how. It got decent support in workshops, but little on Dialogue. Dialogue rating: 2.1 stars ★ ★ ˌ – second lowest rated Concept!)

Concept title	Description	Feedback overview
The Engagement Marketplace	Establish an Engagement Marketplace, where public servants can go to improve chances of finding people with expertise they can contribute to their work.	People seemed interested in the idea of the marketplace as a 'directory of skills' as well as 'a panel of providers'. But they were generally lukewarm about the idea as it was conveyed. Dialogue rating: 2.6 stars ★ ★ ⯪ (i.e. low!)
Revamped Engagement Awards	Awards for high quality engagement are established; and included in existing award processes e.g. Australia Day awards; Public Sector Innovation Awards.	People were pretty divided on this – some people like awards, others don't. One interesting risk was appearing to reward behaviour (and thereby suggest it is exceptional) that the public might expect to be a standard part of public servants' jobs. Dialogue rating: 3.8 stars ★ ★ ★ ⯪
The APS Engagement Network	Establishing an APS wide engagement network: Organises information sharing about engagement and shared initiatives between APS public servants, as well as (potentially) state public servants and the public.	People like networks in principle, but note that you really need a mass of people + people with a lot of energy for them to work. People noted other things would help the Network succeed – for example, including it as a responsibility for the Hub. Dialogue rating: 2.8 stars ★ ★ ⯪ (that's low!)
The APS Engagement Snapshot	Each year, the APS releases an Engagement Snapshot of good practice and successes for that year.	People didn't mind this Concept, even if they weren't hugely enthusiastic about it (Dialogue participants in particular weren't keen on it. Some just didn't think it was worthwhile – citing a high cost and questionable benefit. Lowest rating of all concepts: 2.1 stars ★ ★ ⯈
The Engagement Hub	Establish a team of engagement experts to manage rollout of the framework; deliver and coordinate associated initiatives; and build APS engagement capacity.	The Hub got near universal in principle support in workshops, and a good rating on Dialogue. People suggested a range of responsibilities, challenges and features for the Hub, to take into account in implementation, with most agreeing that it would need to scaffold, not disempower (or be taken advantage of by) the people it works with. Some people noted that the public should be involved in the Hub and its development. Dialogue rating: 4.1 stars ★ ★ ★ ★ ⯈

Concept title	Description	Feedback overview
Engagement Resources Predictor (Egg Timer)	Software that assists people to estimate the time required to undertake an engagement.	Some people thought this could be OK, but it did get poor ratings on Dialogue. The main critique was that it wouldn't get used, or there were already good non-tech ways to do this. Dialogue rating: 2.7 stars ★ ★ ⯪
Increase engagement event accessibility	Changes to events and engagement processes to help reach a wider range of people.	A lot of people liked this Concept and suggested a variety of ways to do it. Dialogue rating: 4.5 stars ★ ★ ★ ★ ⯪
Whole of Government Consultations Directory	This was a new idea suggested by a participant on Dialogue. A consultations directory which acts as a portal to all Government public consultations. Would complement other initiatives and allow for potential cross agency partnering on consultation where possible.	Most support of any Concept on Dialogue. Very healthy support, and there was no feedback suggesting this wouldn't be useful. Dialogue rating: 4.8 stars ★ ★ ★ ★ ⯪
Collaboration spaces	This was a new idea suggested by a participant on Dialogue. Fund a space where departments can book a room to gather feedback on a prototype or run an engagement activity with a calendar of activities posted so the public can book or appear for engagements they are interested in.	Some support on Dialogue. Some suggested the space would need to extend to regional areas. This idea could potentially be merged with the Engagement Hub i.e. the Hub could have a public physical space for collaboration. Dialogue rating: 3.6 stars ★ ★ ★ ⯪

CREATE PROTOTYPE AND TESTING STAGE

A PROTOTYPE FRAMEWORK
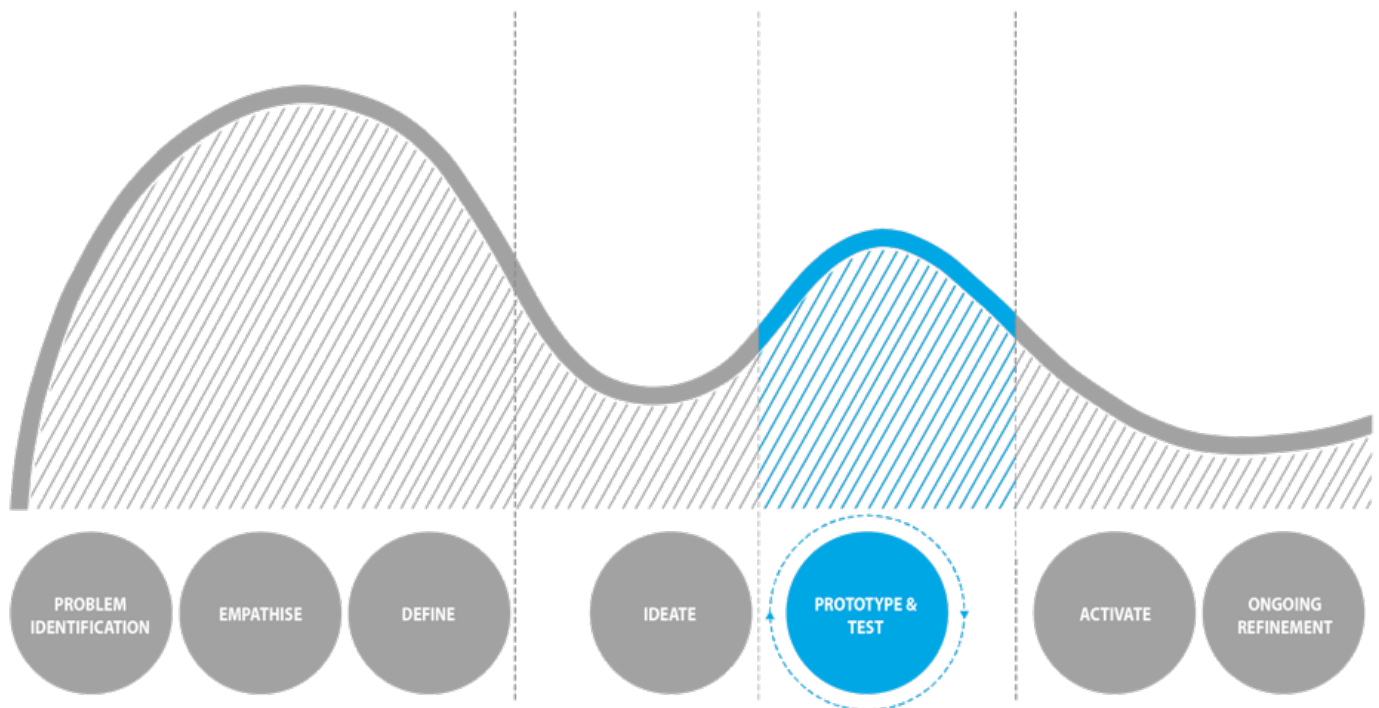
Based upon the user research in the Discover phase, the ideas and concepts developed through the Create phase, and the feedback provided, a prototype framework has been developed. The intention of the prototype is to make some of the ideas tangible, to learn from the process of developing the prototype and to get feedback. The prototype framework is not meant to be perfect, but rather convey an idea, to be built upon based on the feedback from members of the APS and the broader community.

Not all of the concepts have been incorporated into the prototype framework. This was based in part on the feedback gathered in the testing stage and due to the fact that the concepts were developed in direct response to the design questions and whilst some may have provided solutions to the questions, they were not necessarily practical to include in a framework.

The framework opens by articulating the objective and setting a set of principles to guide the way the APS engages the broader community. It then sets out the main ways in which the APS engages, to establish a common understanding and language about engagement and participation. Having established this common ground the framework outlines a standard that helps set an expectation for both the APS and those outside the APS that is based on the guiding principles and the user research.

The core of the framework is designed to give life and meaning to the principles, approaches and expectations. At the heart of this is the Engagement Hub. The Hub provides the backbone of resourcing and capability necessary to bring to life the other elements of the framework. It provides a point of accountability and responsibility to drive the changes envisaged in the very fact of the establishment of a framework. It provides the guiding, supporting and driving force to help public servants to establish more meaningful ways of engaging civil society to assist in solving public policy problems.

It could be argued that the framework goes beyond the normal bounds of a framework and this is deliberate. It was clear from the research and the process of ideas generation and feedback provision that in order to meet the overarching objective of enhancing engagement and participation many APS members need to be supported to change the way we think and act. The framework has been designed to maximise the support for this change.

The components of the framework have been described by outlining the following:
- What it is
- Why it's included
- How does it work and
- Any comparable examples

This has been supported by storyboards that provide a visual way of explaining how the component may work in practice. The intention is to provide sufficient information to assess the worth of each component and the framework as a whole.

It should be noted that in the earlier stages the issues of risk and how best to diagnose the nature of the problems and challenges faced by members of the APS were prominent. The prototype does not explicitly address these two issues. As you can see above, concepts were developed to directly address these issue but the feedback received strongly suggested that the underlying objectives of these concepts would be best achieved through the operation of other elements of the framework, particularly the advice provided by the Hub and the undertaking of demonstration engagements through the Hub.

A PROTOTYPE APS WIDE FRAMEWORK TO ENHANCE ENGAGEMENT AND PARTICIPATION

OBJECTIVES

PRINCIPLES

WAYS OF ENGAGING

THE STANDARD

ENGAGEMENT NETWORK

CITIZEN PANEL

ENGAGEMENT MARKETPLACE

THE HUB

REPOSITORY OF CASE STUDIES

TECHNOLOGY

TOOLKITS AND METHODOLOGIES

FEEDBACK LOOP/METRICS
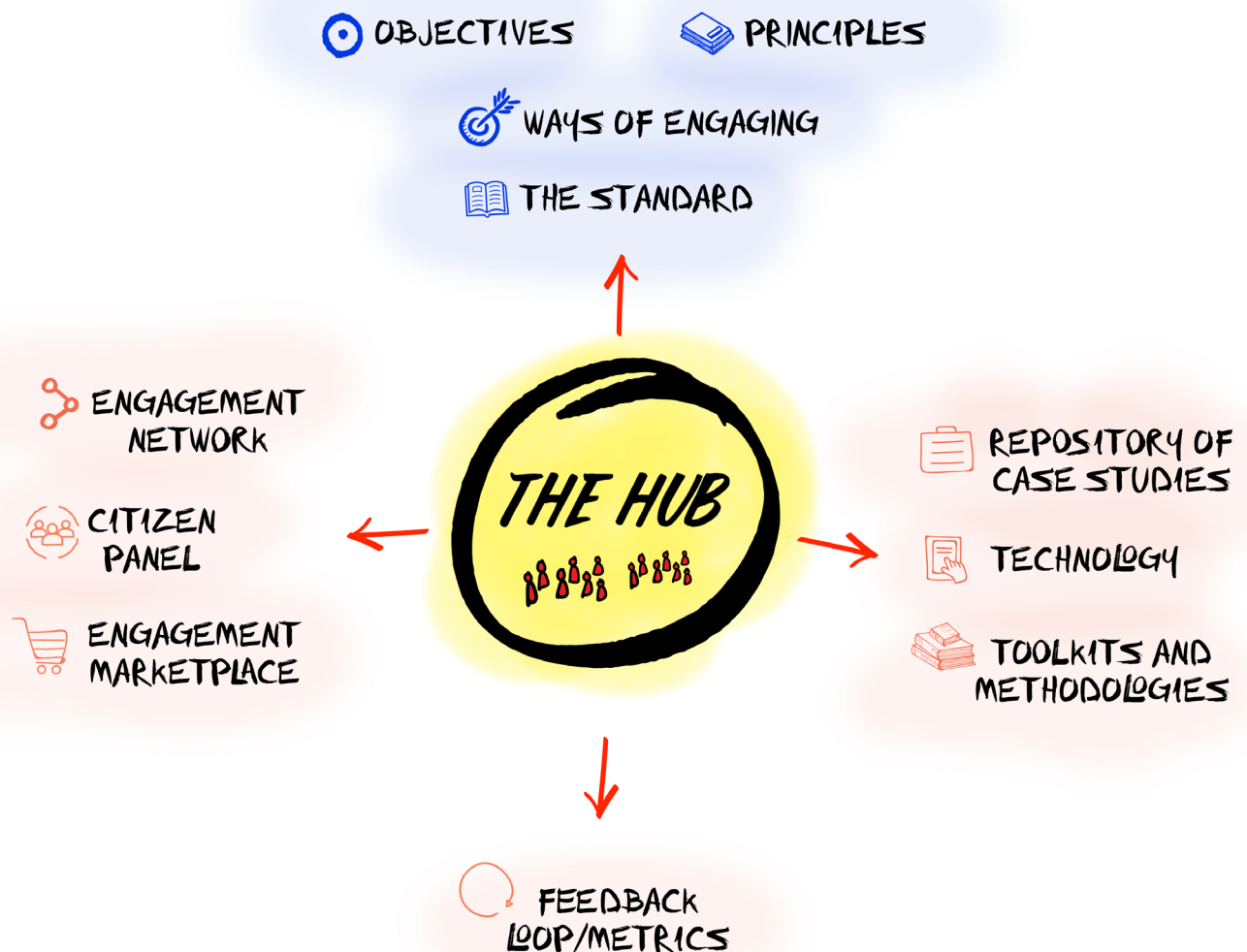
FRAMEWORK COMPONENTS

OBJECTIVE

The objective of this framework is to provide guidance, assistance and support to members of the Australian Public Service (APS) to enhance engagement with community expertise in solving policy and service problems and deliver better outcomes for citizens.

The framework does this by:
- Establishing guiding principles
- Clearly outlining the key approaches the APS takes to engage the community
- Providing a core capacity in the APS to drive initiatives to better engage expertise
- Identifying technological solutions to engaging at scale
- Providing feedback loops

GUIDING PRINCIPLES FOR ENGAGEMENT AND PARTICIPATION ("PRINCIPLES")
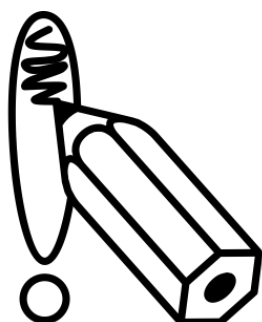
What it is?

The prototype framework sets out a number of principles to guide the way that the APS will engage with the wider community. The principles draw on the research undertaken in design of the framework and reflect the fundamentals of good engagement that were identified by the research.

Why it's included?

The principles will assist the APS to ensure that engagement with the community is framed in an appropriate way.

How does it work?

The principles guide our work – no matter how we engage (e.g., share, consult, deliberate or collaborate), the principles should be adhered to.

They include for the APS to:
- Listen
- Be real and
- Be open

LISTEN
- We understand that there is expertise in the community that can help deliver outcomes and we are committed to listening more than telling
- We will engage the right people as early in our processes as we can
- We will try to remember what has gone before and not keep asking the same questions

BE REAL
- We will be clear on our objectives and chose ways to engage that match our intent. We won't waste people's time.
- We will create the time and space for people to engage and when we can we will engage in real time
- We will articulate the value we see in working together
- When we engage people we will provide feedback that closes the loop

BE OPEN
- We will be clear about what we are trying to achieve, the scope of our challenge and the potential for people be influence outcomes
- We will use simple language
- We will be open about our limitations and constraints
- We will tell you what we are doing with your input and where your information is going

Comparable examples

Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations was developed to more systematically mainstream citizen engagement. This approach gives citizens a stake in decision-making in order to improve the intermediate and final development outcomes. The approach to mainstreaming citizen engagement is guided by five principles: 1) it is results-focused, 2) it involves engaging throughout the operational cycle, 3) it seeks to strengthen country systems, 4) it is context-specific, and 5) it is gradual

WAYS OF ENGAGING

What it is?
This component of the prototype sets up four key ways in which the APS engages with the broader community in order to create a shared understanding a common language.

Why it's included?
The research undertaken in the design of the framework shows that whilst there are no universal public participation and engagement approaches, there is value in creating a shared understanding and language about how we engage. The research in the Discover phase utilised the Ontario Provincial Government's framework descriptions as a lens through which to assess and understand what was occurring in the Australian Public Service. While all of the frameworks and approaches to public participation offer inspiration, our experience of using the Ontario Framework suggests it is well suited to the APS and it clearly resonated with the people we worked with inside and outside the APS.

How does it work?
SHARE
Does government need to tell the public about a government initiative? People receive information about a government program or decision in an accessible way. Communication is one-way from the government to the public.

For example Business.gov.au provides information to businesses on grants and funding that is available and the process for applying.

The APS shares information through the media, social media, websites, forums and networks, and peak bodies.

CONSULT
Does government need to gather feedback from the public about a problem? People have an opportunity to weigh-in and provide their input. Participants advocate for their views on a subject.

Seeking submissions on an issues paper is a highly utilised example of a consultative approach.

DELIBERATE
Does government need help from the public to frame or solve a problem? People help identify the issue and/or develop a strategy that the government commits to deliver. Participants take part in varying degrees to find common ground and collectively arrive at an agreement.

COLLABORATE
Does government need help from the public to find and implement a solution? People work with government to define an issue, develop and deliver solutions. Participants share decision-making and implementation of solutions.

It is important to note that one way of engaging with the wider community is not, in and of itself, better than another. It is not better to collaborate than to share information. The relative merit of the different approach is determined by how well the approach will assist the APS to engage the expertise they need to solve the particular problem they face and the constraints under which they operate.

Comparable examples
The clearest example of articulating the key ways of engaging is in the International Association for Public Participation spectrum.

THE CITIZEN PANEL

What it is?

Panel of citizens that act like a permanent citizen jury that APS agencies can consult. A Citizens' Panel is a demographically representative group of citizens regularly used to assess public preferences and opinions.

Rather than just an opinion poll through a telephone call, they could also engage in deliberative mechanisms akin to the citizen's jury undertaken previously in South Australia and recently in Canberra. A panel would be convened over a period of time to learn about, discuss and reach agreement on contentious public issues.

Why it's included?

A citizen panel is a way of access expertise rather than just opinion. It is a mechanism that has been used domestically and internationally to take into account unique and useful perspectives from outside of the APS. The approach has been shown to deliver a consensus outcome across contentious issues.

In the ideation process the idea of a panel was directly raised in 10 ideas with many others that align with the intention behind the idea. Through Concept testing participants in the workshops were very excited about the potential of this approach to engaging the community.

Additionally, it takes into account non-APS 1 'Participants are often subject matter experts...They believe that it's in the public interest for public servants to engage them.' and address 2 'participants are sceptical about government engagement.' This also formed the basis of one of our design questions 'How might we re-think critical business processes to better reflect the importance of community expertise?'

How does it work?

One panel could be created to cover the entire APS, similar to the Irish Citizen's Assembly (see below) or panels could be used at a portfolio level. Department's would set the issues to be deliberated upon. Panels would provide no-binding recommendations.

Panel members would be randomly selected ensuring that they are representative and would be consider to be volunteers being reimbursed for travel expenses and a per diem.

One approach could be to establish a database of potential panel members with expertise on particular topics. Public servants could then draw from this database and match expert panel members to the problem at hand (e.g., calling on manufacturers for manufacturing industry issues).

Panel members can meet in person or online depending on the nature and severity of the problem. The panel's output will form part of the business case that is put forward to the government.

Comparable examples

- Norwegian Citizen Panel: Norwegian Citizen Panel is a web-based survey of Norwegians' opinions toward important societal matters. Social scientists from the University of Bergen and the Uni Research Rokkan Center run the Citizen panel. The participants represent a cross-section of the Norwegian population, who will be invited a few times a year to give their opinion on important questions to Norwegian society and politics.
- Irish Citizens' Assembly is an exercise in deliberative democracy, placing the citizen at the heart of important legal and policy issues facing Irish society today. With the benefit of expert, impartial and factual advice the 100 citizen members consider topics, and any other matters that may be referred to them. Their conclusions form the basis of a number of reports and recommendations that are submitted to the Houses of the Oireachtas for further debate by elected representatives.

WHAT IT MIGHT LOOK LIKE?
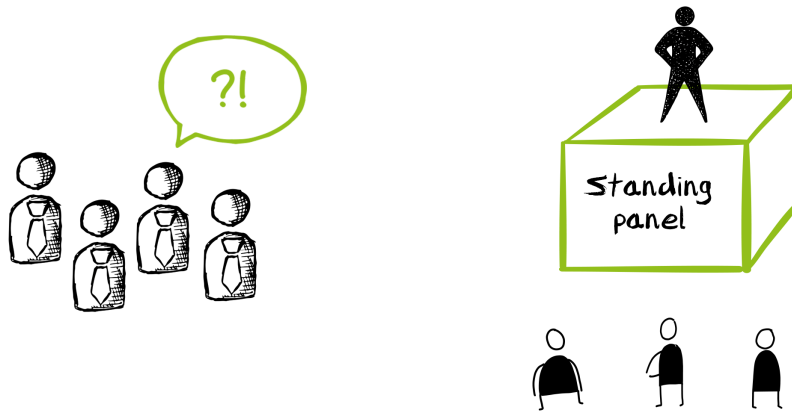
DESIGN

Secretaries' Board, or a similar body, would approve the idea of the Panel. Individual Secretaries would task their Departments with establishing and trialling one. A unit in agencies would set the panels up.

Once established, senior leaders in the agencies (Eg. Heads of Division) would email their staff, raising awareness of the panel and encouraging their staff to put ideas to it.

USE

Departments decide on issues that would require assistance of a citizen panel. For example, social, ethical or contentious issues. You would not convene a panel to solve technical problems.

Standing panels will be created based on individual member's expert knowledge and skills.
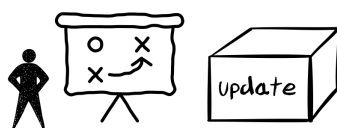
USE

The panels are not simply focus groups to test ideas on, but rather they will be sought out to undertake a deliberative process on a complex policy issue.

MAINTENANCE

Need to establish a central unit to coordinate, maintain and update the panel member register. This central unit would also act as a conduit and match the problem at hand to the right panel expertise.

WHITE HOT RISK

The APS not using the panel due to perceived process risk (time consuming and expensive).

ENGAGEMENT REPORTING AND METRICS
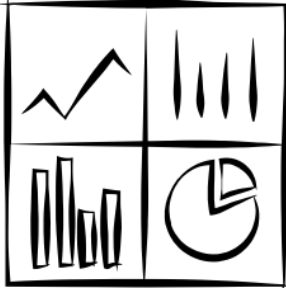
What it is?

Establish a set of common metrics and reporting process to provide feedback to the APS and those outside the APS on how well the APS and individual agencies are engaging the broader community.

Why it's included?

Feedback is critically important in understanding how well the APS is engaging and whether the intended improvement to engagement are occurring. Establishing metrics and reporting against those metrics signals that engagement is a core competency to APS staff; and provides transparency on how well we're doing it.

The establishment of a set of metrics also creates an expectation of accountability, especially if the metrics are used to create a publically available dashboard.

It also addresses, non-APS insight 2 'Participants are sceptical about government engagement', and addresses our design question 'How might we shift incentives to better encourage the development of the skills needed to tap community expertise?'

How does it work?

Initially a set of metrics would need to be developed through a collaborative process and data sources for reporting established. This process may involve a stocktake of current stakeholder surveys across departments. The State of the Service report could provide a source of feedback.

Data would be gathered at an individual department level and may be reported in annual reports.

If an Engagement Hub is established it could collate this data to create a whole of APS view that could form the basis of a public facing dashboard. The dashboard could reflect quantitative and qualitative measures through the inclusion of data and case studies (examples of positive engagements).

The feedback gathered through this process could be linked to the establishment of an engagement snapshot.

Comparable examples

There is a wide range of business intelligence approaches that are relevant to this initiative and the Digital Transformation Agency is an example of using a public facing dashboard.

WHAT IT MIGHT LOOK LIKE?
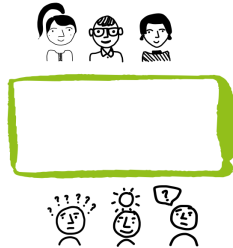
DESIGN

The metrics would need to be developed in close partnership with users (i.e. the people they would be applied to) and stakeholders/the public, in order to ensure they have legitimacy.

This would require workshops or other collaborative engagements.

The data captured could cover quantitative aspects such as the number of and types of engagements and qualitative feedback. The State of the Service report could be used to capture views of APS members on how well they engage.

The technology component of the framework could also act as a source of data.

USE

The data gathered on individual agencies can be utilised in strategic planning and priority setting at an organisation and team level. It could provide a source of feedback on capability gaps.

Metrics captured will enable the development of a public facing dashboard that would drive accountability and transparency

USE

Teams might use the metrics as stimulus in lessons learned meetings, following an engagement
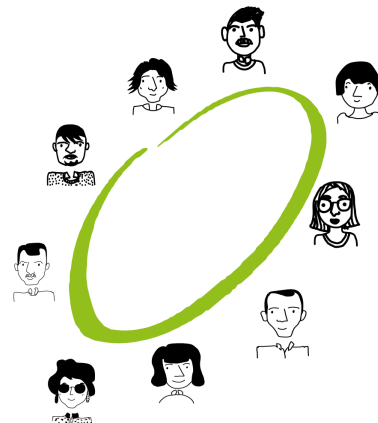
ROLLOUT

The metrics would need to be developed in a collaborative way to ensure acceptance and use. They would need to be endorsed by a major APS stakeholder (e.g. Secretaries' Board, the APSC) to have legitimacy.

Given that metrics might be perceived as a major change in APS engagement, process for endorsement might be time and resource consuming.

GENERAL ENGAGEMENT STANDARDS

What it is?
Establish and publish some generic engagement standards that the APS should adhere to. The standard would be heavily influenced by the guiding principles of the framework and the accepted fundamentals of good engagement.

Why it's included?
The establishment of a standard would set a clear expectation for the APS on what is required to effectively engage the broader community, it would also give community members confidence of what to expect from the APS.

This concept was built from a 142 related ideas from the ideation workshops and had overwhelming support for this Concept.

The participants from the workshop felt very strongly about establishing some universal engagement standards that everyone should follow. This is consistent with the non-APS insight 5: 'There are some universal basics that help make an engagement effective and genuine'. This also formed the basis of one of our design questions 'How can we help the APS to get the basics of engagement right?'

How does it work?
Based on research and feedback from the workshops the project team will design a document with general engagement standards. These standards will be further refined through workshops with the APS and civil society.

The standards will need to be endorsed by senior public servants potentially through the Secretaries APS reform Committee.

Below is an example of what the standards could look like.

General engagement standards.
The Australian Public Service is expected to:

1. Choose the right approach
Ensure you have chosen the right engagement approach for the problem at hand.

2. Define the objectives and plan
Clearly define the objectives and engagement plan before the process is launched.

3. Manage expectations
Ensure you are honest about what is on the table. That is, what is yet to be decided and what has already been decided.

4. Choose the right people for the job
Ensure participants with suitable expertise, skills and knowledge are being engaged for the problem at hand.

5. Be transparent about the process
Explain the objectives and process to participants at the outset.

6. Provide sufficient information
Ensure information that is essential to participants' roles is made available to them.

7. Provide opportunities to be heard
Ensure the voices that get heard are not just the loudest ones.

8. Understand all views
Ensure the views presented are fairly considered at the decision-making stage.

9. Close the loop
Explain how participants' contributions were taken into account.

In addition to the generic standards described above, there are specific standards that need to be met depending on your engagement approach. For this purpose, we combined deliberative and collaborative engagement approaches. Both require open dialogue to bring participants into the decision-making process — whether a little bit or a lot — and sharing information or consultation does not.

Share	Consult	Deliberate or Collaborate
Specific Standards		
• Is guided by general engagement standards • Decision has already been made • Intention is to share information after the fact to inform the public about changes or new initiatives • Information shared should be concise, user-friendly and comprehensive • It should clear to the reader of the information that the intention is to merely share information	• Is guided general engagement standards • Gives participants an opportunity to present their views to decision-makers, provide evidence and arguments in support of them, and reply to opposing views • Decision-makers are duty-bound to assess these positions on their merits, but they are not obliged to accept or act on them • Decision-makers are required to provide the rationale for their decisions	• Is guided by general engagement standards • The engagement plan sets boundaries for how far and in what way citizens and/or stakeholders will participate in decision-making • The process begins by giving participants an opportunity to present their views to decision-makers, provide evidence and arguments in support of them, and reply to opposing views • Once views have been presented, participants engage in deliberative discussions about the best solutions, subject to the boundaries and rules set by the plan • These participants are duty-bound to assess different options on their merits and adjust their views accordingly • Government must be willing to trust the process to deliver recommendations it could work with
Level of evidence required		
Typically sharing information will involve facts arranged to convey meaning to describe an event, new initiative or changes to an existing process.	Ideally this will involve a combination of quantitative data or analysis to support narrative or lived experience.	For more complex problems, a hybrid approach is highly recommended. The narrative or lived experience of participants must be grounded in evidence and facts. For example, a narrative-building exercise through "town hall" type meeting needs to be combined with policy analysis undertaken by a working group.
Promise to the Public		
We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible subject to the boundaries and rules set by the engagement plan

Comparable examples:
The Digital Service Standard is a good example of establishing an APS wide standard.

WHAT IT MIGHT LOOK LIKE?

DESIGN

Standards must be designed to be all-encompassing: The standards for engagement will be used irrespective of how we choose to engage (e.g., share, consult, collaborate or deliberate).

The standard sets an expectation for the APS on what constitutes good engagement, practice, and an expectation for the community on how they will be engaged.

It provides both guidance and accountability.

When anticipating engaging the general public, the APS will know what is required. The standards should be supported by the adoption and reporting of engagement metrics.

USE

These standards will be socialised across the APS to enhance their legitimacy and to ensure they reflect whole of government user needs.

This will help raise awareness, too. However, finalised standards will be communicated to Users through as many channels as possible so that anyone embarking on an engagement process is aware of it and will apply it.

WHITE HOT RISK

Not being adopted and used by the APS. Users may not find them legitimate, and/or practical, or may simply not be aware of them.

Also, may not be able to achieve consensus agreement from a high level, whole of APS endorsing body.
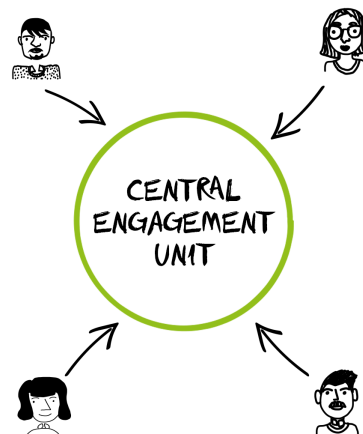
MAINTENANCE

A central engagement unit will ensure the standards are updated and continue to reflect current values. They will also have an ongoing responsibility to raise awareness of the standards, and can receive community feedback on whether the standards are being met. This could include through a survey.

Updates on the Standards will be raised with the unit's governing body (possibly the Secretaries' board).

TOOLKIT AND METHODOLOGIES

What it is?

Toolkit of engagement resources that public servants can take 'off the shelf' and immediately apply in their own work. Includes engagement methodologies, templates and case studies.

Why it's included?

The provision of support through a toolkit will raise awareness of different ways of engaging as well as proving guidance on conducting engagements and responds to APS Insight 1 that the 'awareness and practice of more meaningful engagements is patchy across the APS'.

This also formed the basis of one of our design questions 'How might we help public servants to select the right way to engage the public for the challenge before them?'

How does it work?

The Toolkit would be published online, but could also include a printed paper version.

Comparable examples:

There are many examples of the success of similar approaches such as the New Zealand Policy Project, the South Australian Government toolkit, and the United Kingdom PolicyLab.

WHAT IT MIGHT LOOK LIKE?
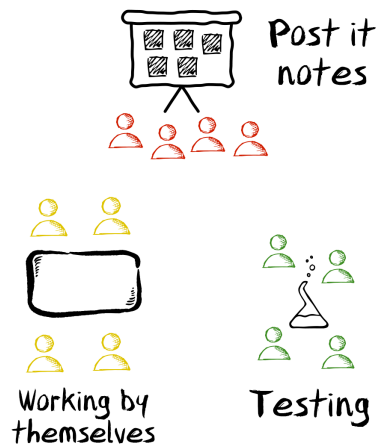
DESIGN

The Toolkit would be designed by Engagement experts, working closely with users. This would involve workshops and prototyping in real teams.

The Toolkit would be a living document, updated to include new tools and content, and iterated to reflect feedback from users and lessons learned in its application.

USE

Users would find the toolkit online, have it handed to them at events or presentations, or have it recommended by word of mouth. In other words, some may have been looking for it, for others, it might find them (e.g. word of mouth, recommendation by a teammate or someone raising it at a meeting).
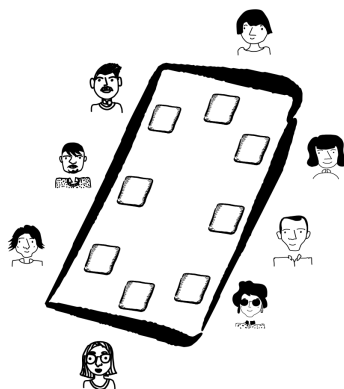
USE

Users would use the Toolkit:

1. Once off – looking for something specific e.g. guide on how to undertake a certain kind of engagement
2. As a general reference material they read often or come back to as needed, to supplement their own knowledge or support

WHITE HOT RISK

Rollout: The Toolkit would be accommodated on the same website as the as the framework, and shared through networks.

There would be a paper version of the Toolkit users could download, plus a more interactive online digital version.

Main issue: Who will launch and drive awareness raising and support for the Toolkit? How do you get people to adopt it?

THE ENGAGEMENT MARKETPLACE
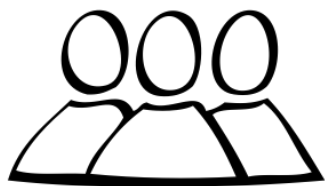
What it is?
A website where public servants can go to improve their chances of finding people with engagement expertise that can contribute to their work.

Why it's included?
Many public servants want to do better engagement, but don't know how. Others aren't aware doing things differently is possible. The marketplace toolkit provides practical help that helps address those problems.

How does it work?
The Marketplace would be online. It could include a directory of private sector engagement providers and experts; as well as a directory of APS practitioners and their engagement skills.

Comparable examples
Airtasker is an online and mobile marketplace enabling users to outsource everyday tasks. Users describe the task and indicate a budget, community members then bid to complete the task.

Digital market place, where government buyers and sellers can connect and have the procurement interactions they need — at the level of simplicity or complexity appropriate to their circumstances — and to make the outcomes of those interactions more transparent.

WHAT IT MIGHT LOOK LIKE?
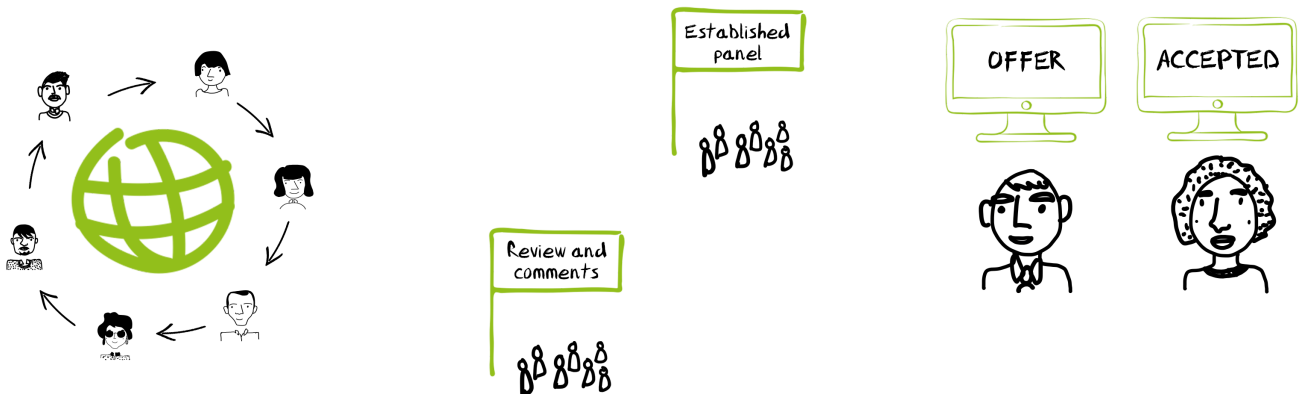
DESIGN

Relies on Users (suppliers and demand) to take initiative to add value to the marketplace.

Supply: Engagement practitioners who would like to be 'suppliers' would go to the Website and upload their details (name, contact, expertise, experience).

Demand: Simultaneously, public servants seeking support from the marketplace (the demand) would browse the site on their computers.

DESIGN

In a similar vein to the DTA digital market place, a Digital Marketplace Panel will be formed. This panel will be established through an open approach to market and will comply with the requirements of conducting an open tender as set out in the Commonwealth Procurement Rules.

This is will save time and money and allow the buyers and sellers free to focus on the task at hand.

USE

The marketplace will be digital and could work in a similar fashion to Airtasker, but limited to engagement practitioners, and public servants.

Public servants requiring a particular expertise will post a job detailing their needs (budget, timeframes, constraints).

Engagement practitioners that are willing and able to help will offer a quote and reasons why they are suitable.

The person most suitable for the job will be selected.

There will also be a review and comment section to alert users to who is doing a good job and who needs to pick up their game!

MAINTENANCE

The Marketplace would require a full time custodian to update content and help raise awareness, and provide customer support.

WHITE HOT RISK

Who drives this process? The Marketplace requires a lot of people to sign up for it to be useful.

24

THE APS ENGAGEMENT NETWORK
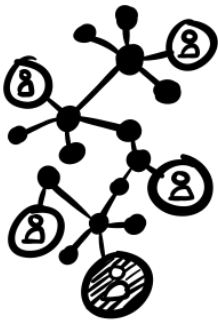
What it is?

An APS wide network, where public servants can share information about their engagement work, lessons learned, and collaborate on expanding engagement in the APS. The network would include a citizen engagement representative from every APS agency.

Why it's included?

The APS and other public services already do a lot of good engagement, but there is very little awareness of it and sharing of good practice. This network helps solve that problem, as well as helping build engagement capability. The network would facilitate peer to peer learning, a space share experience and raise awareness of across the APS.

The establishment of a network would also create an identifiable group of APS members with an interest in better engagement that civil society could engage with. It would also raise awareness of good practice and provide an opportunity to share lessons learnt. This is consistent with APS Insight 1 'Awareness and practical experience of how to engage the community beyond traditional information sharing and consultation is patchy.' It also addresses one of our design questions 'How can we assist the APS see the benefits from more meaningful engagement with the community?'

How does it work?

The Network would be a similar model to the Public Sector Innovation Network – with regular face to face meetings, and a digital platform for ongoing collaboration and information sharing. The establishment of the citizen engagement representative would create a contact point in each agency to drive awareness within the relevant agency and for greater collaboration across the APS.

The Engagement Hub would provide the core resource to support the network.

Comparable examples

The Public Sector Innovation Network is an example of a successful network across the APS. There have been similar small scale examples in many of the communities of practice across the APS such as those focussed on Facilitation, Performance Management and Strategic Policy. Importantly, a key aim of the network would be to mainstream better engagement and not simply "preach to the converted".

WHAT IT MIGHT LOOK LIKE?
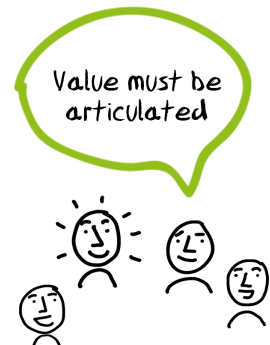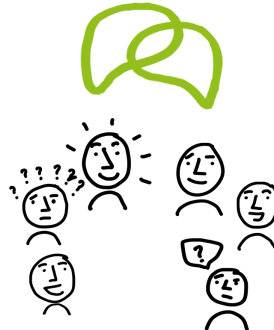
DESIGN

The Network will connect people with an interest in better engagement. It will provide a mechanism for sharing expertise, knowledge and skills. It will also be a place to discuss challenges and brainstorm potential solutions to common problems.

Additionally, it could also provide an important bridge between people interested in engagement in the APS, and civil society.

The network could also provide an important bridge between people interested in engagement in the APS and civil society.

USE

The network would be driven mostly through online engagement. It would:
- Connect through forums like yammer
- Regularly disseminate information potentially through updates, blogs, newsletters
- Would hold online forums and discussions
-

There would be the capacity to hold face to face meetings and discussions, potentially associated with capability building initiatives of the Hub.

WHITE HOT RISK

It becoming just another meeting people have to attend and no value is seen or gained. How do we make it relevant?

EXCHANGE PROGRAMMES/ SECONDMENT
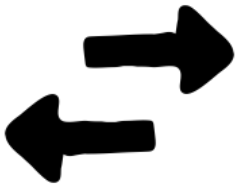
What it is?
Develop secondment/exchange programmes to build empathy with stakeholders, creating awareness of the value of, and building capability in, public participation.

Stakeholders would include: Associations and peak bodies; academia; NGOs; service delivery units of departments; call centres; service desks; and government shop fronts.

Why it's included?
Medium interest from the workshop attendees – 34 related ideas.

How does it work?
When you have a new policy proposal, you can organise an exchange with relevant stakeholders to spend a month at their workplace to try and understand key issues facing their industry.

This will not only build understanding and awareness of their work and challenges facing them, but also reduce complexity in articulating solutions to the policy problem at hand.

Comparable examples
- CEO 'sleepouts' and 'days in the life'
- SES staff required to spend at least one day a year answering calls in call centre; or undertaking participation activities.

WHAT IT MIGHT LOOK LIKE?

DESIGN

A central unit would have a database of areas that would be happy to have workers from other areas both inside and outside of government.

It would need to be endorsed by a major body – possibly the Secretaries' Board.

Once endorsed, need to raise awareness – this would be achieved through multiple channels.

There would need to be an Engagement Unit that would be responsible for raising awareness, along with Department's HR branches. Engagement Unit and/or HR could have a waiting list of people who had expressed interest, or share EOIs as they arise.

USE

Users (Staff) would find the EOIs through APS publications, emails, etc.

Users would then negotiate approval to do the secondment with their managers. Complexity of this negotiation will vary with the secondment – a long term secondment might require a lot of red tape/negotiating, something shorter like one day working in a different team might just require email approval or verbal approval.

USE

As a condition of going on a secondment, users would agree to share the potential benefits and lessons learnt from this type of experiences through APS wide newsletters and communications, branch meetings/planning days, or shared at community of practice type events.

USE

Some secondments are longer term (join another team for several months), others are very short (spend one day in a customer service area, or a programme delivery area)

WHITE HOT RISK

The uptake is very low, and is not widely used.

THE ENGAGEMENT HUB

What it is?

The Hub is a centralised capability that would :
- support the APS to undertake more meaningful engagement and improve access to the expertise available in the community.
- develop capability across the APS
- raise awareness of methods and the benefits of tapping expertise outside the APS
- act as a platform between the APS and civil society
- provide the backbone resourcing to support the implementation and maintenance of the framework.

Why it's included?

The Hub is included as it creates the core resourcing needed to ensure the initiatives under the framework are delivered and that the framework is more than words on a page but drives real improvements in the way expertise outside of the APS is engaged to deliver better outcomes for citizens. The provision of expertise in this way is a proven method for building capability. Also the Hub has the potential to integrating efforts across the APS, sharing experiences and learning from each other.

How does it work?

The Hub would act as a resource to scaffold the engagement work of APS agencies by providing them with technical support. It will provide an immersive experience for agency staff through a principle of 'learn by doing'. By partnering with agencies this way the Hub would take on some of the perceived risks of more meaningful engagement with civil society and ensure that there is knowledge transfer.

The hub will provide an advice service to assist agencies to choose the right way to engage and the right way to go about the specific engagement

The Hub will establish a network for APS staff involved in engaging civil society, creating opportunities for peer to peer learning. This would be supported by the development of a toolkit and methodologies.

The Hub would also establish the Standard for APS engagement and feedback metrics referred to in the framework.

In addition, the Hub would oversee the rollout of the BRII challenge platforms, thereby providing a digital tool to support the framework

The Hub would champion initiatives under the OGP National Action Plans and promote more open government.

More details on how the hub would work can be found in the Appendix.

Comparable examples

Similar approaches have been taken with PolicyLab in the United Kingdom, South Australian Government Engagement Unit, and at a larger scale the Digital Transformation Agency

WHAT IT MIGHT LOOK LIKE?

DESIGN

The Hub would be resourced by staff from different APS agencies. This would ensure it has a wide range of perspectives built in, is seen as a legitimate whole of APS resource, extend the reach of its work and capability building. The Hub would start with a core of 2-4 staff to get it going.

DESIGN

Hub users would become aware of the Hub through numerous channels:

- Emails/Intranet articles alerting staff to its existence and value proposition
- Presentations/events at agencies
- Through the Engagement Network
- Senior official's meeting presentations/discussions, followed by information trickling down (senior staff asking their staff to work with the Hub)
- Internet searches
- General APS publications (APS news, APSC news, etc).

USE

First contact (with Hub staff or materials) – Hub users might

- Call the Hub
- Email the Hub
- Network with Hub staff at the margins of an event
- Browse Hub materials and information on the website (e.g. toolkits)

Hub users likely to be people who are about to undertake an engagement, or people who simply want to improve their engagement skills.

USE

Hub Users would have an initial consultation in person or phone call with a Hub member.

At that initial consultation:

- General advice will be provided on approaches and available resources (toolkits, network, marketplace, capability development opportunities)
- Hub Users can discuss opportunities to work with Hub to undertake their engagement

WHITE HOT RISK

Endorsement and resourcing – may need to be endorsed by the Secretaries APS Reform Committee.

Awareness raising: Also need to raise awareness on the function of the Hub to ensure widespread use.

USE

Scaffolding:

- If Hub user would like to get more assistance to undertake an engagement, they can ask the Hub to assist during their work
- Assistance could be ongoing catchups to discuss progress on the engagement. This assistance could extend to resources.
- It may be deemed appropriate for the team to partner with Hub on a project basis where the Hub will provide the technical support, embedded in the team for the duration of the project.
- Potentially, as a capability development exercise, Hub users might join the Hub briefly to 'learn by doing'.

TECHNOLOGY COMPONENT
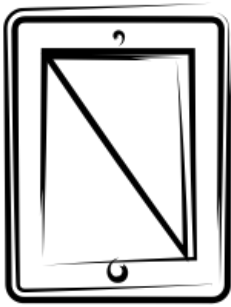
What it is?
The Business Research Innovation Initiative (BRII) Challenge to produce a digital platform for better community engagement will produce two products: Converlens and Scaffle.

Scaffle is an Engagement Planning tool.

Converlens is an engagement management platform, which includes natural language processing software.

Why it's included?
Scaffle helps solve several problems that stops public servants from doing better engagement: Lack of awareness of ways to do better engagement, and lack of capability. It also addresses the issue of the challenge of selecting the right engagement tool for the problem to be solved.

Converlens augments public servant capability to analyse engagement material and feedback.

How does it work?
Both platforms are still in development; and detail behind their features is commercial in confidence. However, we will post more about.

Comparable examples
Both platforms are still in development; and detail behind their features is commercial in confidence. However, we will post more about them.

NEXT STEPS

The next steps for us is to test the components of the prototype framework with public servants and civil society. To this end we are holding workshops in Canberra and Sydney. The prototype will also be on Dialogue, the Department's online deliberation platform, to raise awareness and for further testing and refinement of the prototype.

Based on feedback we will then refine the prototype and seek volunteers to test it live with a small number of agencies.

APPENDIX A – DETAILED FEEDBACK ON CONCEPTS

As noted above, we tested the Concepts with the public and public servants
- In workshops; and
- On Dialogue – the Department's online engagement platform (here: https://engage.industry.gov.au/getting-the-public-more-involved-in-the-public-service2019s-work).

The dot points below are the record of the raw feedback from that testing (both feedback from the workshops, and from Dialogue), for each of the concepts. We have overlaid analytical headings to help group that feedback.

We are publishing the feedback in this report as a resource for ourselves and others to draw on. We are also publishing it to demonstrate transparency in our work.

THE CITIZEN PANEL

Participants responded quite well to the Panel idea (Dialogue rating mid range – 3.8 stars). Some comments included:
- Idea has value
- Good to have multiple voices in a particular area
- Could be like community cabinet (good), or like the hollow men (bad)!
- Diverse group = good idea
- I like this idea
- This idea has a lot of merit
- Dialogue: Testing draft policies with a focus group could be interesting and helpful

Participants weren't sure what the Panel would be for…does it provide Expert/Specialist advice? Or is it a sounding board or pub test of everyday people?
- What is the intent of the panel ideas or advice?
- Need to understand the context, need to be clear on what types of issue the panel will address
- Would it be by topic? Portfolio?
- How do you make it a deliberative process?
- Could be a sounding board, rather than a panel
- Hard to ensure you have right people for the problem: Might need specialist skills rather than a mix of people
- Could be formed for a very specific nitty gritty problem, but could be used for generic purposes
- Dialogue: could also be useful to think about the aims of the panel; are you looking for specialist expertise or the views of people who the policy is likely to affect, or just the views of members of the public who are not involved in the policy as yet.

In the main, participants tended to gravitate towards thinking of it as a panel of everyday people, with many not noticing or focusing on whether it would be deliberative. They also stressed diversity would be important.
- Dialogue: My first reaction was, 'isn't this just a focus group?' Then I realised that just because it was a focus group doesn't mean it can't be valuable.
- Dialogue: The diversity of this panel would be absolutely crucial to ensure a range of views are represented.
- Get some people from regional Australia
- Need to avoid learned behaviours
- How do you get a representative sample?
- Might be hard to find people are interested in being members
- How do you get a representative sample?
- Diversity, how do you make it inclusive
- Needs to be diverse, don't stack with people like us
- Is it open to everyone?
- Panels could be place-based to give regional/local expertise
- Would it be a broad pool of people?

Participants were interested in hearing about the Panel's model/composition
- Could you have 100 people on it?
- 10-12 might be enough
- Would the panel change over time?
- Funding?
- Could include many panels that are formed ad hoc, from a base pool of vetted people
- Citizen panel idea is interesting but would caution against a one size fits all panel. We have a user experience group specific to our business – it wouldn't suit other team's business or even yours. So I'm not sure how this works. Maybe having a consumer expert (as is the case on some medical panels) as part of a reference group would be a better approach.
- Dialogue: These panels definitely need a combination of specialists and average citizens and part of the process of running a panel is an information/education phase where the citizens are properly informed about the issues.
- How do you select people?

Some believed that the Panel should be online, or combined with online features
- Face to face or online? Closed portal? Confidential?
- Dialogue: One way to do this would be to do it online - in which case everyone who registers with a site could be part of the 'panel'. Presentations could be scheduled and presented online - registered 'panel' members could receive notifications when a presentation was forthcoming - comments & questions could be collected via a blog. The downside is that people who are not tech savvy are potentially excluded from policy discussions that may effect them. You could orchestrate face to face panel meetings are the same time as the broader online telecast and then debate it with the panel after the session.
- Dialogue: And agree that online could be the best way to do it, ensuring that demographic information is collected to make sure diverse views are represented.

Others provided input about how to best run the panel
- Must involve several meetings with the panel.
- Don't use it for everything - not going to work all the time.
- You have to find a way of ensuring the process was

confidential and didn't lead to leaks
- Understanding of the policy process would be of benefit to the panel
- Having someone to help us with language would be handy (avoiding bureaucratese)
- Recruitment challenge is real
- Need really good educators involved, explaining any content to the panel
- Dialogue: If the panel were unable to see how their feedback was incorporated into the design of a policy, I don't think panel members would be very motivated to contribute useful feedback. One of the main challenges would be setting clear parameters about what could be changed about a policy. I can see a clear role for a panel (or individuals) to be involved in user testing, especially if you were delivering the policy online.
- Dialogue: How do you build enthusiasm to be involved in this? Perhaps could use competition or create a sense of urgency by setting a time limit and a fixed outcome

One issue was the nature of the Panel's advice – binding, or simply another source of information to draw on?
- Does it have decision making power?
- Need to ensure not rigged in advance just for affirmation
- Maybe don't pay people so get people joining for good reasons
- Important to communicate idea properly – don't want to suggest we don't know what we're doing
- Does it make binding decisions?

Others weren't convinced, or suggested alternative ways to achieve the same goals
- No. This cannot get you to the people you need to talk to for good engagement. This actually gets to the heart of what good community engagement is, and it's not asking for the opinion of a select group of people who've volunteered to be involved and may have no direct connection with the place or service in question.
- Would require a lot of effort/resources - Some surveys serve a similar purpose – e.g. ANU Survey on State of the Nation – might make it easier to achieve this idea's outcomes if you just do a survey (although people are tired of doing surveys)
- If this is just about gathering specialist advice, this is potentially covered by interest groups and stakeholder consultation, but the latter could have some value

Participants noted a few good examples of similar things that might serve as inspiration
- Build the panel where people are already putting out information - People already feel like they are on a citizen panel with social media, except they get no response
- Don't remind people of the Citizen's Assembly
- Ready at Deakin University and Qld Education Faculty good examples
- Dialogue: The ACT Government has recently experimented with a Citizens' Panel/Jury on policy surrounding CTP car insurance in the Territory. Has had mixed results so far, but is not yet wrapped up.

It's definitely a very recent example to look at and gain insights.

ENGAGEMENT DIAGNOSTIC FRAMEWORK
Got a middling rating on Dialogue (3.5 stars).

Will it work? Participants weren't sure.
- By itself not enough – requires practice and skill
- Maybe. I query whether any template / tool can change behaviour - it's something that will become relevant when good practice is established and people are asking for it.
- Are we trying to build one size fits all?
- It is a bit complex
- Why not use IAP2
- Lessons learnt might be better
- Intent/outcome
- Conceptual tool is okay

But it did have its fans.
- Dialogue: Frameworks are always useful. If you can develop one you like, it can be embedded into new starter training or as part of a compulsory training package. Everyone everywhere will engage with stakeholders at least once a year in their job.
- Dialogue: I like this idea - and wonder about 'off shelf' type options relating specifically to engagement? Eg. does the IAP2 have any frameworks? This may provide more of a 'standard' approach.
- Dialogue: Also, I like cynefin and such, and I think those things are good tools to conceptualise problems, plan, or frame conversations / projects. But its good to have options, as they aren't always easily applicable to each problem / issue.
- Dialogue: I think the diagnosis could be part of toolkit or other concepts raised here.
- Dialogue: We did something like this in the ATO. Please contact me directly and I can share some work I did with this. I published a paper on the Effective Engagement framework in the ejournal of taxation
- Dialogue: you can see the brief here https://espace.library. uq.edu.au/view/UQ:355549
- Dialogue: This was developed based on the IAP2 framework but tailored for the Australian public service. Extensive research and co-design was conducted to create this.

How will it work in practice?
- Good idea to help ensure we don't treat all problems the same way
- Could be used in teams, or be adopted at whole of Department level
- Who would manage this tool? An agency? Needs to be operationalised
- Need to have a tool to explore the problem part of the tool
- Could be applied in the context of a Hackathon

EXCHANGE PROGRAMMES AND

SECONDMENTS

Workshop participants were mostly supportive – and it was highly rated on Dialogue (4.7 stars – third highest rated Concept!).

- Exchanges and secondments are valuable.
- Collaborative process
- Yes. This is a good thing to do (but on its own will not create behaviour change).
- Like how it creates an environment of people coming and going

Specifically, some liked the empathy aspect, demystifying both the work of government and what it's like to be on the other side.

- Walk in the shoes is a good idea
- Builds empathy and removes stereotypes
- Dialogue: Secondments, even short term ones, are a great way to build awareness of the expertise that exists outside our own places of work. I think it works both ways too - other organisations can get a better idea of the work going on in government, and learn how to meaningfully engage with it. And the APS can get an awareness of the expertise that is out there.
- Dialogue: This would be beneficial to all parties,
- Dialogue: This is a really valuable idea and could help 'demistify' the work of government to the public.
- Dialogue: I think secondments are great. They build amazing levels of awareness and understanding for the specific people and teams that participate. I have personally learnt enormously from secondments and having secondees.
- Dialogue: This idea would be great for *stateholder engagement*: eg seconding someone from an interest group/NGO/business to see how the APS works on the inside… but stakeholder engagement is not a substitute for public engagement.

Others doubted if it would be possible to get many more people from outside the public service to come into it

- Dialogue: I think seconding members of the public into the public service would be difficult - setting up IT requirements, potential security clearances and other paperwork is difficult enough for public servants just moving to another agency.
- Dialogue: I'm also not sure a short secondment - unless it were focused on a service directly relevant to that person's life - would be that illuminating for the secondee, or long enough to change their perceptions of the public service.
- The tough bit is they require investment over time, as any relationship does and we have had several attempts to draw on academic exchanges but none have had longevity.

Others cited that it would help expose people to new ways of thinking and new people, boosting innovation

- Has real value and is a way of getting exposure to different ways of thinking
- Dialogue: It will also help public servants reconnect with

the public we serve and step out of the 'Canberra-centric bubble' that can often exist.

- Dialogue: It's also about putting faces to names and building those personal connections that mean you can reach out to experts and they can reach out to you.
- Dialogue: It could also be very useful for encouraging innovation and new ways of working in the APS; it can sometimes feel like as an organisation we are the last to embrace different ideas.

They suggested ideas about what it could look like – in particular, maybe the better idea would be just to require public servants to do more ethnography/user research

- Dialogue: Where I think this idea has potential is in sending public servants to accompany people who are 'interacting' with government (i.e. visiting a Centrelink shopfront, filling out forms etc). This would allow public servants to identify problems in real-time, and as jgibbons pointed out, get us out of the Canberra bubble.
- Dialogue: I see this idea working when public servants simply go out for days at a time to engage and get feedback for whatever it is that they need to consult on. The DTA has a good example of how they have used this approach - https://www.dta.gov.au/blog/getting-quality-insights/
- Open Thursday
- Boards in Prince 2 is an example
- Co-location another way to do this
- Precedents: ARC, HMRC do this
- So is this about promoting the opportunity or a marketplace for skills and experience or both?

Participants raised a wide variety of implementation issues to take into account

- Must not be used by agencies to "offload" underperforming resources.
- How do you evaluate success?
- Clarify the purpose
- SES are time poor
- How do you make the logistics work?
- How do you ensure frequency?
- How do you ensure it is on-going
- Snowball approach could be taken - use the APS Reform Committee
- Make it reportable to Secretaries
- Create some rules on how you run this
- Need to get SES involved
- Open days for stakeholders
- Has good PR value
- 1 day long might be enough
- How do you scale? Might have a patchy impact
- This already happens, needs to ensure not overlapping
- Might require training first
- Need to be clear about what this is trying to achieve
- Needs to be built into review processes/performance management
- Security could be an issue

ENGAGEMENT REPORTING AND

METRICS

People liked this idea in workshops… but not as much on Dialogue (rating: 2.5 stars).
- Good to show people how we're talking to each other/ coordination in the public sector
- Could get ministers more interested in our work

…And noted a few models that could serve as inspiration (or sources of pitfalls to avoid)
- Dialogue: Project reporting should already include metrics on engagement (people contacted [number and population type]; responses received; modes of communication used; regions visited; etc... depending on the project)
- CLEAR is a good tool
- Tripadvisor is a good example
- TripAdvisor has some issues (may not be representative)
- Metric could be Openness by default
- Lot of discussion in the Aid space about what it effective valuation
- Trip Adviser good idea – moderates weighting – will need something similar for any similar ratings system
- Respect is central to any metrics or reporting
- City Performance Framework good example of metrics
- Senior Exec can support the creation of a culture of new forms of engagement by agreeing to pilot and evaluate new ideas.
- Dialogue: Also, a lot of government engagement and consultation is managed via consultancies. Could you apply consistent measurements of engagement to different consultancies who each have their own approaches and methods?
- Dialogue: Metrics can be tacked on into an Annual Report writing exercise. I think there's value in publishing metrics, in that it gives you some idea of progress over time.

But people also thought that making them work in reality will be tricky
- Dialogue: To be able to quantify engagement and performance would be useful as a way to benchmark different projects, but what successful engagement looks like depends on the sample population you're dealing with.
- Good idea – need to learn and improve and feedback is handy; sometimes quotes and rules are what's needed to get good change
- Good idea but how do you implement
- How do you make it real?
- How can I engage in a safe way
- Good if balanced
- Challenge is ethics of talking to people so different cohorts require different approaches
- There can be psychological barriers to doing better engagement – how do you get public servants to get over barriers like approach anxiety?
- How do you ensure diversity is covered
- Hard to make engagement a one time process so how do you get feedback in?

Several participants noted that the focus should be on qualitative measures, rather than quantitative
- Include qualitative measures related to community impact of 1) process 2) outcome
- Avoid quantitative metrics that measure only what can be measured
- Danger in quantitative measures, need to focus on outcomes
- Quantitative may crowd out the qualitative
- Separate out the outcomes from the experience
- Qualitative feedback is important
- Qualitative?
- Needs to focus on / be linked to policy outcomes
- Needs to align with principles, standards
- Could include qual and quant metrics
- Make it about quality, not quantity
- Experiential feedback
- There needs to be a mix of qual and quant and you need to somehow balance the qual so it has equal importance but isn't represented by a number.
- Some participants had concerns about individual level measures – suggesting that project or group level metrics better
- No to individual goals
- Would work well at an agency level not an individual level
- Dialogue: Adding metrics to employment contracts would have to be considered on a case-by-case basis. External stakeholder engagement isn't a part of every public servant's job due to the nature of their work or their level.
- Dialogue: To encourage greater awareness of the importance of stakeholder engagement, it could be done through the performance discussion (instead of being put in contracts). Might be a lighter-touch way to go about encouraging managers and their staff to have this conversation (even if it means for their particular work they end up not having to do much of this type of engagement) - instead of putting in contracts in the first instance.
- Dialogue: Not sure of the value of individual 'engagement' metrics. Could lead to 'engagement' for its own sake. I think individuals manage projects on the delivery path. Good project should be able to show how 'engaged' it was... and in many ways this is an easier thing to quantify than actual impact. (which ultimately is the goal). So the individual performance measure should be around performance of the project as a whole. Of course, some project workers will naturally turn out to be better at engaging (and/or reporting on it) than others.

Another major challenge is making the metrics legitimate, and ensuring they promote the right kind of behaviours
- Will be hard to find metrics that matter to the public and also the government
- Might force bad engagement – just jumping through a hoop
- Critical is how you develop and choose the right metric
- Creating another set of tick and flick standards?
- Will it become box ticking
- Important metrics still let it be ok to fix mistakes
- Metrics should help ensure we engage with people

beyond the usual suspects
- Might aggravate perception of process risk
- E.g. Family Impact Statement – just becomes a box to tick
- Could get gamed
- Nothing from the people – what might public want as a metric
- Maybe / probably. Are you looking for a dashboard, or to genuinely understand if the engagement is successful? Because they are two different things and will drive very different behaviours and outcomes. Any metrics need to be outcomes based and end-user driven not internally focussed. This is going to be very difficult to do well, and counter-productive if done badly.

Alternatives were suggested too
- Could we instead better analysing what feedback we get on social media to get a sense of what's working?
- Dialogue: I'm currently completing my PhD on this topic - I have created a measurement scale to evaluate the effectiveness of the experience created for citizens by public sector organisations. I am about 6mths from completion and would consider collaborating on a test case. Please contact me if you are interested. J.langham@business.uq.edu.au

RETHINKING RISK
People certainly want to rethink risk, but weren't really sure how. This got decent support in workshops, but little on Dialogue (1.5 stars – the lowest rated Concept!)
- Dialogue: I like the idea of encouraging people to engage with risk. It's just how to best do this that is the issue.
- Strongly support this idea
- Process Risk vs Outcome risk
- Risk vs Reward
- Idea is essential
- Leadership are saying the right things but not filtering down
- Thinking of risk differently happens in many industries ie mining
- Really important idea
- Dialogue: Sometimes when we talk about risk, people's eyes glaze over. And some can have really set views on what risk is, how it needs to be engaged with and managed. Perhaps there is a way that we can change this conversation to help people engage with risk in a meaningful way.

But people were divided on how to take it forward, and noted a few pitfalls to avoid
- Dialogue: Adding clauses to employment contracts would have to be considered on a case-by-case basis. External stakeholder engagement isn't a part of every public servant's job due to the nature of their work or their level.
- Dialogue: Senior Exec can support the creation of a culture of new forms of engagement by agreeing to pilot and evaluate new ideas.
- Dialogue: I'm not sure the answer is reports and putting it in staff contracts. Perhaps it's talking about engaging with

risk in doing some of the other ideas??
- Maybe. See notes on 1. Engagement diagnostic framework. (nb. Worth exploring other ways to rethink risk rather than a decision tool - it's more culture change than anything tool based).
- Tend to realise full scale risks because we do not take on prototype risk
- Take this through a design process
- Can you expand more on opportunities rather than risks?
- Understand the value of a good failure
- Could use case studies to demonstrate that the risks are not as high as perceived
- How do you define risk?
- Need to have a permissive culture – change to fail safely from fail safe
- Need to be open to different ideas, but govt finds this hard
- How is the risk assessment decision tool different to the risk potential assessment tool?

THE DISCOVERY FUND
This concept got a bit of in principle support (Dialogue rating: 3.5 stars).
- I like this
- Yes. Will need to exist to remove one of the risks / barriers to projects conducting good engagement.
- I like this
- I like this idea. If you want things to change, you have to fund them. A few funds spent on encouraging prototype discoveries could help immensely.
- Dialogue: Agree with that comment. In conjunction with the awards, this could reinforce that
- a) Senior decision makers are interested and care about good consultation
- b) Exceptional work / risky attempts can be rewarded.
- It would need some appetite for risk to ensure new consultation approaches were genuinely innovative.
- Dialogue: Could be a good driver as well of promoting engagement and definitely ticks the 'innovative' box.
- People offered a few ideas about how to make it happen and a few risks – but in general, the showstopper part would be getting money, not necessarily making the idea happen
- Good idea but where does the money come from?
- Remove the admin overhead would be a selling point
- Match up with APS wide consulting service and would have skill transfer
- Need more context – what does good consultation look like?
- Link to Public Sector Innovation
- Will require advocates at the top (hence why important to link to public sector innovation)

MINIMUM STANDARDS
People were reasonably interested in this Concept (Dialogue rating: 4.0 stars).
- There is a real need for this
- Love the term minimum as a benchmark
- Agencies are at a different level of maturity

- Standards are good, they help nudge people in the right direction
- I think public servants may assume or generally aim for these standards but don't have anything to refer to when it comes to applying them.
- I think this could be useful for some people.
- Minimum engagement standards is a reasonable idea, and necessary, but this kind of sounds like telling people to look both ways before crossing the road – you shouldn't have to do it but you probably do need to (sigh). Rate 3.5

Some people suggested some possible standards
- Dialogue: This idea could be useful when it comes to ticking the box of engagement - eg, engaging with representatives in each state and territory, engaging rural/regional/remote Australia. Identity and diversity could be another standard also but I am not sure how this would work generally, particularly if you're looking at a particular sample of the population (e,g users of a service, specific population group).
- Dialogue: Implement a standard evaluation framework (that covers both process and outcome indicators) - and set a minimum score that each project/agency must meet in order to be considered to have met the minimum standard. Ideally the evaluation process should be 360 degree - get perspectives from participants, non-participants, process implementers and decision-makers. Something objective, measurable and actionable.

Some expressed doubts and noted difficult implementation challenges…
- Dialogue: This could be helpful if done in the right way, but to what extent does it overlap with the toolkit / resource predictor?
- Dialogue: Does it restrict improvement if you only aim for the minimum
- Dialogue: If the standards were more than just information, but were enforceable, there would be interesting changes to incentives - who would enforce them? Perhaps the ANAO in its audit processes, or random APSC reporting?
- Dialogue: If there was buy-in to implement this, and it was publicized APS-wide, it could have a real impact.

Some people suggested models and ideas to draw inspiration off
- Dialogue: Check out the Evaluation Framework I developed based on the United Nations Brisbane Declaration on Community Engagement a few years ago. Feel free to use this as a starting point if it is useful:
- https://www.darzin.com/[…]/the-darzin-evaluation-framework
- OGP principles are a good example to draw inspiration form, they are a good standard and already used
- Digital Service Standard similarly might offer a good example
- Maybe / probably. Are you looking for a dashboard, or to genuinely understand if the engagement is successful? Because they are two different things and will drive very different behaviours and outcomes. Any standards need

to be outcomes based and end-user driven not internally focussed. There needs to be a mix of qual and quant and you need to somehow balance the qual so it has equal importance but isn't represented by a number. This is going to be very difficult to do well, and counter-productive if done badly.

THE APS ENGAGEMENT PRACTITIONER'S TOOLKIT

A lot of people thought a toolkit was valuable (Dialogue rating: 3.8 stars).
- A very important part of the framework
- Big ticks
- Dialogue: Toolkits have a lot of upside... good ones go beyond the pdf best practice guide...
- Dialogue: This could be useful in conjunction with the resources guide idea.
- Dialogue: Important to consider in this context different consultation contexts: regional, remote, digital, linguistically and culturally diverse consultation contexts, etc.
- Dialogue: Agree with Tarek that it's important to consider different consultation contexts, particularly with different types of policies and stakeholders. Would industry/policy-specific toolkits work better?

Others had doubts, often reflecting on previous experience trying to make a successful toolkit

People had a variety of suggestions as objectives for the kit:
- Kit should drive a consistency in language
- Avoid buzzwords
- Make it practical, appeal to people's motivations
- Needs to clarify why we're engaging
- Should include off the shelf tools and methods – See Bizlab's toolkit for UCD

Some people harboured doubts
- Dialogue: I am very dubious about the toolkit [for example, the strategic policy toolkit did not turn out as hoped] unless it is professionally developed and curated. Rate 1.
- Maybe. I query whether any template / tool can change behaviour - it's something that will become relevant when good practice is established and people are asking for it.
- I'm not sure how much they get used in comparison to a Google search or Youtube vid.
- Dialogue: A good idea, but needs to be used comprehensively. There have been a lot of best practice guides made and then ignored over the years because people preferred their own systems.

People had a variety of suggestions as to what to include in the kit:
- Dialogue: The best toolkits I know of are interactive, featuring things like diagnostics, walkthroughs, microlearnings, templates etc.
- Agree with Ross that it's helpful to have examples with walk-throughs, templates, etc.

- Could be best practice, but also 'promising practice'
- Case studies are powerful and need to show success and failure
- Need to keep this up to date – who will be monitoring
- Draw on what we're already doing well
- Will need user testing to ensure it hits the mark
- Good example: Closing the gap clearing house was successful

Implementation issues
- Dialogue: I would want to know how this toolkit would be promoted and dispersed among public servants. On-going promotion and updating of these kinds of useful toolkits is what is needed to ensure they get used and do not gather dust.
- Might require mentoring/coaching/training to make it happen, or other coupling with advice
- Might need a champion to raise awareness?
- Who can contribute to it?
- Need to be clear on who the audience is
- Needs to be a good bit of communications
- Needs to be contextualised for different stakeholders

Some good examples were suggested as inspiration
- Good example: Harvard Gender Action Portal
- Idea: Case studies: DFAT diplomats might have useful tips

OFF-THE-SHELF MODELS AND METHODOLOGIES

We received a lot of feedback that this Concept was very similar to the Toolkit concept.

As such, feedback on this idea is included in the Toolkit concept above.

But we did receive a few specific suggestions on this one:
- Avoid creating templates – ensure toolkit can be adapted and applied depending on policy problem and context (scaffold approach)
- Maybe. I query whether any template / tool can change behaviour - it's something that will become relevant when good practice is established and people are asking for it.

THE ENGAGEMENT MARKETPLACE
Dialogue rating: 2.6 stars (low!!)

People seemed interested in the idea of the marketplace as a 'directory of skills' as well as 'a panel of providers'
- A corporate directory of engagement skills would be very useful
- Would be good to have a panel of providers departments can leverage
- Dialogue: Not sure if this is worth it - APS staff can already source out consultants quite readily? Worth properly scoping out whether the problem can be solved by this solution before developing this one.
- Dialogue: I wonder if the marketplace can serve as the expert itself?
- Dialogue: Like some of the public engagement sites that exist like QLD's 'Get Involved' - there are others too - which provide direct access to public. Such a model could be tweaked to include signins / sectors / push notify on issues of interest etc. https://www.getinvolved.qld.gov.au/ (they also have a toolkit https://www.forgov.qld.gov.au/ community-engagement)
- Dialogue: I would question if it's a genuine marketplace (some companies run internal betting markets as predictors)? Or if it's designed to assist with procurement, an APS wide panel would be helpful - streamlining procurement processes for agencies procuring consultation services.
- Dialogue: This would be useful if there was genuine sharing of experiences - what worked, what didn't. Can't see that happening though.
- Dialogue: Ideally include products to support engagement as well as consultants. Make it a more comprehensive resource list.

Dialogue feedback
- Looks cool. A five star idea.

THE APS ENGAGEMENT NETWORK
Dialogue rating: 2.8 stars (that's low!)

People like networks in principle, but note that you really need a mass of people + people with a lot of energy for them to work
- Idea is a good one but needs to be driven
- There are already lots of networks but hard to get people to attend
- Maybe. Works well in a safe (trust) environment. Needs to have a groundswell to be successful.
- Relies on a few people with a lot of energy
- Dialogue: Good in theory. The usual barrier exist: public servants move on frequently so high turnover; often hard to get traction with busy APS staff.
- Dialogue: The proposal for an online platform could support greater interaction though. It could also serve as a repository of the Network's knowledge.
- Dialogue: A challenge for this, as per Jill's comments, is the level of buy-in. Working officials change roles, and have competing demands. A less-frequent (annual?), higher-level briefing to SES (Bands 1-2?) might be more effective?
- Dialogue: A sound idea and more appropriate than awards and brochures being made to promote 'success' stories. It would depend how it the group/ network was set up and it would be necessary to plan out how this network will maintain its momentum after a typical positive and enthusiastic start. I like the idea of maintaining an online platform that people can go to get ideas.

People noted other things would help the Network succeed
- Dialogue: A contrasting perspective to the above, it could also be beneficial to target early career public servants

who perhaps have more time and energy for establishing networks and engaging with online platforms. The network could aim to establish connections and a culture of sharing information that these junior public servants take with them throughout their careers.

- Dialogue: I agree with Tarek that sharing best practice should occur at senior levels, via an occasional (perhaps annual) meeting. This approach may overcome the problem of working level officials having the knowledge, but not the authority, to implement new ideas.
- Good idea, knowledge sharing works really well when people can be honest/open
- Could it be combined with a panel?
- Needs rules, ideas to create a safe environment
- Champions over done
- Useful to connect Fed and territory/state public services
- Can the network help engagement between agencies?
- Definitely needs something to drive it – both interesting work and people who want to work on it
- Human Rights Network offers a good example – it had low overhead
- Does it need Champions? It might be very onerous work, need to drive interest
- No champions!

In particular, the Network would have to be part of the Hub
- Where would it sit? The Hub?
- Is outreach for the Hub?
- The Hub could operate the Network

THE APS ENGAGEMENT SNAPSHOT

People didn't mind this Concept, even if they weren't hugely enthusiastic about it (Dialogue rating: 2 stars).
- Lots of value
- Learn by doing
- The content should be communicated widely
- In principle good idea
- Very hard to get departments involved
- Maybe. Celebrating successes is important. Is this the best way to do that?
- This is neat

People had a few ideas about how to implement…
- • Dialogue: The challenge here is competing for readers' attention. There is already a significant amount of material emailed around that highlights awards / processes / etc.
- Could be part of annual reporting – in fact this used to be included in annual reports
- The engagement hub could run this
- Make sure process for involvement least onerous possible
- Could be quarterly
- Use different mediums to communicate content
- Use both digital and paper document
- Dialogue: should be linked to the DTA's digital service standard requirement to do user centred design. I'd encourage live reporting if possible, but at least monthly. The peer pressure dynamic would be useful. Rate 4.5

But some just didn't think it was worthwhile
- Dialogue: It is likely to take a large amount of work to do - especially given the huge breadth of engagement work across the APS - and also end up being mostly a PR exercise. I doubt many people would look at it anyway, unless agencies' performance was evaluated on it.
- Dialogue: Similar to the Engagement award idea in that this is not so much an idea to tangibly engage better with the public. Okay, to promote successful ways of engaging but runs the risk of elevating and exaggerating the APS's success at engaging the public.
- Personally I'm pretty cynical about the value of awards or the engagement snapshot, both look like navel gazing.
- …Or suggested alternatives to achieve the same aims
- Dialogue: Perhaps more effective to target key decision-makers (i.e. 1 hour with Secretaries / Dep-Secs once a year), after / before the awards ceremony, as a way to highlight innovation / best practice?
- Dialogue: If you're wanting to raise awareness and undertake a communications campaign, you'd need to understand your audience and their channels and what Tarek is describing sounds about right targeting key influencers (senior management, etc) and making the most of existing events and forums. Let's move beyond another report/glossy/publication and see if there are more sustainable or consistent ways to spread a message and build awareness of best practice citizen engagement.

THE ENGAGEMENT HUB

The Hub got near universal in principle support in workshops, and a good rating on Dialogue (Dialogue rating: 4.1 stars).
- Lots of value
- Exciting idea
- Dialogue: If done well, this could make a big difference - both in developing expertise and helping coordinate engagement effort across different agencies. Some people end up talking to a different agency every day of the week and get frustrated by it.
- Dialogue: A small team of specialists, with a clear mission, can achieve a lot. I think this is a good idea.
- Dialogue: A better idea than the other Network idea proposed, because this is about a dedicated team that has the expertise and a specific role to help agencies/ teams engage better the public.
- Dialogue: I like this idea in theory, assuming it is done well.

People had a number of questions about it:
- Learn by doing
- Skills are rare so would be a benefit in drawing from a central point
- Needs to be bespoke, no cookie cutting
- Problem will arise with success and prioritising work. Can you scale up?
- How do you resource?
- De-risks engagement for first agency movers
- APS needs this
- Good idea
- Physical space is important

- A very good idea, reflects best practice
- Could manage a panel of providers for other departments
- Need to secure ongoing funding
- Connectivity, tools, resources
- Dialogue: It would be important to make sure they aren't seen as comms people or event organisers - engagement needs to be genuine to work.

It could undertake coordination – but would need to scaffold, not disempower (or be taken advantage of by) the people it works with
- Good idea – coordination useful, having a mandate to take action, whole of government/lack of silos, externalises the function
- Could be a repository of what is happening in departments
- Like how the engagement process is 'externalised' to serve on a cross-agency basis
- Will it create a dependency?
- Is it too top down?
- Don't let it be a resource save

People noted that it's important to think about whether having a Hub is better than injecting lots of smaller engagement capabilities into business as usual teams
- • Dialogue: The problem I have seen with agencies that have tried to set up a similar hub of innovation, is that they generally had no power to insist that various sections of their Department follow any of their standards, use any of the tools they were trying to implement to get consistency across the Department, or even commit to any ideas they came up with.
- Dialogue: Lots of good ideas and innovations simply died due to lack of cooperation and commitment. So if you do set up this Hub, give it some teeth and budget!
- Dialogue: I am not sure if this is the best idea. I agree that if done well this could succeed, but often a lot of units built around a specialist skill/service for hire model become siloed (e,g innovation labs, data analysis units, strategic policy teams etc.). The result is that those skills don't get as widely distributed across the workforce as you'd wish. A lot of outreach on behalf of the engagement hub would be required to make it work.
- Dialogue: I agree with milenaa that the engagement hub would likely become siloed, or that agencies would consult it as a 'tick the box' exercise.

It could focus on particular policy areas or problems, at least to begin with
- Build this process around problem spaces e.g. child protection, or multi or transdisciplinary spaces – putting expertise in hubs 'policy based groups area'
- What are the big policy spaces it should address?
- Dialogue: The initial stage of the Hub would be to promote it and take responsibility for some of the other ideas here, such as the online directory one or online toolkit one. After establishing themselves, then they could start to work directly with people that need their help to organise public engagement meet ups.

Examples for inspiration – and sometimes to coordinate with
- Look at the VicHub as an example
- Similar ideas exist in Singapore, South Korea, Amsterdam, France
- The NZ Policy Project
- Dialogue: Hi, have a look at Department of Industry Bizlab before recreating another team.
- Dialogue: Could be incorporated into an already existing 'lab' or 'hub' who are already doing out reach eg Public Sector
- Innovation Network at BizLab in Industry

Some feedback was to warn away from taking a too process/ template based approach
Generic scaffolding might work for some things – but might risk taking a templated approach to something that isn't suited to it (generic methodologies and cookie-cutter approaches)
Maybe / probably. This is complicated. You're going to need an independent and dedicated team to cut through the APS inertia and demonstrate you can do things differently. However I'm worried about how this concept is written - more about processes and metrics than about doing - it could become an internally focussed cookie-cutter solution that oversees but never actually change anything. How the concept could work is as an incubator, starting small and doing engagement differently, learning what works and building a groundswell of support.

People did not think the name Partic-hub was any good (though at least it was memorable)
- Engagement hub might need to be renamed – at first I thought it was a collaboration space but it's more of a design lab on engagement. Isn't the whole site an engagement hub?

People thought overload might be an issue
- Might get overloaded if takes on too much responsibility
- Important that people can say 'I'll never be fired for using the hub'
- Is it overambitious? Does it have too much to do?

Some people noted that the public should be involved in the Hub and its development
- How does it help the public? Needs public input
- Hard for the public to get involved
- Can we help get people outside government involved
- Dialogue: Ideally I'd like to see a position in the team for a representative from a community group - perhaps a secondment style rotating position for 6 months. This could be good for cross fertilization of ideas and values.

Some people suggested that the Hub should be at a central agency, or at least a centralised mandate
- Dialogue: All the big agencies should chip in to fund this proportionately to their size and expected use of the Hub. Changing direction so needs to happen at the centre of govt
- Needs centralised mandate

- Risk is it failing
- Could link with Citizen Science initiatives
- Needs to get out beyond Canberra

Others stressed that a lot of thought was needed to go into it, long term planning was important
- Needs ongoing funding
- Need a life beyond its initial scope
- Who would join it? The same group of consultants? Need to discourage rentseeking behaviour
- What does success look like?
- Would need resources
- Needs 5-10 year plan

People suggested a range of responsibilities, challenges and features for the Hub
- Dialogue: There is far too much "reinventing of the wheel", particularly in Federal Government agencies I would say. For example with Stakeholder Management Software, so many agencies are still trying to build their own software, or customise a sales-focused CRM for it, when there are off the shelf stakeholder management software products available (Australian companies too!) that have been designed specifically for this purpose.Might need an academic element to it
- Hub could establish a calendar of when things are happening
- Having its own physical space would be great, where you don't have to 'swipe in'
- Could it be linked to universities? UC?
- How do we get the cultural change to go with this?
- How would it interact with existing engagement teams?
- It could run the Engagement Network
- Could publish its work on youtube or some other medium

REVAMPED ENGAGEMENT AWARDS
People were pretty divided on this – some people like awards, others don't (Dialogue: 3.8 stars)
- Dialogue: This is a great idea. Awards and prizes are easy to set up, are easily understood by participants and authorisers of the awards, and are cost-effective really - only pay the best on the field, rather than funding all the participants.
- Dialogue: Agree with Kevin's comments - quite effective for the cost. I would add that some of the value is in having cross-APS awards, to allow for inter-departmental cross-pollination.
- Dialogue: I like this a lot - everyone loves a bit of friendly competition and ambition! And you can generate a fair amount communications and awareness as a result of the event.
- to protect/help reward ppl who do well, or they'll leave
- A competition/prize for best engagement would encourage better engagement
- I'd love an award!
- Recognition might alternatively come through work becoming a shared case study
- Maybe. Not the first thing you would do though.

People offered a few implementation risks/suggestions
- Some people will nominate themselves – this is to be avoided
- It's time consuming to organise
- Make it basic – if it's complicated to apply won't work
- Dialogue: I'm not so sure about this idea. Other awards such as the Public Sector Innovation Awards or the Australia Day Awards work well because you can easily compare the success of various efforts, or because the achievements are obvious. Judging the success of public engagement seems much more challenging. One would hope that there would be a correlation between good public engagement and a successful policy, but other factors might determine whether a policy works or not. Therefore, I see the possiblity of an award for a policy that doesn't work very well.

Dialogue feedback
- Personally I'm pretty cynical about the value of awards or the engagement snapshot, both look like navel gazing.
- Dialogue: Although I think it's worthwhile to find ways to encourage more public consultation, I'm also a bit concerned about the public perception of handing out awards for something which many people would view as a (hopefully) routine part of our work.
- Dialogue: I don't doubt the research, but I think the rewards that come from job satisfaction and acknowledgment through promotion would be a more effective method to encourage good engagement. Senior Executive should be encouraging and rewarding good engagement practices by their staff as it happens. I think an award such as this wouldn't have a great deal of public support either, and might be perceived as a slap on the back for people for doing things they are paid to do.
- Dialogue: A public servant shouldn't need an award to do something well. This appears to be a distraction from some of the other good and tangible ideas that have been published

ENGAGEMENT RESOURCES PREDICTOR (EGG TIMER)
Some people thought this could be OK, but it did get poor ratings on Dialogue (2.5 stars)
- Dialogue: I like this idea - put in details like scope, timeframes, budget, and provide options - a bit like a diagnostic / advice. This also helps good planning.
- Dialogue: The general idea behind this is good. Because inevitably costs / outputs will vary by context, it might be useful to have rules of thumb (i.e. 'If you have one FTE, do this; if you have seven FTE, consider these options'), rather than an overly prescriptive model that doesn't add too much - perhaps an infographic that can be easily distributed via email / social media / etc.?

It may also require updating, as new services make consultation easier (i.e. online survey delivery is much easier than it was a few years ago).

- Dialogue: I like this idea. It will save some valuable time and resources. Performing a cost-benefit analysis via a software sounds interesting.
- Should be an app
- Dialogue: This relies on having good metrics available. What worries is the tendency for "quick" rather than quality engagement.
- Millenials might like this?
- Dialogue: How do you write the rules for such an instrument. I'd like to see one rule written for this that could demonstrate how it works.
- Make sure you link with best practice
- Transparency initiative? Or is this internal facing?
- Maybe. I query whether any template / tool can change behaviour - it's something that will become relevant when good practice is established and people are asking for it.

The main critique was that it wouldn't get used, or there were already good non-tech ways to do this
- Do you really need software for this? Can't you just make a paper agenda?
- Can we get links to people in engagement organisations? That'd be more practical.
- Compare any failures
- SES wouldn't care re the software, it would be more for case studies

Dialogue feedback
- Engagement resource predictor is already in existence and is called a basic planning spreadsheet in excel. Seriously. Rate as -2.

INCREASE ENGAGEMENT EVENT ACCESSIBILITY
A lot of people liked this Concept (Dialogue rating: 4.5)
- Targeting the right people is a good idea
- People will be more interested in something if it's more targeted to them
- Tailor the event to the audience
- Good that engagement not undertaken on our terms only
- Yes. Do this.
- Getting people with disability involved would be useful
- Make sure no overload – need oversight on what we're engaging on, got to ensuring you're not just attracting people who aren't helpful
- Dialogue: I think this is a great idea. This approach would allow the public service to reach a more diverse range of stakeholder (not just 'more' stakeholders). It could also help to amplify underrepresented voices.
- Dialogue: On first inspection, the idea of addressing logistic or other barriers is a very sound one. Reducing participation costs makes it easier to get input / feedback from people who might not otherwise be able to participate (reducing information costs).
- It appears that to make a significant difference, might require senior stakeholder buy in (i.e. funding for childcare, changes to Centrelink, etc.), which might be the key barrier.

- Dialogue: This one is a great point to consider. A more engaged public would eventually help improve the APS policy and programme initiatives. Providing incentives such as raffle ticket prizes, free workshops, resume/cv checks for job seekers etc. could be useful to increase events participation. Regular key information sessions could be used to update the wider communities on APS wide initiatives.

Some people noted examples that could provide inspiration
- ACT Govt is a good example of well targeted events – don't attach to Centrelink
- The ACT Govt has good examples of engagements that increase accessibility
- How do we conceptualise this kind of engagement? Town Hall?

Others suggested alternative ways to get more people involved
- Be aware of timing (e.g. don't ask farmers to come during harvest time)
- Content is the driver of attraction
- Ideas to increase accessibility could be included in the toolkit
- Could use online better to increase accessibility
- What is the relative role of on-line?

A lot of people suggested just going to people rather than trying to improve access to our events
- Accessibility – go to the people
- Good idea to go to people, not try to make engagement more about coming to us

Dialogue feedback
- Increasing engagement event accessibility is good, although it is already practiced (we paid something for lost time for a project we ran, for instance); although broadening the approach and giving it specific cover would be great. Rate 4.

COLLABORATION SPACES
Idea proposed by a contributor on Dialogue.

Overview: Many goverment departments have engagement areas/labs for testing their Ideas. In City centres centralised centres i.e Centralink, Library or StartUp spaces could be used to engage with public and experts.

Fund a space where departments can book a room to gather feedback on a prototype or run an engagement activity with a calendar of activities posted so the public can book or appear for engagements they are interested in.

Why the contribution is important

A central location in CBD areas can encourage multiple departments to engage with the public and each other. Normalising engagement may help reduce friction in having

a public engagment. To succeed a streamlined approval for engagements is needed across the APS.

Some support on Dialogue: 3.6 stars.

Comments:
- Great to get public input, but it shouldn't be only in the cbd - suburban and regional input is just as important and it needs to be accessible!
- We also need to be realistic about its application, this model is only likely to be cost effective in cities/regional towns (which is fine BTW).
- I like the idea of 'normalising' public engagement. It is important to get 'average' citizens involved and engaged in policy development and this idea is on the right track in proposing to take advantage of public spaces that most citizenry already use and are familiar with.
- You could consider whether this needs a permanent venue. An alternative would be to create a team of engagement experts who would create 'pop-up' engagement spaces in highly frequented areas i.e. take the engagement to the people.

CONSULTATIONS DIRECTORY
Idea proposed by a contributor on Dialogue.

Overview: The Canadian Government have a consultations directory which acts as a portal to all Government public consultation back to 2015. It would be useful to have such a directory for the Australian Government. Such a tool would compliment other initiatives and allow for potential cross agency partnering on consultation where possible.

Why the contribution is important
We can learn from each other by adopting simple methods of centralising information.
Most support of any Concept on Dialogue: 4.8 stars.

Comments:
- Great to get having a central depository of information is always useful
- A great proposal, particularly if it includes the types of projects and work that each organisation has been consulted on in the past. Up to date contact lists also save endless amounts of time.
- This is an interesting idea. From what I saw of the Canadian website, this directory would be for seeking the public's ideas on potential policies, rather than a tool for government agencies to find out what we have consulted the public on in the past (please correct me if I'm wrong about this). I assume this idea would supplement the 'traditional' process of seeking written public submissions on particular policy proposals.
- A few state governments do this, and people can sign up for alerts - very good idea.
- It is very hard to find consultations even when you know what you are looking for. Great idea and needs to be easy to use.

OVERARCHING FEEDBACK
The vast majority of feedback was on the individual Concepts. But some feedback was overarching, focusing on our process.

The Concepts on the whole got some useful feedback:
- Comprehensive list of concepts
- I don't think these concepts are really hitting the mark - they seem to be more focussed on how to standardise consultation across the APS rather than how to do consultation better. It's putting the cart before the horse - you can't design the framework effectively until you've actually experimented and learned and got better at doing the actual thing.
- Refocus on the community to be engaged – a lot of the concepts are focused on the public service
- More context at the start of the workshop, including context on what good consultation looks like; what's working in the public service already
- Lack of public/civil society focus, mostly about how agencies engage, not about how public participates
- You do not have a good understanding of how your the public/customers/users/voters see engagement or how they want to engage. This is a significant gap and good sized risk for this program.
- Tendency to seek 'comfort' in methodologies and process
- Success will take a rethinking of civil service
- Are we nailing what best practice looks like?
- There's overlap between the concepts
- There is also a underlying theme of bringing people to us to learn from them rather than us go out and learn how they use this product or service in their lives, the approach to always bring people to us would significantly disbenefit innovation.
- I think through reading these initiatives you have a good idea of your problem space for the people trying to do the work, even though it was not clearly articulated.

We got some general feedback on the Concepts through Dialogue outreach, too.
- Dialogue: A bit of a general comment as I'm reading through the ideas... I feel like some will appeal to some people more than others. But we all have different styles and ways of learning - so it makes sense that some people would get a lot out of a secondment, whereas others might hate that idea but really find a toolkit useful. The tricky thing is in finding the balance to have maximum impact...
- Dialogue: Speaking from the vantage point of a complex multiagency implementation program, the piece I cannot see are collaboration tools. And every time someone says govdex, another piece of my soul becomes a horcrux…. Look at Atlassian, a seriously successful IT company from Australia that has made its name developing, you guessed it, collaboration tools.
- Dialogue: Some years ago, when DHS launched into co-design, they had a visiting academic (whose name escapes me) who pointed out that most of what government does isn't really co-design (this is going back a ways). While I think we have come a long way in terms

of understanding and leveraging citizen engagement, I don't think we invest as much in understanding the user experience. Gavin Slater talks about customer voice and this goes to the above point about collaboration tools.

- Dialogue: We recently did some user research on our interactions and it was interesting to see how high the expectation bar was, both in terms of engagement, service delivery and what was achievable by government (belief that all was possible in terms of design, dollars and approach, rather than prioritise and think through what the essential elements were). So I would argue that part of what we need to improve isn't just getting people involved but actually listening to them and having them understand our business as well.

- Dialogue: I have read through the initiatives and the underlying theme that has emerged is public servants do not have the skills and capabilities to do public participation or user research effectively. In general apart from the select few I consider this to be completely correct. In detail the initiatives indicate we don't know what we are doing, we don't know how to plan research, we don't know how to run research, we don't know how to cost research, we lack empathy for the people using our product or service and we don't know the tools of the trade or research methods - because of this we struggle to convince people up the line that doing user research or different ways of consultation is a good idea.

- My advice to you would be to take a page from the initiative "Engagement Diagnostic Framework" which highlights with the reference to the Cynefin framework - departments are parts of complex systems and one size won't fit all departments.

- If your remit is whole of Vic gov then it might be worth trying to figure out how to fix one department at a time starting with the one that will help solve issues for the most vulnerable in Victoria's population.

Several people thought that there should be a Concept about Recruitment
- Should include something on recruitment – e.g. interns and exchanges of expertise (x2)
- Need people at the top who can shake things up – but one challenge is incorporating people in the APS who can be a bit 'difficult'
- Yes. This is critical - get motivated people who are going to try it anyway and support them to do it well. Much easier than converting nay-sayers! However there are risks in recruiting people before you have the support mechanisms in place…

APPENDIX B – DETAILED APS ENGAGEMENT HUB PROTOTYPE

As noted above, the Hub is a critical component of the Framework. It is a centralised capability that would:

- support the APS to undertake more meaningful engagement and improve access to the expertise available in the community.
- develop capability across the APS
- raise awareness of methods and the benefits of tapping expertise outside the APS
- act as a platform between the APS and civil society
- provide the backbone resourcing to support the implementation and maintenance of the framework.

This appendix sets out a detailed overview of the Engagement Hub prototype. It explains why the Hub is necessary; how it would improve APS engagement; what its objectives would be; what its value proposition is (products and services); along with its capability; governance and resourcing requirements.

WHY?

The APS's work has always been challenging, and is becoming more complex. The APS is frequently confronted with 'wicked problems'— complex policy issues that are highly resistant to resolution.
Compounding this complexity, the APS is often not in a position to exert direct control over how the policy environment operates and needs the help of non-government actors. The world in which public policy is made and implemented is an adaptive system with multiple public and private stakeholders.

Moreover, the APS needs to undertake its work against a backdrop of declining trust. Recent studies show trust in government at record lows.

These challenges are exacerbated by the rapidity and level of scrutiny that is now brought to bear by the 24-hour news cycle, the increasing influence of social media and the 'hyper-connectivity' of community networks enabled by the internet.

Many of the traditional approaches to public policy are facing diminishing returns in this environment.

Both senior public servants and the academic literature argue that the APS can reduce the complexity and build trust by bringing more people and expertise into its work when they are needed. Their view is that there is a great deal of untapped information the APS misses using current approaches to involving the public in its work. Better approaches might allow the APS to translate the best technical, academic and practical advice into accessible, policy and programme relevant conclusions. The literature also suggests that processes that deliver outcomes of value to citizens grow their confidence and trust in government.

The research conducted in the design of an APS wide framework to enhance engagement found that in order to better resolve complex public policy issues and build trust in government the APS needs to:

1. Increase its awareness of more meaningful ways of engaging beyond information sharing and consultation and the value in such engagement.
2. Better balance the perception of risk attributed to more meaningful engagements with the potential risk to outcomes from not engaging.
3. Complement public servants' soft skills with the technical skills to be able to effectively execute more meaningful ways of engaging civil society and embedding these new skills.
4. Undertake a range of more meaningful engagements to demonstrate the value of working with civil society in this way.

To enhance the level of engagement and participation and deliver outcomes for citizens will require many public servants to think differently. This change will not just happen by itself. Public servants will need help and support, for many they will need to personally experience the benefits of engaging the expertise from the community in more meaningful ways. An APS Engagement Hub could act and a catalyst for this change through the provision of the technical knowledge, support and connecting efforts across the APS.

HOW?

The establishment of an APS Engagement Hub would create this critical capability to support the APS as it meets these challenges. This would be achieved by:

- supporting the APS to better access to the expertise available in the community.
- establishing a core capacity for the APS to support more meaningful engagement
- developing capability across the APS
- raising awareness of methods and the benefits of tapping expertise outside the APS.

The Hub would bring different engagement methods and approaches to policy development and service delivery. The Hub would provide technical support and practical experience to teams across the APS to help them better access the expertise in the community that they need to create better solutions.
The Hub would act as a resource to scaffold the engagement work of APS agencies by providing them with technical support. It will provide an immersive experience for agency staff through a principle of 'learn by doing'.

The Hub will establish a network for APS staff involved in engaging civil society, creating opportunities for peer to peer learning.

The Hub would partner with agencies to undertake a range of demonstration engagements, by doing so, taking on some of the perceived risks of more meaningful engagement with civil society.

In addition, the Hub would oversee the rollout of the BRII challenge platforms. The establishment of the Hub could form part of the next OGP National Action Plan.

The Hub would is critical to the APS wide framework, as currently envisaged, with a number of the components of the framework leveraging off the support a Hub can provide.

To drive the improvements required to better deal with the increasing complexity in the work of the APS, by accessing the expertise in the community, will require the kind of support a Hub can provide. The Policy Project in New Zealand, PolicyLab in the United Kingdom and the Engagement unit in the South Australian government are but three examples of how a centralised capability and resource has been utilised to drive significant improvements.

The Engagement Hub could be established on a small scale in the first instance, tested and iterated and if successful expanded. In this way the Hub could quickly demonstrate its value while minimising any potential risks.

The Engagement Hub has the potential to really drive the changes required to make the enhancements in engagement and participation required. A learn by doing approach envisaged by the Hub will support sustainable improvements across the APS. The Hub will provide the technical knowledge needed to help public servant to think and act differently and ultimately deliver better outcomes.

WHAT?
The objective of the hub is to support the APS to enhance the engagement and participation with the expertise in civil society in policy development and service delivery.

VALUE PROPOSITION
The Hub will assist agencies to successfully tap the expertise they need to better deal with the increasing complexities of public policy work. It will help agencies to build their capabilities in engaging with the community in a more meaningful and sustainable way. The Hub will connect people across the APS and in civil society in their endeavour to deliver better outcomes for citizens.

PRODUCTS AND SERVICES
To deliver on the objectives of the Hub and create the intended value, the Hub would provide the following products and services:
- General advice and guidance to agencies on the best ways of engaging the community and tools and methods available.
- Projects – partnering with agencies to provide them the technical support they need to undertake more meaningful engagements. In the first instance the Hub would look for demonstration engagements to show the value of more meaningful interaction.
- A Tool kit and Case studies – the Hub would maintain an up to date tool kit, including relevant case studies to assist agencies work though themselves the best way to engage and to and to successfully implement their initiative.
- Engagement network – the Hub would establish and maintain an APS wide network, where public servants can

share information about their engagement work, lessons learned, and collaborate on expanding engagement in the APS. The Hub would also support citizen engagement representative from every APS agency.
- Citizen Panel – Panel of citizens that act like a permanent citizen jury that APS agencies can consult. A Citizens' Panel is a demographically representative group of citizens regularly used to assess public preferences and opinions.
- Metrics - the Hub would design and support a set of APS wide metrics that would provide feedback on how the APS is progressing in its efforts to become more open.
- A Platform - the Hub would act as a platform for the general interaction between civil society and the APS. As the Hub acts as a connector across the APS it could do the same across the APS civil society divide. It could do this through raising awareness of the activities underway across the APS and through the APS network. It would also support the Open Government Partnership process.
- A digital platform – the Hub would support the adoption of digital technologies to better support engagement.

CAPABILITY
The Hub will require skills and abilities covering engagement methods and process, communications and design, knowledge management, and project management.

GOVERNANCE
The work of the Hub will over oversighted by a committee consisting of representatives from participating agencies and civil society. The intention behind creating an independent and shared governance arrangement is to promote an innovative environment and one of collective accountability.

RESOURCING
Resourcing initially will be determined by the agreed scope of the Hub, but is envisaged to be no more than 12 FTE. The resourcing in the first instance would be provided by member agencies. Importantly, resourcing would involve secondments from member agencies. An allocation for supplier costs will be required as in the early stages of the Hub there will be the need to procure certain technical expertise. Also the Hub will need to create an online presence.

APPENDIX C – DETAILED APS ENGAGEMENT METRICS PROTOTYPES

As noted above, establishing a set of common metrics and reporting processes can help provide feedback about to the APS and people outside the APS on how agencies are engaging the community.

Feedback is critically important in understanding how well the APS is engaging and whether the intended improvement to engagement are occurring. Establishing metrics and reporting against those metrics signals that engagement is a core competency to APS staff; and provides transparency on how well we're doing it. The establishment of a set of metrics also creates an expectation of accountability, especially if the metrics are used to create a publically available dashboard.

It also addresses, non-APS insight 2 'Participants are sceptical about government engagement', and addresses our design question 'How might we shift incentives to better encourage the development of the skills needed to tap community expertise?'

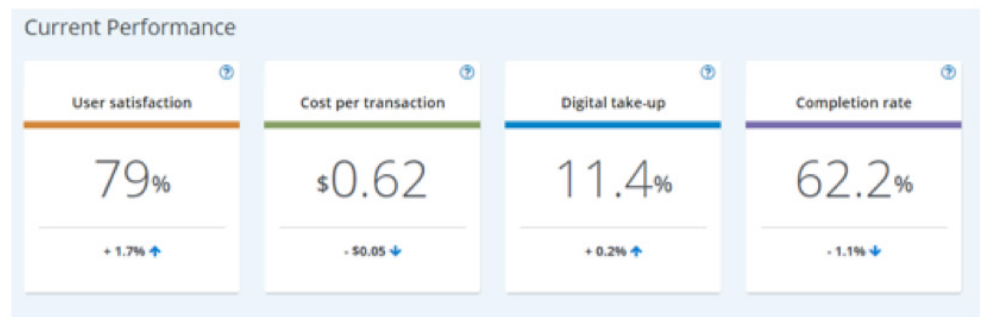Here, we detail three ways we could bring the Metrics concept to life. These include:
- An engagement performance dashboard, prototyped based on dashboards on dashboard.gov.au;
- Reporting in the State of the Service report; prototyped based on existing content in the State of the Service report; and
- Reporting in Annual Reports; prototyped based on existing content in the Department of Industry, Innovation and Science's Report.

PERFORMANCE DASHBOARD EXAMPLE – Whole of APS Dashboard

PROTOTYPED FROM dashboard.gov.au

See: https://dashboard.gov.au/

Other Supporting Metrics

Most engagements

About this chart (?)

Percentage (%)

Jun '16 Aug '16 Oct '16 Dec '16 Feb '17 Apr '17 Jun '17

Jun '17

● ABLIS		11%
● ATO		44%
● business.gov.au		28%
● IP Australia		4%
● Other		13%

Browsers used by users

About this chart (?)

Last updated at 14 Jul 2017

Jun '16

● Safari		24%
◆ IE		15%
■ Firefox		13%
▲ Other		6%
▼ Chrome		43%

% Digital or face to face engagements

About this chart (?)

Percentage (%)

Jun '16 Aug '16 Oct '16 Dec '16 Feb '17 Apr '17 Jun '17

Jun '17

● Online		42.62%
● Face to face/		57.38%

Devices used by users

About this chart (?)

Last updated at 14 Jul 2017

Percentage (%)

Jun '16 Aug '16 Oct '16 Dec '16 Feb '17 Apr '17 Jun '17

Jun '17

● Desktop		59%
● Mobile		32%
● Tablet		9%
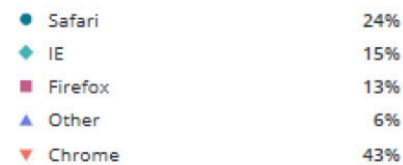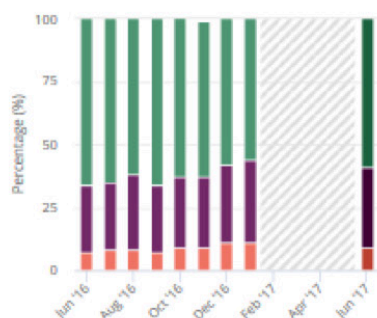
The ATO page "Income you must declare" is the most clicked obligation link on the results page.

96% of users of APS engagement thought the engagement was helpful

User engagement feedback

About this chart (?)

Last updated at 14 Jul 2017

Percentage (%)

Jun '16 Aug '16 Oct '16 Dec '16 Feb '17 Apr '17 Jun '17

Jun '17

|		
● Found engagement helpful		96%
● Not helpful		4%

CITIZEN ENGAGEMENT

Citizen engagement helps build trust in our work, and improves outcomes. Agencies with higher levels of citizen engagement are likely to be more productive. Ongoing dialogue with stakeholders and citizens can foster greater engagement. Similarly, engaged citizens and stakeholders are more likely to offer useful input to our work.

STATE OF THE SERVICE EXAMPLE

PROTOTYPED FROM 2016-17 STATE OF THE SERVICE REPORT (Presumably there is a lot of unpublished data that is held by the APSC).

See: http://www.apsc.gov.au/about-the-apsc/parliamentary/state-of-the-service/sosr1617/highperformance
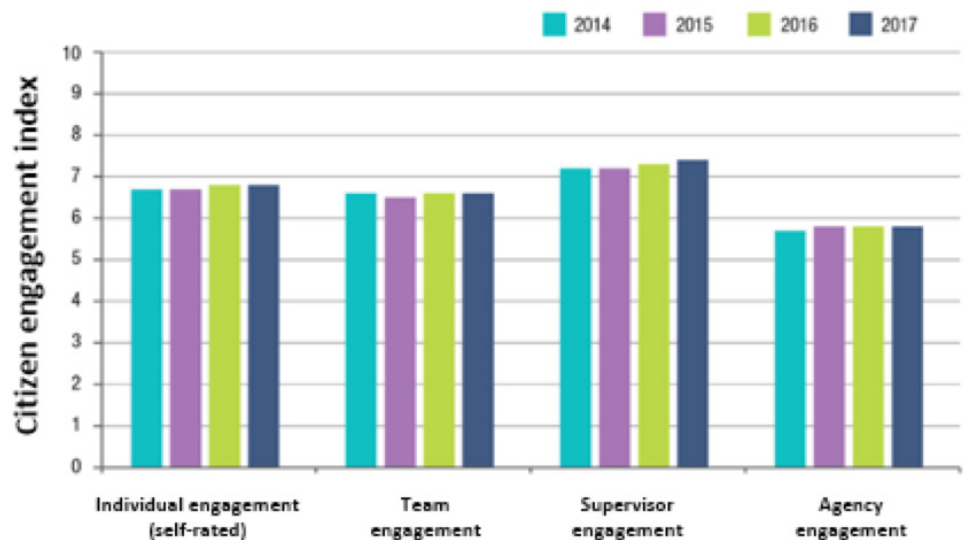
KEY FIGURES:

- 90% of agencies have adopted the APS Engagement Framework (increase of 6% since last year)
- 85% of agencies monitor their engagement through annual APS employee survey results. This enables agencies to identify concerns and develop plans to improve their engagement.
- Other strategies include providing employees with learning and development opportunities and ensuring agencies have a supporting and enabling culture.
- An emphasis on the importance of collaboration and consultation and having a visible leadership presence encouraging engagement are other approaches.

ANNUAL REPORT EXAMPLE

PROTOTYPED FROM 2016-17 DIIS ANNUAL REPORT

See: http://www.apsc.gov.au/about-the-apsc/parliamentary/
state-of-the-service/sosr1617/highperformance

ACTIVITY: BUILDING A HIGH PERFORMANCE ORGANISATION

Building a high performance organisation involves conducting initiatives and projects to provide effective and efficient operational and administrative support and specific services to the department, government, industry and other stakeholders. It contributes to all three of the department's purposes.

Performance criteria and results.

Table 15: Activity: Building a high performance organisation

Intended results of the Activity
- **Effective and efficient provision of general operational and administrative support**
- **Effective and efficient provision of specific services**

Contributing component	Performance criterion	2016-17 target	2016-17 result
General policy advice on matters impacting on industry, innovation and science	Provision of high-quality, timely and strategic policy advice to ministers		Most of the department's significant achievements in policy advice are presented in the reports on our performance in achieving our purposes. Additional achievements included: Establishment of the Engagement Hub Adoption of the APS Engagement Standards and Framework
General program delivery designed to have a positive impact on industry, innovation and science	Effective and efficient delivery of programs that support government policy		Most of the department's significant achievements in policy advice are presented in the reports on our performance in achieving our purposes. Additional achievements included: Establishment of new digital tools to assist programme delivery