

The 3rd Annual Ethical Leadership and Governance in the Public Sector Conference 2009

Towards Robust Governance Frameworks
and a Culture of Ethical Excellence

Liquid Learning is delighted to present this unique conference focusing on how public sector agencies can enhance governance arrangements and ensure ethical integrity across the organisation.

FEATURED SPEAKERS



Professor John McMillan Commonwealth Ombudsman



Matt Cahill Group Executive Director, Performance Audit Services
Australian National Audit Office



Jim Betts Secretary
Department of Transport, Victoria



Kerri Hartland Deputy Secretary, Technology and Corporate
Department of Human Services



Bruce Wilson AM Commission Chief Executive
Public Service Commission, Queensland



Mike Silverstone Executive Director
Corruption and Crime Commission, Western Australia



Warren McCann Commissioner for Public Employment, Office for Ethical
Standards and Professional Integrity
Department of Premier and Cabinet, South Australia



Sue Chapman General Manager, Corporate Services Group
Attorney-General's Department



Stephen Connell Business Manager, Governance
Centrelink



Michael Schafer Acting Senior Director, Assurance and Risk Advisory
Services
Queensland Health



Donna Storen National Manager, Internal Affairs
Australian Customs Service



Margaret Bowen Director, Management Strategy, Conduct and
Coordination
Department of Foreign Affairs and Trade



Geoff Henstock Head of Regulation and Governance
SA Water



Judith Pettitt Director, People Services and Internal Communications
VicRoads



Brett Warfield Chief Executive
Warfield & Associates



Deborah Nanschild Executive Director
Centre for Leadership Excellence

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AAPAE
AUSTRALIAN ASSOCIATION FOR
PROFESSIONAL AND APPLIED ETHICS



19 & 20 May 2009
National Convention Centre,
Canberra

EXPLORE

-  Improving Governance Frameworks to Ensure Transparency and Compliance
-  Building Awareness and Commitment to Ethical Integrity
-  Establishing Clear Lines of Accountability for Outcomes
-  Fostering a Values-Based Organisational Culture

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Day One 19 May 2009

8.30 - 8.55 **Registration and Morning Coffee**8.55 - 9.00 **Opening Remarks from the Chair**9.00 - 9.50 **OPENING CASE STUDY****Taking a Proactive Approach to Managing Ethics - Leading Change from the Top**

As part of its approach to achieving good governance, the Department of Transport, Victoria, is strongly committed to creating an organisational culture that takes an open attitude to identifying and managing ethical issues in the workplace. This session will explore the initiatives and frameworks in place to encourage a Department-wide commitment to 'speaking up' about ethics. Jim will discuss:

- Establishing a Department-wide commitment to ethical integrity
- Fostering a supportive ethical environment backed by strong policies and procedures to manage misconduct
- Leading by example - The role of the Secretary in driving an ethical culture

Jim Betts Secretary
Department of Transport, Victoria

9.50 - 10.40 **CASE STUDY****Building a Misconduct-Resistant Agency Culture - A Case Study from the Corruption and Crime Commission**

The Corruption and Crime Commission (CCC) developed a Misconduct Resistance Framework and Integration Guide in 2008. This informative session will explore the objectives and desired outcomes of this initiative, providing you with ideas and insight into measures you can take to ensure ethical integrity and corruption resistance in your organisation. Explore:

- Integrating misconduct resistance into your agency's governance arrangements
- Instilling ethical values to create a misconduct-resistant culture
- Ensuring commitment to values-based behaviour and decision-making at all levels of the organisation

Mike Silverstone Executive Director
Corruption and Crime Commission, Western Australia

10.40 - 11.00 **Morning Tea**11.00 - 11.50 **CASE STUDY****Enhancing Governance Practices and Managing Change**

The Department of Human Services underwent a significant organisational restructure in 2008, transitioning to a more flexible structure better able to deliver on the organisation's objectives. To deal with this period of change effectively, it was imperative that the Department's daily operations have solid foundations in a robust governance framework and values embedded in the culture. Deputy Secretary Kerri Hartland will discuss the Department's journey of change and the initiatives in place

to strengthen compliance and integrity in the workplace. Explore:

- Improving clarity in lines of accountability for outcomes across the organisation
- Taking a more comprehensive approach to managing risk

Kerri Hartland Deputy Secretary, Technology and Corporate

Department of Human Services

11.50 - 12.40 **KEYNOTE COMMENTARY****Principles for Good Governance - Learning from Mistakes**

The Commonwealth Ombudsman receives tens of thousands of complaints annually against government agencies. Some complaints expose weaknesses in agency administration; many other complaints reveal public dissatisfaction or misunderstanding about government administration. This picture, of what can go wrong and what can be done better, is an essential perspective in developing principles of good governance. In this session, Professor John McMillan will draw on his experience as Commonwealth Ombudsman to highlight some key lessons for public sector agencies.

Professor John McMillan Commonwealth Ombudsman

12.40 - 1.40 **Networking Lunch**1.40 - 2.30 **CASE STUDY****Setting Up An Effective Whistleblower Function - The Queensland Health Experience**

Whistleblowing and the protection of internal witnesses is a key challenge that needs to be managed to ensure ethical integrity in the public sector. Queensland Health has approached this proactively, developing a national first, online training mechanism and various initiatives to encourage reporting of possible misconduct and unethical practices. This follows the findings of the national 'Whistling While They Work' project. Michael will discuss the journey to date in the development and implementation of the Whistleblower Scheme, covering:

- Making managers aware of their responsibilities under whistleblower legislation
- The need for a robust assessment mechanism
- Fostering an organisational culture that promotes a proactive approach to upholding public interest

Michael Schafer Acting Senior Director, Assurance and Risk Advisory Services
Queensland Health

2.30 - 3.20 **CASE STUDY****Getting the Message Across - Ethics Awareness and Fraud Control at Customs**

The Australian Customs Service has a stringent framework in place to deal with governance and ethics. To ensure ethical integrity across the organisation, Customs has developed various initiatives designed to enhance staff knowledge of ethical issues, with a particular focus on fraud control and conduct education. This session will discuss the development of these initiatives, including the ethics

PLUS WORKSHOPS!

A selection of TWO Post-conference workshops on 21 May 2009

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awareness and education program and fraud control plan, focusing on their objectives and outcomes.

Donna Storen National Manager, Internal Affairs
Australian Customs Service

3.20 - 3.40 **Afternoon Tea**

3.40 - 4.30 **CASE STUDY**

Ethical Health and Innovative Governance - The State of the South Australian Public Sector

The Office for Ethical Standards and Professional Integrity operates within the Department of Premier and Cabinet, South Australia, to promote ethical integrity in the state public sector. Headed by the Commissioner for Public Employment, part of its role is to provide oversight and leadership for the South Australian public sector in terms of managing ethical issues and maintaining ethical integrity across organisations. In this session, gain valuable insight into:

- The role of ethics in an accountable and high-performing public sector - Balancing compliance with innovation and performance
- Educating and communicating your organisation's ethics standards - Developing effective strategies

Warren McCann Commissioner for Public Employment, Office for Ethical Standards and Professional Integrity
Department of the Premier and Cabinet, South Australia

4.30 - 5.20 **CASE STUDY**

Managing Governance Challenges in a Government-Owned Enterprise

SA Water is a state government-owned organisation responsible for the water supply and wastewater treatment systems for 1.5 million Australians. The service-delivery focus of its daily operations means that SA Water faces different ethical challenges arising from dual and sometimes conflicting accountability to the customer (the public) and the owner (the government). This session will explore how these tensions are managed and resolved at SA Water within a corporate governance framework that ensures the highest ethical standards. Geoff will discuss:

- Ethics and governance in a service delivery agency
 - Considering the customer focus
- Managing the tensions and conflicting priorities that arise in customer-owner accountability

Geoff Henstock Head of Regulation and Governance
SA Water

5.20 **Concluding Remarks from the Chair**

5.20 - 6.30 **Networking Drinks**

8.30 - 8.55 **Morning Coffee**

8.55 - 9.00 **Opening Remarks from the Chair**

9.00 - 9.50 **CASE STUDY**

Understanding the Processes of Governance and Accountability

The Attorney-General's Department plays a key role in advising and supporting the Government in order to ensure a fair, safe society. In order to maintain public and Government confidence, it is important for the Department to have robust governance processes in place to ensure high levels of accountability across the organisation. This session will explore the Department's approach to corporate governance, covering:

- The components of good governance
- Benchmarking for improved risk management
- The importance of internal training - Fostering commitment to professional conduct, ethics and fraud awareness for a more accountable public sector

Sue Chapman General Manager, Corporate Services Group
Attorney-General's Department

9.50 - 10.40 **CASE STUDY**

Innovation and Change in the Governance Context - Ensuring Integrity in the Queensland Public Sector

The Public Service Commission was established on 1 July 2008 as a state government agency charged with the task of leading change and renewal in the Queensland public sector. In this session, Commission Chief Executive Bruce Wilson AM will share valuable insight into current challenges and future directions for the Queensland public sector to increase accountability and improve capability at all levels across agencies. Explore:

- Balancing innovation and performance with compliance and regulation
- Achieving clearer alignment between public sector values and workplace behaviour
- Effecting lasting cultural change through leadership

Bruce Wilson AM Commission Chief Executive
Public Service Commission, Queensland

10.40 - 11.00 **Morning Tea**

11.00 - 11.50 **CASE STUDY**

Ethical Decision-Making in an International Environment - A Case Study from the Department of Foreign Affairs and Trade

DFAT is committed to ensuring ethical benchmarks are maintained across its global network through an innovative training and awareness program and vigorous investigations of suspected misconduct. Central to promoting a workplace culture that is intolerant of unethical behaviour is DFAT's new online conduct and ethics manual. This session will explore DFAT's approach

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to conduct and ethics, covering:

- Designing an online conduct and ethics manual
- Considering differences in cultural and legal norms across DFAT's global network when formulating conduct and ethics policies
- Utilising conduct and ethics training to encourage a culture of discussion and disclosure

Margaret Bowen Director, Management Strategy, Conduct and Coordination
Department of Foreign Affairs and Trade

corruption. In recent times, governance professionals working in the public sector are viewing fraud control as an increasingly important issue and responsibility. Drawing on his extensive forensic accounting experience and work with clients in the Australian public sector, Brett Warfield will explore the topical issues relating to fraud control, investigation and prevention. Through these insights, this session will provide you with a better understanding of how misconduct and unethical behaviour can impact your organisation.

Brett Warfield Chief Executive
Warfield & Associates

11.50 - 12.40 KEYNOTE CASE STUDY

Promoting Good Governance - The Work of the Australian National Audit Office

The Australian National Audit Office (ANAO) plays a key role in the promotion of good governance throughout the public sector, both through independent assurance and through making recommendations on how public sector agencies can improve their corporate governance processes. This session will provide insight into the state of corporate governance in the APS and how agencies can improve. Explore:

- Implementing sound governance frameworks in a changing public sector environment
- Promoting good governance through leading by example - The ANAO Guide to Conduct
- How the APS can improve governance processes - The ANAO's recommendations

Matt Cahill Group Executive Director, Performance Audit Services
Australian National Audit Office

3.20 - 3.40 Afternoon Tea

3.40 - 4.30 CASE STUDY

Building Capability and Confidence through Robust Governance

Centrelink serves Australia by assisting people to become self-sufficient and supporting those in need. In order to improve Government service delivery and operate effectively as a complex organisation, Centrelink has in place a robust governance framework that supports its business processes and creates an environment that positively reinforces ethical behaviour and standards. This session will discuss managing ethical issues and governance challenges from the perspective of a service delivery organisation. Explore:

- Establishing an integrated governance framework that supports your organisation's structure and business processes
- Clarifying ethical expectations and how they align with organisational values and strategy - The Centrelink Ethics Framework and other training initiatives
- Ensuring high standards of accountability to stakeholders

Stephen Connell Business Manager, Governance
Centrelink

12.40 - 1.40 Networking Lunch

1.40 - 2.30 CASE STUDY

Linking Values and Integrity to Capability

VicRoads is a major state government agency that is clearly committed to ensuring ethical integrity in the workplace to develop and enhance organisational capability. As part of its approach to promoting staff integrity, VicRoads has adapted the values specified in the Victorian Public Service Code of Conduct to its particular organisational environment. In this session, learn how public sector agencies can 'live' their values to more effectively achieve their objectives. Explore:

- Linking ethical values and professional conduct to organisational capability
- Reinforcing ethical values through training and educational initiatives
- Driving a values-based approach from the top - The role of leadership in promoting an ethical culture

Judith Pettitt Director, People Services and Internal Communications
VicRoads

4.30

Concluding Remarks from the Chair and Close of the Conference

2.30 - 3.20 EXPERT COMMENTARY

Trends in Fraud Control in the Public Sector

To ensure and maintain public confidence in government agencies, organisations need to be free of fraud and

ABOUT THE CONFERENCE

Governance remains a top priority in government agencies and in an evolving public sector environment, the issue of ensuring ethical conduct and integrity is a challenge many organisations are facing. Building on the success of previous years, this unique conference will explore the key issues surrounding corporate governance and professional conduct at all levels of the Australian Public Service; the frameworks and initiatives being implemented to ensure transparency and accountability; and the steps being taken to promote ethical awareness and embed public service values across organisations.

Featuring a range of case studies from high-profile speakers and leading government agencies across Australia, this informative and interactive event will equip delegates with the practical knowledge and insight needed to enhance governance practices and enable the creation of a culture of ethical excellence in their own organisations.



Workshops 21 May 2009

9.00 - 12.30 WORKSHOP A

Managing Fraud Risk for Better Governance

With corporate governance increasingly in the spotlight, public sector agencies need to take a proactive approach to ensuring their organisations are free of fraud and corruption in order to maintain their reputation. In this informative session, fraud and corruption prevention and investigation expert Brett Warfield will guide delegates to a better understanding of fraud risk and how to integrate this within your organisation's corporate governance framework. Through valuable learnings, discussion and interaction, delegates will gain insight into the 'tips and traps' of fraud risk management, covering:

- Identifying fraud, corruption and other unethical behaviour
- Implementing effective fraud detection measures
- Overcoming common pitfalls and challenges - Where organisations can get it wrong

Expert Facilitator: Brett Warfield Chief Executive
Warfield & Associates

Chief Executive of professional services organisation Warfield & Associates, Brett Warfield has twenty years experience in forensic accounting, including seven years in senior management with KPMG Forensic in Australia. He has vast experience presenting on the prevention and detection of fraud, corruption and other unethical behaviour to senior executives and industry and professional bodies in Australia and the Asia-Pacific region.

12.30 - 1.30 NETWORKING LUNCH

1.30 - 5.00 WORKSHOP B

Taking a Values-Based Approach for Excellence in Ethical Leadership

Faced with the challenge of attracting and retaining the right people in an evolving environment, many public sector agencies are consciously moving towards becoming values-based organisations, working to improve alignment between personal and organisational values in order to increase levels of staff engagement, commitment and productivity. How can agencies embed values in the culture of the organisation and ensure these values are articulated and understood; and how do leaders set the standard by modelling the same values in their own behaviour, language and decisions? This highly-interactive session will take delegates through a values-based approach to leadership and how it can benefit your agency. Explore:

- Understanding the values priorities that drive your behaviour
- Using effective values-based language and holding strategic values-driven conversations
- Learning to use core values to guide your decision-making in the workplace
- Becoming a values-based leader - How to demonstrate your organisation's values and inspire others to follow them

Expert Facilitator: Deborah Nanschild Executive Director
Centre for Leadership Excellence

Deborah Nanschild has vast experience in adult learning and development, especially in the public sector; and an extensive understanding of government departments and their requirements for public sector management and leadership. She is currently completing a research PhD with her thesis titled: "Implications of Values-Based Leadership Development for Australian Organisations", using the Senior Executive Service (SES) in the Australian Public Service as her research subjects.

WHO WILL ATTEND

Senior managers, directors and specialists working in:

- Corporate Governance
- Professional Conduct and Standards
- Ethics, Values and Integrity
- Audit and Assurance
- Internal Ombudsman
- Fraud and Corruption Prevention
- Investigations
- Risk Management and Compliance
- Corporate Services
- Human Resources
- Organisational Development

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