

ORGANISATIONAL MANAGEMENT, OVERSIGHT & PRACTICE

LESSONS FROM THE CORNELIA RAU INQUIRY

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THE ENVIRONMENT

- NEW POLICY
 - NEW CHALLENGES & POWERS
 - EXPANDED ROLES & RESPONSIBILITY
 - CASE COMPLEXITY & HIGH INDIVIDUAL WORKLOADS
 - SCRUTINY, SENSITIVITY & HIGH EXPECTATIONS
 - PUBLIC CRITICISM & ACCOUNTABILITY
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THE IMPLICATIONS OF A STRONG GOVERNMENT POLICY

- CLEAR UNAMBIGUOUS LEADERSHIP
 - WELL EXPLAINED & UNDERSTOOD PURPOSE
 - DEMONSTRABLE INTEGRITY OF PROCESS
 - PUBLIC CONFIDENCE
 - A FOCUS ON OUTCOMES OVER PROCESS
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THE DANGER SIGNS

- AN ABSENCE OF CLEAR LEADERSHIP OR A COMMON SHARED UNDERSTANDING OF PURPOSE
 - SILOED MANAGEMENT & A LACK OF CONNECTIVITY
 - MIXED MESSAGES
 - EMPHASIS ON PROCESS OVER OUTCOMES
 - OVER PRESCRIPTION
 - FRAGMENTED & INCONSISTENT CASE MANAGEMENT
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THE DANGER SIGNS

- EXCEPTIONS REPORTING – NO DEATHS, NO PROBLEM
 - HIGH WORKLOADS & POOR TRAINING
 - INEFFICIENT UNLINKED OR POORLY UNDERSTOOD SUPPORT SYSTEMS
 - A CULTURE OF DENIAL
 - LACK OF GENUINE REVIEW & SELF ANALYSIS
 - FLAWED CONTRACT ARRANGEMENTS
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TRIGGERS TO EFFECTIVE PERFORMANCE

- CLEAR & WELL UNDERSTOOD PURPOSE
 - TRAINING – FREQUENCY & QUALITY
 - CAPACITY & PREPAREDNESS
 - GUIDANCE & INSTRUCTION
 - SUPPORT INFRASTRUCTURE & SYSTEMS
 - OVERSIGHT & QUALITY ASSURANCE
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TRIGGERS TO EFFECTIVE PERFORMANCE

- AN ENABLING CULTURE
 - PREPAREDNESS TO CRITICALLY SELF EXAMINE, CORRECT & LEARN LESSONS
 - EMBRACING & ENCOURAGING DIFFERENCE
 - PREPAREDNESS TO HEAR THE BAD NEWS
 - SETTING THE RIGHT TARGETS & ASKING THE RIGHT QUESTIONS
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EFFECTIVE AND EQUITABLE IMPLEMENTATION

- ADEQUATELY SKILLED & RESOURCED PEOPLE
 - A THOROUGH UNDERSTANDING OF POWERS, AUTHORITY & RESPONSIBILITIES
 - DUTY OF CARE
 - CHECKS & BALANCES
 - PERFORMANCE MEASUREMENT AND ANALYSIS
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EXECUTIVE LEADERSHIP

- APPLIES UPWARDS, OUTWARDS & DOWNWARDS
 - ORGANISATIONAL STRUCTURE
 - MANAGEMENT STYLE & SYNERGY
 - PROCESS & OUTCOMES
 - CONNECTIVITY
 - OVERSIGHT & REVIEW
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SUMMARY

- KNOW WHAT YOU DON'T KNOW
 - NEVER BE TOO KEEN TO PLEASE
 - UNDERSTAND YOUR WORKFORCE, YOUR NEEDS & YOUR CAPACITY:
 - SKILLS ANALYSIS
 - WORKPLACE PROFILE
 - ENCOURAGE DIVERSITY & DIFFERENCE
 - LET THE MANAGERS MANAGE
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SUMMARY

- ENCOURAGE LEADERSHIP & INNOVATION – DEMONSTRATE TRUST
 - SET THE STANDARDS NOT THE MECHANICS
 - UNDERSTAND AND PRACTICE RISK MANAGEMENT
 - MEASURE WHAT MATTERS
 - UNDERSTAND YOUR PURPOSE – DON'T LET THE MECHANICS GET IN THE WAY OF GOOD ENGINEERING
 - NEVER BE SATISFIED WITH YOUR PERFORMANCE
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