



Australian
National
University



SIR ROLAND WILSON FOUNDATION

2018

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THE FOUNDATION

The Sir Roland Wilson (SRW) Foundation was established in 1998 with a donation from the Wilson family estate to The Australian National University (ANU). In 2011 the Australian Government and the ANU provided a substantial funding injection to expand the activities and achievements of the Foundation.

The Foundation's purpose is to honour Sir Roland's contribution to public policy by advancing the study and development of public policy in Australia, its regions and the rest of the world. The Foundation continues to be an effective interface between the Australian Public Service (APS) and the ANU by facilitating the exchange of research ideas across the two institutions.



Sir Roland Wilson & Pat Turner 2019 scholars and Foundation staff.

From left: Anthony Cowley, Craig Leon, Deborah Katona, Martin Dallen, Jennifer Andersson, Emma McMahon, Cassii Peisley, PJ Bligh, Sharniesha Booth, Steve Munns, Fiona Dunne, Timothy Watson, Therese Keane and Bruce Chapman Photo by Dorian Photography

THE SCHOLARSHIP PROGRAMS

The SRW PhD Scholarship program began in 2011 in partnership with the Australian Government and offered the inaugural SRW PhD scholarships for high performing APS employees in 2012.

The PhD scholarship program helps to develop the capability of the APS by awarding a small number of full-pay scholarships to high potential Executive Level (EL) staff in the APS. The program helps to equip future leaders of the APS with the knowledge, skills and capabilities they will need to excel in their future roles, by bringing together these public servants with some of the best academics at the ANU to tackle issues of national significance and enduring interest.

Over the next 20 years the Foundation will graduate up to 65 doctorate scholars from the SRW PhD program, many of whom will become crucial in the next generation of leaders in the APS. They will bring to that role an intellectual rigor and appreciation for the place of academic research in the context of policy development. These scholars will have first-hand knowledge of the contribution academia can make to important policy deliberations. This can only strengthen the ties between policy makers and academic researchers.

In 2018 the Foundation developed a second, equally prestigious and competitive scholarship program: the SRW Pat Turner Scholarship. This new scholarship is available to Indigenous APS employees to undertake postgraduate studies at either the ANU or Charles Darwin University, enabling scholarship winners to undertake post-graduate coursework studies or research on a topic of national significance and direct relevance to the APS.

The Foundation now has seven PhD graduates who have returned to work in the APS, bringing with them the benefits of their new knowledge and national and international networks and is looking to further expand its alumni program as the alumni cohorts from both programs grow over the next 5 years.

2018 BOARD MEMBERS

Dr Ken Henry	Chair
Mr Steve Sedgwick	Deputy Chair
Mr Peter Woolcott	Australian Public Service Commissioner
Prof Imelda Whelehan	Dean, Higher Degree Research, ANU
Mr Philip Gaetjens	Secretary of the Treasury
Assoc Prof Asmi Wood	Associate Professor and Sub-Dean, ANU College of Law
Mr Chris Moraitis	Secretary of the Attorney-General's Department
Prof Shirley Leitch	Deputy Vice-Chancellor, Global Engagement, ANU
Dr John Hewson	Chair, Tax and Transfer Policy Institute, ANU
Mr Ted Crook	Wilson Family Representative
Ms Cath Ingram	Chair, KPMG Canberra Office
Prof Bruce Chapman	Sir Roland Wilson Chair in Economics and Professor, College of Business and Economics, ANU
Ms Melanie Fisher	Executive Director, Sir Roland Wilson Foundation

MESSAGE FROM THE VICE-CHANCELLOR

As a key priority of its Strategic Plan, ANU has made the commitment to create impactful links between academic research and public policy development to address the nation's greatest challenges.

The SRW Foundation opportunity for APS employees is one of our most successful endeavours in this area.

With the growing cohort of SRW alumni, I am pleased to see the intellectual rigor and depth of knowledge that graduates have been able to bring back into the APS. This serves a mutual benefit, we also are delighted to have the benefits of their expertise here at ANU while they are on campus.

A significant development for the Foundation during 2018 has been the establishment of the SRW Pat Turner Scholarship program for Indigenous Australian public servants. This is one of the most exciting initiatives for Indigenous higher education I have seen during my time as Vice-Chancellor and we are extremely proud to be involved in the program.

We are grateful to the Wilson family for their generosity in establishing the Foundation at the ANU and for the scholarship programs it enables us to host, continuing to honour Sir Roland Wilson's impressive public policy legacy.

I am highly supportive of the SRW Foundation and would like to see its role further expanded.

Prof Brian P. Schmidt AC
Vice-Chancellor and President
The Australian National University

FROM THE CHAIR OF THE BOARD

OUR SCHOLARS AND GRADUATES

In 2018, we welcomed our seventh group of SRW PhD scholarship recipients, bringing the total number of scholars at the ANU to fifteen. The Foundation also expanded its offerings by establishing the Pat Turner Scholarship program which is available to high performing Aboriginal and Torres Strait Islander APS employees to undertake full-time postgraduate studies, either at the ANU or Charles Darwin University. The first cohort of six scholars will commence in the coming year.

We also continue to grow our cohort of alumni: in 2018 there were seven graduates with many more scholars expected to complete their studies over the coming year. Timely completion and return to service in the APS by our scholars is a key indicator of success for the Foundation and our partners. It also pays forward the opportunities to new scholars that our existing cohort of scholars and graduates have been afforded.

OUR EVENTS

The Foundation continues to host an active program of public and private events that aim to inform policy debates and decisions. Our events provide opportunities for expert, evidence-based discussions. They also provide our scholars and graduates with a breadth of knowledge and worldviews to complement the depth of the PhD experience.

Our key alumni event, the annual Future Shapers forum, brought together a targeted group of participants for a focused and relevant program of activities designed specifically around the interests and development needs of the SRW alumni cohort.

The Foundation also hosted its annual post-budget policy forum and Wilson Dialogue, while over the course of the year, a range of scholars and alumni hosted and participated in a variety of other events to showcase their work and facilitate the exchange of ideas across the APS and ANU. For example, SRW alumna Dr Suzanne Akila brought together a key group of Department of Foreign Affairs and Trade representatives with academics and other influencers for a roundtable event hosted by DFAT Secretary Frances Adamson.

LOOKING AHEAD

As we look at the emerging challenges and changes that face Australia, the Foundation is well positioned to help the APS build the public policy and leadership capabilities it needs to be fit for purpose for the years ahead. We are proud that the Foundation continues to expand its contribution to the study and development of public policy and building APS capability, with another successful year for our scholars and alumni in 2018. Our growing cohort of scholars and alumni will see the impact of the Foundation and its programs continue to deepen.

We thank the APS and ANU for their continuing support to achieve our collective mission and to foster links across the two institutions. Next year will bring new opportunities for the Foundation and our partners. We look forward to building on our success and to an exciting year ahead.



2018 was the seventh year of operation for the Sir Roland Wilson Foundation PhD scholarship and its associated programs, which also saw the first cohort of Indigenous scholars selected as part of the Foundation's inaugural Pat Turner Scholarship Program.

Dr Ken Henry AC

EVENTS & AWARDS



2018 saw the Foundation host and support a number of high profile events. In May, the Foundation hosted its annual post-budget policy forum in partnership with the ANU Tax and Transfer Policy Institute on the topic “Tell us what you really think” featuring Steve Sedgwick, Dr John Hewson, Professor Helen Sullivan, Jane Halton and Phil Coorey who offered insightful commentary on the 2018-19 Budget.

The second of the Wilson Dialogues on the topic ‘Removing reform roadblocks’, jointly hosted by the Foundation and the ANU College of Business and Economics, featured Professor Bruce Chapman, John Dawkins and Professor Linda Botterill in lively discussion on the state of public policy making in Australia.

The second Future Shapers forum brought together a participant cohort of the capable, innovative and engaged next generation of Australian leaders from government, business, research, advocacy, social enterprise and the media. The participants were offered a series of unique, tailored activities that were designed to provide each of them with real opportunities for personal and professional growth and networking. The forum’s core activities exposed participants to leading thinkers from across the country and around the world and help to equip them with tools to imagine and create a future of their choosing.

This year, as part of Future Shapers, the Foundation hosted the public lecture ‘Who Will Save the World?’ which saw an impressive young panel, including Jan Fran, Anna Rose, Wyatt Roy and Imogen Baxter, come together to discuss the pressing issues for our emerging leaders with debate centred on who is, or should be, or might become, responsible for tackling those issues. The continuing success and growth of the Forum will see it endure as a key Foundation event, a network of people and a platform for meaningful engagement.

The Foundation also hosted the Annual Secretaries’ Dinner at the National Museum of Australia in December to which the Chair, Dr Ken Henry, welcomed guests including APS Heads of Agencies, SRW alumni and scholars, their ANU supervisors and their APS mentors. The guests heard from ANU Vice-Chancellor, Prof Brian Schmidt, and were treated to an interesting conversation between SRW alumna Dr Angelia Grant, Dr Martin Parkinson, Secretary of the Department of Prime Minister and Cabinet and Mr Peter Woolcott, the Australian Public Service Commissioner.



JOAN UHR PRIZE

In 2017 the Foundation Board established an annual prize to be awarded to the scholar or alumni who has made the greatest contribution to public policy in the past year, particularly through strengthening the links between the APS and the ANU. The prize was named after the founding Executive Director, Joan Uhr, in recognition of her contributions. The 2018 Joan Uhr prize was awarded to Talia Avrahamzon at the annual Secretaries’ Dinner in December.

In addition to completing her timely and critical PhD research (see page 22), Talia has initiated and established a range of related seminars, workshops, conferences, State and Federal Government collaborations and has had several articles and book chapters published during her candidature.

Talia’s continuing efforts clearly demonstrate the ways in which the Foundation hopes all scholars will engage in knowledge translation between research, public policy and practice. The Board have no doubt that Talia will continue to achieve great things.

Left: Talia Avrahamzon and Dr Ken Henry with the Joan Uhr Prize

Above: the 2018 Future Shapers Cohort

FROM THE AUSTRALIAN PUBLIC SERVICE COMMISSIONER

**“We are beginning to
see the true impact of
the Sir Roland Wilson
Foundation Scholarship
program”**



A high-performing federal public service is crucial to the good governance and prosperity of Australia. We live in a time of major and accelerated change that is unprecedented. To keep pace with a more dynamic operating environment, we need a strong focus on reform to ensure the APS is fit for purpose in the years ahead.

The Sir Roland Wilson (SRW) Foundation PhD Scholarship program supports this focus on change. The program enables public servants to investigate and develop expertise in real issues important to the Australian community. The knowledge the scholars gain and bring back into the workforce through their research and development will inform decision-making now and into the future.

In 2018, six inaugural SRW Pat Turner Scholarships were awarded for commencement of studies in 2019. The Pat Turner Scholarship expands on the success of the SRW PhD Scholarship program. It provides high performing Indigenous Australian public servants the opportunity to complete full time post-graduate study in areas of national significance, while building essential leadership capabilities. These scholarships contribute to developing the capability of Indigenous employees, and will help position them to take up more senior roles in the future. Increasing the diversity of our workforce at all levels is important if the APS is to effectively represent and serve the diverse Australian community.

We are beginning to see the true impact of the Sir Roland Wilson Foundation Scholarship program. As graduates return to the public service, they are providing high quality, future focussed and innovative policy research and advice. We face challenges and opportunities in managing a complex future where the expectations of Government and the public have never been higher. This is why programs such as this will be critical to supporting change and reform over the coming years. I look forward to seeing how the graduates' research topics continue to influence policy decisions going forward.

Peter Woolcott AO

The Australian Public Service Commissioner

SIR ROLAND WILSON FOUNDATION PAT TURNER SCHOLARSHIP PROGRAM

The SRW Pat Turner Scholarship is the latest scholarship program offered by the Foundation. This new scholarship program is offered to Indigenous APS employees to undertake postgraduate study with the purpose of improving public policy and leadership capabilities within the APS.

The SRW Pat Turner Scholarship program was developed following the Board's recognition that the eligibility criteria for the SRW PhD program prevent the majority of Indigenous APS employees from applying. Following a lengthy consultation process, it was decided that an equally prestigious scholarship opportunity with an expanded set of eligibility criteria and study options should be made available to the Indigenous future leaders of the APS; an academic and leadership development scholarship that is more accessible and better suited to Indigenous public servants. This new program is offered to Indigenous APS employees throughout the country to undertake postgraduate study at either ANU or Charles Darwin University.

In April 2018 Dr Martin Parkinson, Secretary of the Department of Prime Minister & Cabinet, proposed to the Secretaries' Board that they fund the new SRW scholarship program for Indigenous APS future leaders. There was unanimous support and funding was committed for 5 years with future funding contingent on the outcomes of an evaluation in the fourth year of the program.

In July 2018 Ms Pat Turner AM agreed that the Foundation could name the scholarship after her. We are honoured to be able to name our scholarship program after such an influential Aboriginal woman.

The first selection interviews were held in August 2018 and the inaugural SRW Pat Turner Scholarships were awarded. Our six inaugural scholars come from five APS departments and are employed between levels APS 6 and EL2.



LAUNCH EVENT

On 5 December 2018, the official launch event of the SRW Pat Turner Scholarship program was held in the Sculpture Garden of the National Gallery of Australia. A tremendously successful event, it was attended by Ms Pat Turner AM, a number of APS Secretaries, the Vice-Chancellors of the ANU and CDU along with other University Executive, Federal Senator Malarndirri McCarthy, and several members of the SRW Foundation Board.

The Welcome to Country was conducted by Ngunnawal elder Cheyne Halloran; it was moving, profound and deeply inspirational. This was followed by Pat Turner's keynote address in which she spoke of the responsibilities faced by our scholars to succeed, as well as the opportunities afforded to them through the scholarship. Pat reflected on the challenges she has faced throughout her own career and how her perseverance and dedication to advancing the lives and opportunities of other Indigenous people, led to her greatest successes.

"Excellence in your chosen field of study will equip you for life. Never settle for less. As future leaders you will contribute to our nation building and help improve the lives of others." Pat assured the scholars that she would be keeping a close eye on their progress and that they must hold themselves to the highest possible standards of academic attainment.

Dr Martin Parkinson, Secretary of the Department of Prime Minister & Cabinet, and a great advocate of our new scholarship program, gave an Acknowledgement of Country in our local Ngunnawal language and spoke of the importance of diversity in APS leadership and how he sees this scholarship as playing an important role in the development of future Indigenous leaders.

Prof Brian Schmidt, Vice-Chancellor of the ANU, told the new scholars that higher education provides the analytical and critical thinking skills required to develop sound public policy to address the nation's greatest challenges. "This scholarship is one of the most exciting initiatives for the ANU that I have seen in my time as Vice-Chancellor".

Above: Pat Turner and the 2019 SRW Pat Turner Scholars. Photo by Dorian Photography

PAT TURNER AM



Patricia Turner AM is the daughter of an Arrernte man and a Gurdanji woman and was raised in Alice Springs. Pat's 30 year career as a public servant included many great achievements. She was the Deputy Secretary of the Department of Aboriginal Affairs and the Deputy CEO of ATSIC at its inception. She was also responsible for setting up the Council for Aboriginal Reconciliation when working in the Department of Prime Minister & Cabinet.

After winning the Monash Chair of Australian Studies, Georgetown University, she moved to Washington DC as Professor of Australian Studies. She was the inaugural CEO of NITV and was appointed NACCHO Chief Executive Officer in April 2016.

Pat has actively promoted self-determination and social justice for Aboriginal people throughout her career.

"I am honoured to have this scholarship named after me. I have never forgotten where I came from, who my people are and what motivates me. As an Arrernte woman from Alice Springs I am proud to hold my head high and work to get the best outcomes for our people."

FROM THE SECRETARY OF THE DEPARTMENT OF HUMAN SERVICES

As the Secretary of the Department of Human Services, I am proud that both Steve Munns and Craig Leon from my department were selected to participate in the inaugural Pat Turner Scholarship Program. The scholarships will provide Steve and Craig with a once-in-a-career opportunity to develop their senior leadership capability and conduct postgraduate research that will benefit the public service.

In my role as Chair of the Indigenous Champions Network for Commonwealth agencies, I have been very pleased with the significant progress that has been made in increasing the number of Aboriginal and Torres Strait Islander staff in the public service. We must ensure that every effort is made to prepare these staff for future leadership positions.

The Pat Turner Scholarship is an important way for us to invest in our future Indigenous leaders so that they can contribute more strongly to the development of public policy. Improving the diversity of our leadership will help the public service deliver better outcomes for Aboriginal and Torres Strait Islander peoples. Both Steve and Craig will be researching topics important to Aboriginal and Torres Strait Islander people and communities. I look forward to seeing the contributions of all current scholarship holders and I wish them every success in their research and future leadership endeavours.

Renée Leon PSM

**Secretary of the Department of Human
Services**



SIR ROLAND WILSON PAT TURNER SCHOLARS



Anthony Cowley 2019

Supervisor

Professor Ruth Wallace

College of Indigenous Futures, Arts and Society, Charles Darwin University

Research title: *Beyond Consultation; co-design as a process for redefining success for Indigenous communities*

Anthony is a senior Indigenous Director at the Department of Social Services. He has over 20 years experience in the APS spanning several portfolios including Industry, Education, Health, Social Services and the Australian Public Service Commission. Seventeen of these years have been dedicated to working in Indigenous Australian policy and program delivery areas.

Most recently Anthony has contributed to the design and integration of performance and partnership functions under the Department of Social Services Grants Hub.

Anthony's research will use a mixed-methods approach to examine to what degree and how co-design is being used in delivery of grants to Indigenous communities. His study will explore the hypothesis that the Australian Government's grants systems can deliver better outcomes for Indigenous communities and recipients by employing genuine co-design practices and principles.

Craig Leon 2018

Supervisor

Dr Boyd Hunter

ANU Centre for Aboriginal Economic Policy Research

Research title: *Unconscious Bias in Aboriginal and Torres Strait Islander Employment*

Craig joined the Department of Human Services in 2016 having worked in four other APS departments and agencies and the ACT Government over a period of 20 years. With experience across policy, program administration and human resources in central, state and regional roles, Craig has purposely remained in Indigenous Affairs throughout his career.

Craig's most recent role of Director Indigenous Employment Strategies focused on positioning the Department of Human Services as an employer of choice for Indigenous employees. Craig's professional experience and qualifications in strategic HR and interest in cultural proficiency have presented Craig with an opportunity to undertake an innovative research project. Craig's Masters research project will use a mixed methods approach to examine how to translate the voice of Indigenous governance and leadership to practice applied in the APS in designing, developing and implementing Indigenous policy.





Deborah Katona 2019

Master of Public Policy

College of Indigenous Futures, Arts and Society, Charles Darwin University

Deborah returned to the Department of the Prime Minister & Cabinet in 2014. She has worked across the APS for more than 15 years, in contract management, policy and coordination roles. Her most recent position was working in the Indigenous Affairs Group overseeing delivery in the East Kimberley.

Deborah will undertake a Master in Public Policy at Charles Darwin University. The Master of Public Policy is designed with a focus on northern contexts that will provide a strong theoretical and practical understanding of the design, implementation and evaluation of public policy in remote, regional, Indigenous and cross-jurisdictional contexts.

Martin Dallen 2019

Master of Forestry

ANU Fenner School of Environment and Society

In his role in the Department of Agriculture and Water Resources, Martin plays a key role in advancing Australia's sustainable forest management objectives in the Asia-Pacific region and promoting the free trade in sustainably and legally harvested wood-based products.

Martin is undertaking a Master in Forestry, with a view to progressing into a research year to explore the economic and regulatory barriers faced by managers of private and Indigenous owned forests that inhibit the commercial utilisation of these forests. Better understanding of these inhibiting factors can lead to potential actions taken by governments at various levels, ultimately enhancing the economic and social prospects of rural, resource dependent communities.





PJ Bligh 2019

Master of Economic Policy

ANU College of Business and Economics

PJ joined the APS in 2012. He has provided advice on program design, program management, strategic policy and regulatory administration within the Department of the Environment and Energy. PJ has embedded strategies to enhance Indigenous outcomes across the breadth of his work.

PJ's study will position him to continue to enhance Indigenous outcomes by applying economics to policy formulation and evaluation, understand and address the issues involved in the coordination of economic policies, and better analyse the economic effects of policy changes and communicate them to a public, business or government audience.

Steve Munns 2019

Supervisor

Professor Roderic Broadhurst
ANU Department of Regulation and Global Governance

Research title: *How effective are policies and procedures for the prevention of violence and aggression against public officers providing frontline services and what pre-emptive strategies are most likely to ensure safety?*

Steve has been employed within the Department of Human Services since 2004 where he was recently a Director in the Assessment Services Branch. Steve had responsibility for health & allied health professionals who undertook job capacity and employment services assessments as well as specialist professional assessments in Northern Australia, North, Central and South East QLD. Steve's background is in forensic psychology having worked and studied in various forensic environments both in Australia and the United Kingdom and he was responsible for the forensic psychology team within DHS. Steve is a Bundjalung man from Grafton in the Northern Rivers of NSW.

Steve's doctoral research aims to understand the nature, prevalence and severity of service user violence and aggression perpetrated against frontline APS. By using a mixed methods approach it is hoped that the outcome of this research will determine what factors or responses are most promising in preventing aggression, as well as delivering an evidence based way forward in developing proactive risk mitigation policies leading to a reduction in physical and psychological injuries.



SIR ROLAND WILSON PHD SCHOLARS



Therese Keane 2019

Supervisor

Professor David Tscharke

ANU John Curtin School of Medical Research

Research title: *Development of new detection methods for novel viruses, serotyping for pathogens of concern, using third generation sequencing techniques and the development of bespoke bioinformatic tools.*

Therese joined the Defence Science and Technology Organisation (now Group) in 1999, contributing to and assisting in the design, development and delivery of science and technology outcomes to the ADF critical for ensuring capability relevance is maintained in an increasingly complex, ambiguous environment. During that time she expanded her professional skills by undertaking further biotechnology study, combining a personal passion with improving her ability to contribute to ADF and whole of government options in this ever rapidly evolving field.

Therese's doctoral research will investigate new genetic sequencing technologies and complimentary development of bioinformatic tools in order to improve discovery and monitoring of pathogenic, emerging and engineered viruses of national security concern. These improved capabilities will be critical in informing policy and response development for known and emerging pathogens, contributing to the whole of government ability to avert catastrophic bioterrorism events or minimise their impact.

Fiona Dunne 2019

Supervisor

Michael Wesley

ANU School of Psychology

Research title: *The Walker Talker Project: can a structured professional judgement tool help predict those at risk of violent extremism?*

Fiona joined the APS in 2002 working as a psychologist across both state and federal government. Fiona's experiences have broadly focused on risk assessment and driven her interest in better understanding extremist violence. She is passionate about applying research to real-world contexts and improving evidence-based knowledge to inform decision-making.

Fiona's doctoral research will investigate the use of structured professional judgement to indirectly, but reliably, identify, triage and manage risk associated with extremist violence. Being able to better differentiate factors salient to risk in an Australian context provides opportunities for early identification, intervention and disengagement.





Timothy Watson 2019

Supervisor

Professor Renee Fry-McKibbin

ANU Crawford School of Public Policy

Research title: *Hysteresis and the Australian economy*

Timothy joined the Department of the Prime Minister and Cabinet in 2015 to work in the G20 and Economic Policy Branch. Between 2015 and 2019, Timothy supported the Prime Minister's engagement in the G20; was the Australian Government's lead representative on the G20 Digital Economy Taskforce; and undertook secondments to the Department of Industry, Innovation and Science, the Policy Evaluation Branch in the Indigenous Affairs Group, and the Office for Women. He has published original economic research with colleagues in peer reviewed journals and conference volumes, and presented at numerous conferences. Prior to joining PM&C, Timothy spent almost a decade providing advice on multinational taxation, economic and financial policy in the Commonwealth Treasury, the Victorian Department of Treasury and Finance, and in the private sector.

Timothy's research will investigate output and unemployment fiscal multipliers in Australia, and how these vary based on capacity utilisation and the stance of fiscal policy. It will also explore cross-country evidence concerning how multipliers differ based on these factors and with reference to differences in exchange rate regimes, economic openness, government debt, and monetary policy settings.

Technical Expertise, Leadership and Culture

I have now been back in the Australian Treasury for more than four years following the completion of my PhD, and a few things have happened since my return that have given me reason to reflect on the interaction between technical expertise, leadership and culture.

First, not long after I returned to Treasury, there was a change in the Department's performance appraisal system. We adopted the APSC Integrated Leadership System to focus more on behaviours – for example, on how we act to inspire and encourage others, build organisational capability and nurture relationships. Then, in another change, we moved to an overall assessment rather than an assessment for individual criteria.

I think these are good changes. A system that focuses on behaviours has more overlap between criteria, and an overall assessment removes the implication that performance can be determined as a simple average across criteria. Our traits and skills are interrelated. Our strengths when they are overused become our weaknesses and our skill sets are difficult to pull apart.

And that is true for technical expertise and leadership. The Sir Roland Wilson Foundation offers scholarships that build the skills needed for leadership. The scholarship allows you to build technical expertise grounded in practical public policy skills, to hone skills in research and complex problem solving, and to learn about your perseverance, resilience and self-confidence.

Then there are the more direct opportunities to build leadership skills. During the scholarship, there are regular interactions with the Board members to discuss your research and its relevance for policy. These conversations continue even after the scholarship finishes. And there are mentors both during and after the scholarship, alumni activities like Future Shapers and events such as the Secretaries dinner.

The experience offered through the scholarships shapes not only the ability of scholars to contribute to important public policy issues, but also shapes our leadership styles and contribution to the APS. Those who have returned to the APS are making widespread contributions. In my own case, I am currently the SES sponsor for learning and development, university engagement and academic visits, and I lead the Department's engagement with an expert panel of technical econometric advisers.

Leadership on these issues is, in turn, helping to shape the culture of the APS. A culture of curiosity, questions, acceptance of diverse views and continuous learning. A culture that will foster and support the development of good public policy and our future leaders. The Sir Roland Wilson scholarships are an incredible opportunity for the scholars individually and for the APS. They are a perfect example of the relationship between technical expertise, leadership and culture and how these attributes are so deeply intertwined.

Dr Angelia Grant - Sir Roland Wilson Scholar 2012-2015

Siddharth Shirodkar 2018

Supervisor

Dr Boyd Hunter

ANU Centre for Aboriginal Economic Policy and Research

Research title: *Where are all the Indigenous entrepreneurs? A study of the pathways and barriers to entrepreneurship*

Siddharth joined the Department of the Prime Minister and Cabinet in 2015 to work on Indigenous economic development, particularly centred around Indigenous entrepreneurship. He has worked as an economist in the Australian Government for over a decade including at the Treasury, the Department of Foreign Affairs and Trade and with the former Department of Education, Employment and Workplace Relations.

Siddharth's PhD is on understanding the pathways and barriers to Indigenous Australians starting a business. The rate of Indigenous business ownership is currently 3% (of the working age population) compared to 10% for non-Indigenous Australians. He will take a mixed-methods approach to investigate factors that are limiting opportunities for potential Indigenous entrepreneurs to get into business, including the impact of racial bias on economic freedoms. His study involves econometric analysis and ground breaking qualitative techniques to identify Australia's hidden entrepreneurial potential.



Melanie Broder 2018

Supervisor

Professor Roger Bradbury

ANU National Security College

Research title: *Rethinking deterrence: Case studies in cyber security.*

Melanie joined the Department of Prime Minister and Cabinet in 2015 after eight years in the Department of Defence working across policy, analysis, and capability portfolios. Melanie's Defence experience contributed to her passion for protecting Australia's strategic interests from non-traditional security threats. Melanie's most recent roles have focused on national security through Crisis Management, and then in the Office of the Cyber Security Adviser.

Melanie's doctoral research uses a qualitative approach to examine the practical applications of the principles of deterrence on cyber security. Her study investigates the methods and relative success of key partners including the United States of America, the State of Israel, and the Kingdom of Sweden; identify principles that may be appropriate for the Australian strategic context; and contribute towards a global understanding of the efficacy of cyber deterrence policies for governments.

Penelope Sullivan 2018

Supervisor

Dr Daniel Connell

ANU Crawford School of Public Policy

Research title: *The tools and approaches central governments use to influence states to adopt federal water management policies: Lessons for Australia from the US and Europe*

Penny joined the APS in 2010 to work at the Murray-Darling Basin (MDB) Authority on the MDB Plan, one of the most significant Australian Government interventions in water policy since Federation. The experience has given her a passion for solving national scale natural resource management problems, combined with an understanding of the challenges of ensuring appropriate regional and state engagement and ownership of policy solutions.

Penny's PhD examines the tools and approaches central governments in federations use to influence their lower level governments to adopt and implement water resource management policies which are in the national interest, but not necessarily in the individual lower governments' interest, particularly in cases where fiscal federalism alone has not been sufficient to secure lasting agreement. Penny will use her experience working on the MDB Plan as an initial example to learn from and compare it to experiences in the Colorado River Basin in the United States, and the Jucar River Basin in Spain.



Christiane Gerblinger 2017

Supervisor

Professor Joan Leach

ANU School of Politics and International Relations

Research title: *The Language of the Rebuffed: Rhetoric, Expertise and Policy Advisers*

Christiane joined the Treasury as a speechwriter in 2012. Before that, she worked across a range of areas in the APS, from analysing financial intelligence to providing advice on counter-proliferation, energy, health and rural policy. Along the way, and partly as a result of completing her first PhD in literature in 2000, Christiane continued to critically analyse discourse – but, instead of closely reading literary texts, her attention turned to analysing how public policy is communicated to governments and the public.

As such, her research topic examines the language of the Australian Public Service (APS) and how it expresses its expert policy advice. Balancing two of its key obligations – objectivity and responsiveness – the APS has produced policy advice that is increasingly rebuffed. Why is that? Two case studies from distinctly different policy areas across the last two decades are juxtaposed: advice about the 2016 state-wide blackout event in South Australia; and Australia's 2003 intelligence assessments on Iraq's weapons of mass destruction.





Tess McGirr 2017

Supervisor

Professor Peter Whiteford
ANU Crawford School of Public Policy

Research title: *Welfare reform and social services: Nudging people towards employment and self-provision through optimal policy support and interventions.*

In her role in the Department of Social Services, Tess provided advice on children's policy, family policy and programs, homelessness policy, family safety, gambling and financial wellbeing.

Tess' doctoral research uses a mixed-methods approach to examine how social services can best complement reforms in the tax and transfer systems to improve employment outcomes. Her study investigates the impact of social services on welfare receipt, and consider options for service support and interventions such as case management and individualised mutual obligation compacts. This will involve exploring how conditionality arrangements can be tailored to the individual needs of the welfare recipient, including addressing non-vocational barriers to employment.

During 2017 Tess travelled to the UK to present at the 7th International Conference on Interdisciplinary Social Studies.

Helen Benassi 2017

Supervisor

Professor Bryan Rodgers
ANU Research School of Social Sciences

Research title: *E-health solutions to support early identification and self-management of mental health in the Australian Defence Force.*

For over ten years Helen has worked for the Department of Defence in mental health and psychology policy and research. Helen was responsible for the coordination of strategic mental health research within Defence and managed the delivery of a number of influential research projects, including the Longitudinal ADF Study Evaluating Resilience, and the ADF Mental Health Prevalence and Wellbeing Study.

Helen's research will examine stigma and barriers to mental health care in the ADF, as well as the role e-mental health plays in treatment-seeking behaviour, early intervention, and self-management in a workplace context.

During 2018 Helen presented preliminary results from her PhD at the Australian Military Medicine Association conference and the Society for Mental Health Research Conference. She was also co-author on two reports released by the Department of Veterans' Affairs in 2018 examining mental disorder prevalence in recently transitioned ADF members and pathways to mental health care for current and former ADF members.



SCHOLAR PERSPECTIVES

Nathan Deutscher, 2015 SRW Scholar

The SRW scholarship program aims high, supporting and encouraging its PhD scholars to pursue ambitious topics of national significance. This can include topics where simply getting the data requires a large and uncertain investment.

Nathan Deutscher has recently submitted his thesis on intergenerational mobility – the extent to which rich parents have rich children and poor parents have poor children. Working with the Australian Taxation Office to build Australia's first large and representative intergenerational dataset has been central to his PhD; this dataset now matches some of the best in the world.

"Without the financial support and job security provided by the scholarship, along with the ambition that surrounds it, investing in such a long shot would have been unthinkable" says Nathan. "I've had the tremendous pleasure this year of having my research enter the public domain in a variety of different formats. And just as I've built on the work of past scholars with tax data, I'm excited to see where the wider research community takes this next."

Nathan has presented his work at conferences from Sydney to Seoul, a workshop in Wellington, and to federal and state policy audiences. His research has been written up by the media and cited by leading international scholars. Nathan finds Australia to be among the most socially mobile of advanced economies, with intriguing details hidden behind the headline results – a level of detail that would have been impossible without some pretty special data.

Helen Benassi, 2017 SRW Scholar

I am heading into the third and final year of my scholarship and while the PhD has brought both personal and professional challenges, the last two years has been invaluable. When I began, I was hoping to trial an online mental health screening program linking Australian Defence Force (ADF) members to face-to-face or online care. It quickly became apparent that a trial within a three-year time frame was not feasible. Yet, as I began to understand more about the barriers to mental health care for many serving members, it also became clear that development of yet another screening trial or mobile health app may not be the answer.

Stigma surrounding mental illness continues to be a major concern and is often suggested as the reason many do not seek mental health care. In a workplace setting, this has been expanded to include concerns about career and the reactions of leadership as a barrier to mental health care. However, in my research I have found that, although these concerns are at the forefront ADF members' minds when seeking care, they are not the barrier we thought they were. In fact, the biggest barriers to initial care engagement continue to be personal in nature; feelings of shame associated with becoming unwell and not self-identifying symptoms as a mental health concern. While digital health solutions may offer options, they are not a panacea for what is both a personal challenge and a broader cultural matter. In fact, the barriers to online mental health services may mirror barriers to in-person care and be reflected in the minimal uptake of e-mental health that we currently see.

When individuals do seek care online, we want to make sure they are getting the right information at the right time and ultimately accessing the right care for them. Anyone can (and unfortunately they do) make and market a health website, mobile app or other quasi-health digital resource. Many are not evidence-based and the marketed health benefits do not always follow. However, there are also some fantastic resources developed with sound research backing, but which may not be expanded into the marketplace in a scalable and sustainable manner.

This year I will be exploring the challenge for regulation to meet innovation in the digital health space. I have the privilege of travelling overseas to visit researchers and public policy officials grappling with these same challenges; in particular, learning about factors that enable the effective implementation and translation of research into practice. Identifying and questioning the assumptions that sometimes sit beneath policy advice is critical to achieving better policy outcomes, as is sound implementation science and systems approaches. I am hugely grateful for the Sir Roland Wilson Scholarship which has exposed me to new scientific models and methods, and provided me the luxury of reflection and perspective to engage with ideas in the field of e-mental health and beyond.



Sir Roland Wilson Scholar Nathan Deutscher (R) with his supervisor, Professor Bob Breunig (L), in Seoul for the 2nd annual conference of the Asian and Australasian Society of Labour Economics.

"Big data for big questions"

Joseph Chien 2016

Supervisor

Professor Alan Welsh
ANU Mathematical Science Institute

Research title: *Using semantic technology to better capture labour market network dynamics for productivity analysis.*

Joseph began his career in the APS as an ABS graduate in 2001. Prior to starting his PhD, Joseph was a director in the Methodology Division responsible for data integration, access and confidentiality methodology. Before joining the division, he spent three years in the Economics Directorate at the OECD working on global macro simulation models.

Joseph's research is analysing complex labour market dynamics to better understand the micro drivers of productivity. He will combine semantic web and network analysis methods to study the connections between firms and employees and their impacts on productivity. Joseph hopes that his research will shed new insights on productivity drivers and help the APS make better use of administrative data.



Owen Freestone 2016

Supervisor

Professor Bob Breunig
ANU Crawford School of Public Policy

Research title: *The role that Australia's income support system plays in people's lives, especially its impact on labour market participation, savings behaviour, economic welfare and inequality.*

Owen Freestone has worked in the APS since 2004. Since 2010 he has managed various teams within the Macroeconomic Group at Treasury, responsible for providing advice on the Australian and Chinese economies. He holds masters degrees in economics and finance, having graduated from ANU's economics honours program in 2006. Owen has also authored a number of research publications on economic topics such as Australian household saving behaviour and structural change in the Chinese economy.

Owen's PhD research is exploring the life-cycle dimension of income and consumption among Australian households, and how this is shaped by government policy. He is looking at questions such as the relative importance of individual differences versus other factors in explaining wage inequality in Australia, and the role that the tax-transfer system plays in cushioning workers from unexpected income changes.

During 2018, Owen had a PhD paper looking at wage inequality in Australia published in the Economic Record. He also commenced a 3 month visit to Washington DC to share ideas with researchers and policymakers from academia and government.

Szabina Horvath 2016

Supervisor

Associate Professor Rob McLaughlin
ANU Centre for Military and Security Law

Research title: *Satisfying Australia's applicable human rights obligations during extra-territorial armed conflict.*

Szabina Horvath joined the Directorate of Operations and International Law at the Department of Defence in 2009. Szabina has provided advice on detainee management issues, maritime operations, domestic implementation of international legal obligations, gender issues, interrogation doctrine, and a range of other international humanitarian law issues, as well as human rights matters relevant to military operations.

Szabina's PhD research, based in the College of Law, will examine Australia's extraterritorial human rights obligations. Specifically, the research will consider Australia's human rights obligations when engaged in extraterritorial armed conflict and will reference other extraterritorial situations which may enliven Australia's human rights obligations. The research will postulate on the means and mechanisms that could reasonably satisfy Australia's human rights obligations extraterritorially.



Nathan Deutscher 2015

Supervisor

Professor Bob Breunig
ANU Crawford School of Public Policy

Research title: *Intergenerational social mobility in Australia.*

Nathan joined the Treasury in 2008, and has worked in a variety of roles advising on social policy, tax policy and macroeconomic conditions. This has included working as a Departmental Liaison Officer in the Deputy Prime Minister and Treasurer's Office from 2011-2013.

Nathan's PhD research focused on intergenerational mobility: the extent to which economic outcomes persist from one generation to the next. He worked with the Australian Taxation Office to build Australia's first large and representative intergenerational dataset, and has used it to shine a light on the state of intergenerational mobility in Australia.

In 2018 Nathan submitted his thesis, saw his work published and cited by leading scholars, and presented numerous seminars – from Sydney to Seoul. He returned to Treasury to manage programs of research ranging from tax policy to the labour market, and is working to publish his remaining PhD research.

Camille Goodman 2015

Supervisor

Professor Donald Rothwell
ANU Centre for International & Public Law

Research title: *The 'creeping' jurisdiction of coastal States: a legitimate way to fill gaps in the law of the sea, or an unwarranted expansion of power?*

Camille Goodman joined the Attorney-General's Department in 2005, and the Office of International Law in 2007. Camille provided advice to Government on a wide range of public international law issues, and has been the Australian Government legal adviser at international meetings and negotiations.

Camille's PhD research, based in the College of Law, will examine coastal State powers at sea. Finding a legitimate basis to enact, apply and enforce legislation is crucial for any State wishing to regulate activity at sea. The context of the rules-based international order, to ascertain the legitimate bases for, and extent of, coastal State jurisdiction in contemporary international law.

Camille has been a guest lecturer in ANU College of Law programs and has had several papers published. Camille was awarded the inaugural Joan Uhr Prize in 2017.

Camille submitted her thesis in January 2019.



Katy Jones 2015

Supervisor

Associate Professor Nick Biddle
ANU Centre for Aboriginal Economic Policy Research

Research title: *School attendance and primary school-aged Indigenous children.*

Katy commenced work in 2006 at what is now the Department of Social Services. An interest in the well-being of Indigenous people, particularly in remote areas, led her to take on work for the Office for Aboriginal and Torres Strait Islander Health (OATSIH) in Sydney, and also with the Indigenous Coordination Centre in Darwin. Since 2012, Katy's work has been on the evaluation and policy development of income management.

Katy's PhD will explore the historical, political, social and economic context of the non-attendance of Indigenous primary school-age children in remote Indigenous communities in the Northern Territory. It will take a multi-method approach, investigating attendance trends through use of school attendance data, and will use qualitative data to explore, on individual and community levels, the reasons why some policies may, or may not, support or improve school attendance.



Martine Cosgrove 2014

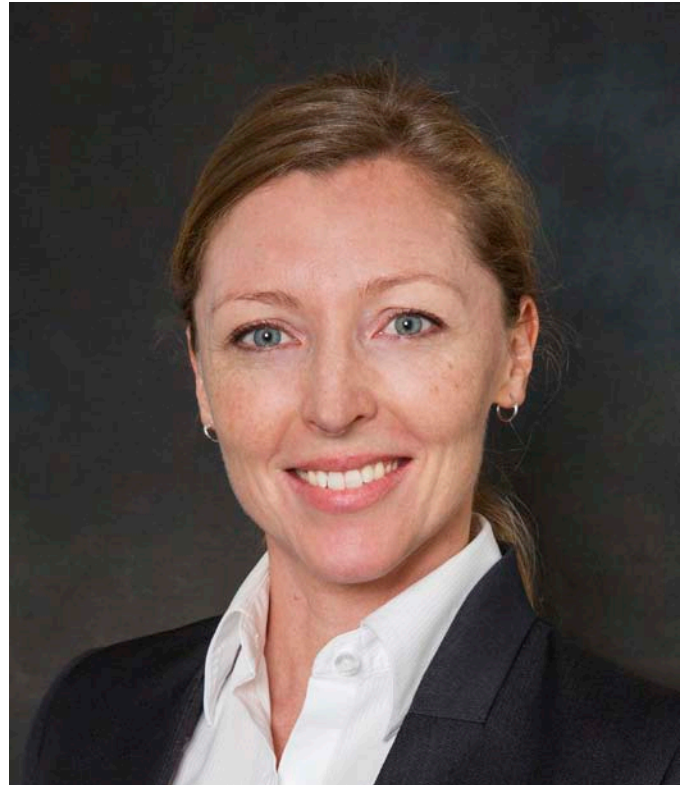
Supervisor

Associate Professor Peter Butterworth
ANU Centre for Research of Ageing, Health & Wellbeing

Research title: *Interactions of factors associated with the onset of common mental health disorders.*

Martine has been employed by the Department of Defence since 2007. Prior to commencing the scholarship, her most recent role was coordinating the implementation of the 2011 ADF Mental Health and Wellbeing Strategy in Southern NSW. Martine played a pivotal role in delivering a range of mental health services and mental health promotion initiatives to Army, Navy and Air force training in the area. She was involved in practice-policy forums which informed primary mental health care policy development that improved the delivery of mental health services to members of the ADF.

Martine's research will explore the determinants of wellbeing and mental health outcomes across the military lifecycle. She will examine the interaction between individual characteristics and institutional conditions to determine the kinds of support that influence health trajectories at points of occupational and personal transitions. The research will inform the development of policy and interventions which promote and sustain practices that support positive mental health outcomes.



Paul Hubbard 2014

Supervisor

Dr Shiro Armstrong
ANU Crawford School of Public Policy

Research title: *The nature and performance of China's state owned enterprises.*

Paul joined the Treasury as a graduate in 2006. He worked at Treasury on tax policy, including on the Australia's Future Tax System Review, and international economic engagement. He spent two years as an economic analyst in the Office of National Intelligence (formerly ONA).

His PhD research focused on understanding China's state-owned enterprises (SOEs), including a year as a visiting scholar at Peking University. After completing his research, Paul joined the Department of the Prime Minister and Cabinet where he manages the International Economy Unit.

Paul submitted in November 2018 and will graduate in July 2019.



Talia Avrahamzon 2014

Supervisor

Dr Jerry Schwab

ANU Centre for Aboriginal Economic Policy Research

Research title: *Everyday Reconciliation in Schools: new celebrations and ongoing silences*

Talia has been employed by the Department of Social Services since 2002, primarily in roles that focused on children, family and Indigenous policy, program development and implementation.

Talia's research used ethnographic methods to understand the messages the education system delivered to primary school children about Aboriginal and Torres Strait Islander peoples, their cultures, Australian history and reconciliation, and then how children interpreted those messages. Increasing this understanding is central to designing effective, evidence-informed policies and programs that foster respect and understanding, and not just knowledge of cultures and histories of Indigenous Australia at a personal and organisation level.

During 2018, Talia completed and submitted her thesis, established and delivered a year-long seminar series with the Department of Education and Training, and wrote a book chapter. At the end of 2018, Talia was offered the opportunity to lead a project in the ANU College of Arts and Social Sciences to progress the work of reconciliation and Indigenous knowledges and perspectives at a college level. She will be undertaking this role, convening an undergraduate course at ANU and returning to the Department of Social Services as a Director in the HR Diversity Section.

Everyday Reconciliation – in schools and beyond

My research explores everyday reconciliation in education – the policies, school cultures, in the classroom and children's understanding and engagement of this social change process. A topic that transcends just the education system as we are all involved in reconciliation at an organisational and individual level. It is a topic that brought with it interdisciplinary complexities and cultural sensitivities. In order to engage with the topic, throughout the 2016 school year I undertook a multi-sited school ethnography in two urban, culturally diverse primary schools on Ngannawal Country in the education jurisdiction of the Australian Capital Territory. Using Indigenous Studies and decolonising approaches as a framework, I explored the types of messages children receive at school at multiple levels including observable symbols of reconciliation; beliefs and values about reconciliation; and underlying assumptions of reconciliation. The study revealed that in the main, schools reproduced forms of 'colonial storytelling' (Behrendt 2016) about Aboriginal and Torres Strait Islander peoples and cultures. Thus, despite educators' strong commitment to engage in some form of reconciliation, policies and practices served to maintain the structures of the 'silent apartheid' (Rose 2007).

Within the silent apartheid, cultural deficits are perpetuated through silencing racialised social, economic and structural disadvantages experienced by many Aboriginal and Torres Strait Islander people. In some cases, this led to the creation of schools, classrooms, practices and policies as sites of what I refer to as 'settled reconciliation', in which good intent and celebrations of perceived Indigenous culture(s) silence diverse Aboriginal and Torres Strait Islander peoples' experiences and agency, and ignores ongoing settler colonialism. This includes assimilation, racism and a privileging of whiteness, all of which the Aboriginal and Torres Strait Islander children, educators and parents in the study experienced themselves. Some children and teachers did find ways to challenge and disrupt the normalisation and privileging of settled reconciliation. However, for the most part, children (re)constructed and embodied the same messages of settled reconciliation that they were exposed to at school. The implication of these findings is that there is a need for schools (the policies, practices and people) to engage more with and interrogate assumptions about reconciliation; about the purpose of schooling; and finally, about children's development of and embodiment of racism and whiteness, and their readiness to engage in transformative reconciliation.

These findings also have implications for how we all engage with reconciliation in any organisation, including the APS and the ANU, and I am looking forward to having the opportunities to explore this further in my new roles at both the ANU and the Department of Social Services – continuing to bridge policy-practice-research.

Talia Avrahamzon, 2014 Sir Roland Wilson Scholar



Agnieszka Nelson 2013

Supervisor

Professor Matthew Gray

ANU Centre for Social Research and Methods

Research title: *Impact of welfare conditionality on young, vulnerable Australians - a quantitative enquiry using administrative data.*

Agnieszka has been employed by the Department of Social Services since 2001. In her capacity as Director of Evaluations, Agnieszka has worked to strengthen the Department's evaluation capability and culture.

From 2016 to 2018, Agnieszka has been seconded to the Department for Work and Pensions (DWP) in the UK to help strengthen the exchange of policy and research ideas between Australia and the UK. As head of Disadvantaged Groups, Agnieszka lead a team of economists, social researchers and statisticians to deliver ground-breaking research to support policy development.

Having returned to Australia in early 2019, Agnieszka is now focusing on finalising her thesis—a quantitative enquiry into the impact of welfare conditionality policy levers on young vulnerable Australians. It seeks to understand the shifting objectives and impact of recent policy welfare reform initiatives. Specifically, Agnieszka is examining the effects of policy initiatives on income support exits among different treatment and comparison groups.

Eliza Murray 2013

Supervisor

Professor Frank Jotzo

ANU Crawford School of Public Policy

Research topic: *"The international political economy of carbon trading"*

Since joining the Department of the Environment in 2007, Eliza has contributed to a wide range of biodiversity and climate change policies, from national parks and forests to light bulbs and landfills. Before commencing her PhD, she played an instrumental role in the design of Australia's Carbon Farming Initiative. Eliza graduated from the Master of Climate Change at the ANU in 2012 and was awarded the Garnaut Prize for Academic Excellence.

Eliza has returned to the Department of the Environment and Energy to take up the role of Director of International Climate Change Negotiations. Eliza's PhD research, based at the Crawford School of Public Policy, investigates inter-governmental cooperation on carbon markets and whether emissions trading could contribute to a more coordinated and effective global response to the threat of climate change.



Jennifer Chang 2012

Supervisor

Dr Jane Golley
ANU China in the World

Research title: *Labour Supply in China*

Since starting as a graduate at the Treasury in 2004, Jennifer's work experience has covered the rigorous analysis of Asian economies, a deep understanding of the Australian economy and an appreciation of the importance of effective international economic engagement.

Jennifer commenced her Sir Roland Wilson Foundation PhD Scholarship in 2012 and is currently examining the dynamics of the Chinese labour market and linking her findings to an analysis of China's broader economic growth prospects. A deeper understanding of the Chinese economy is of critical policy relevance, with China's overall growth trajectory of particular importance to Australia's prosperity.



Shane Johnson 2013

Supervisor

Professor Bob Breunig
ANU Crawford School of Public Policy

Research topic: *An analytical history of government debt financing and management.*

Shane's research interests include domestic and international tax policy and fiscal policy. His current research is focused on examining taxpayers' understanding of, and responses to, the Australian taxation system.

Shane hopes his research will provide insights for the future design, implementation and administration of the tax system.

SIR ROLAND WILSON ALUMNI

Marie McAuliffe

Graduated 2017

Supervisor

Professor James Raymer

ANU Australian Demographic and Social Research Institute

Research title: *International irregular maritime migration to Australia: The migration processes and patterns of Afghan Hazaras and Sri Lankan Tamils.*

Marie McAuliffe commenced in the Department of Immigration and Border Protection (DIBP) in 2000 and has worked in DIBP's offices in Canberra, Seoul and Moscow. Marie has led branches and sections in DIBP, the Australian Public Service Commission, and the Department of Workplace Relations, and has consulted to the International Labour Organization as well as in the private sector.

Marie's research focused on the conceptualisation of international migration and irregular maritime migration. She has published papers on migrant decision-making, Sri Lankan irregular migration, global irregular maritime migration and environmentally-related international migration.

Her PhD research examined the migration patterns, processes and factors involved in irregular maritime migration to Australia of Afghan Hazaras and Sri Lankan Tamils between 2008 and 2013.



Rick Zentelis

Graduated 2017

Supervisor

Professor David Lindenmayer

ANU Fenner School of Environment & Society

Research title: *Developing a management model to optimise use of Australia's military training areas.*

Rick was employed by the Department of Defence in 2005. Rick has been involved in the environmental management of the Defence Estate, developing policies and approaches on biodiversity, heritage, biosecurity, bushfire and erosion. Rick's last position prior to commencing his scholarship was the development and implementation of the Defence Environment Management System – arguably the biggest EMS in the world.

Rick's research examined a better way to manage military training areas (MTAs). His unique experience and in depth knowledge of environmental management ideally placed him to develop an MTA management model that will increase training utility, reduce costs associated with training area management and increase environmental protection. The model will have wider applicability to sectors such as forestry and agriculture.

Rick is now working with the Department of Environment and Energy from Geneva, Switzerland.

Michael McKenzie

Graduated 2016

Supervisor

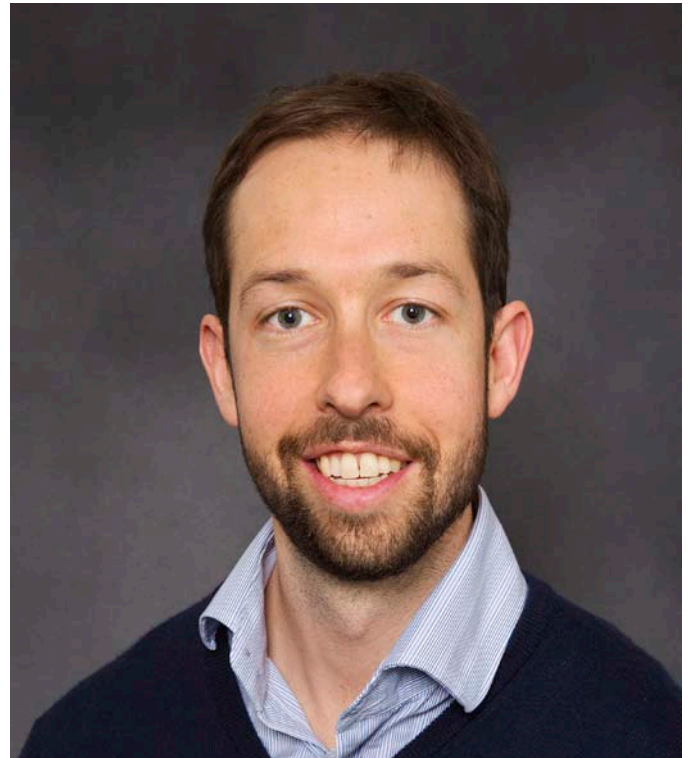
Professor Veronica Taylor
ANU Regulatory Institutions Network

Research title: *Are we speaking the same language? Australia's engagement with Indonesia on criminal justice issues.*

Michael graduated in December 2016 and is now Counsellor (Legal) at the Australian Embassy in Jakarta, Indonesia. He is also a visitor at the School of Regulation and Global Governance (RegNet), ANU College of Asia & the Pacific.

Michael's PhD research examined the conditions that promote crime cooperation between Australia and Indonesia, drawing on over 100 interviews with participants in the cooperative relationship and extensive archival material.

Since graduating, Michael has published a number of articles based on his research, and in 2018 was supported by an SRW Fellowship to prepare a book manuscript for publication by Oxford University Press. Michael was the first Sir Roland Wilson Fellow.



COMMON ENEMIES: CRIME, POLICY AND POLITICS IN AUSTRALIA-INDONESIAN RELATIONS

Over the last two decades, Australia and Indonesia have built a remarkable partnership in the fight against terrorism and other transnational crimes. *Common Enemies: Crime, Policy, and Politics in Australia-Indonesia Relations* is the first in-depth study of this partnership, examining both its successes and failures. Drawing on over 100 interviews and extensive archival material, the book tells the inside story of the joint police investigation into the 2002 terrorist bombings in Bali, the extradition of Indonesian corruption fugitive Adrian Kiki Ariawan, the public campaigns in support of Australians detained in Indonesia for drug trafficking, and the 2013 spying scandal that led to a freeze in cooperation. It also investigates many cases that never made the headlines in an effort to understand the conditions that promote criminal justice cooperation between these two very different countries. The book reveals a tension between parochial politics and policy ambition at the heart of the bilateral relationship, and explores how politicians, bureaucrats, and private actors animate this tension. It also considers how various 'wars on crime' since the 1970s have shaped the relationship, and the importance of reciprocity in maintaining the relationship. Based on this analysis, it identifies strategies for enhancing cross-border cooperation to combat crime. The mix of engaging case studies and novel theorising in *Common Enemies* will appeal to both practitioners and scholars of transnational policing, international relations, regulation, and global governance.





Nerida Hunter

Graduated 2017

Supervisor

Professor James Raymer
ANU Australian Demographic & Social Research Institute

Research title: *Geodemographic and life course perspectives of population ageing in Australia: expanding the policy relevant evidence-base.*

Nerida is now the Branch Manager of the National Disability Insurance Scheme Financial Policy and Performance at the Department of Social Services.

Nerida's research examined population ageing as a consequence of a great achievement of modern society: the lengthening life span. Population ageing, particularly when accompanied by an increase in life lived in health, wealth and activity, should be embraced. Thus, while an ageing future should be celebrated, the changing population age structure presents challenges. Nerida's thesis examined the geodemographic and life course perspectives of population ageing in Australia to expand the policy relevant evidence-base and address current policy concerns. She explored, in particular, the period 1901 to 2011 and a projection horizon of 2011 to 2031.

Suzanne Akila

Graduated 2016

Supervisor

Professor Hilary Charlesworth
ANU College of Asia & the Pacific

Research title: *Participation and the protection of citizens abroad in International Law*

Suzanne graduated in December 2016 and is now an Assistant Director in the International Law Practice Group in the Legal Division at the Department of Foreign Affairs and Trade. Suzanne is also a Visitor at the School of Regulation and Global Governance (RegNet), ANU College of Asia & the Pacific.

Suzanne's research examined how and why States intervene to protect their citizens abroad. Informed by her experience as a legal adviser to government, she undertook an empirical investigation of three national case studies of State protection (Australia, Germany and Mexico). Her work developed recommendations for government on the protection of Australian nationals abroad based on the comparative case studies in her research.

In 2018 Suzanne became a DFAT Sir Roland Wilson Foundation Fellow, where she will work with a number of scholars at the ANU and the University of Melbourne on various projects. She was also named Woman Lawyer of the Year (Government) by the ACT Women Lawyers Association in November 2018. She is the alumni mentor for the 2019 Sir Roland Wilson Foundation and Pat Turner scholarship cohorts.



ALUMNI IMPACT

While drought policy raises many complex emotional, political and policy issues, it can be helpful to think of it as an insurance problem: how can we best help farmers manage climate risk?

Drought insurance has been a long-standing goal and it's easy to understand why. If viable drought insurance markets could help farmers manage climate risk without the costs and potential side effects of government drought support. Unfortunately, technical problems have hampered the development of drought insurance markets in Australia to date. However, there is hope that with improvements in technology and better data these problems could be solved, paving the way for a new generation of weather-based insurance products.

The missing market for drought insurance

Australia has well-functioning but limited markets for crop insurance. If hail or fire destroys a paddock, for example, an insured farmer will receive a payout for the value of the crop. But multi-peril crop insurance – which covers a wide range of adverse events including drought – has failed to thrive in Australia. The international experience has been similarly uninspiring. Many reviews have attributed these failures to information and participation problems. Firstly, only the riskiest or most drought-prone farms may sign up for insurance (the adverse selection problem). Second, farms with insurance may put less effort into preparing for and managing drought (the moral hazard problem). Both these problems make insurance more costly to provide, resulting in higher premiums and lower uptake. While these problems apply to all forms of insurance, they are particularly acute in agriculture, given the effects of drought will vary widely depending on farm-management decisions and detailed – and difficult to observe – farm characteristics such as the quality of land and livestock.

Index-based insurance could be a way forward

One alternative, which has been receiving increased attention in recent years, is index-based insurance. Here payouts are based on weather data rather than an assessment of actual farm damages. For example, a farmer might receive a payout if rainfall falls below an agreed threshold.

Index-based products are largely immune to the information problems that plague standard insurance: insurers don't need to spend time and money assessing each application, or monitoring farmers' behaviour. Instead, insurers must solve the technical problem of designing an accurate index.

This index needs to be sensitive to the complex effects of weather on farms. In practice, the effect of a drought depends on many things. The amount of rainfall, its timing, the temperature and many other factors all interplay. If these factors are not taken into account, drought insurance runs into a "basis risk" problem: payouts don't align with the climate risks faced by individual farms. This basis risk problem is largely why index-based weather insurance products have struggled in Australia to date.

Better data is essential

Solving these technical issues requires detailed data both on weather and farm outcomes. Numerous reviews have cited data limitations as a key constraint on the Australian farm insurance sector. A recent review by ABS and ABARES highlighted the patchy and fragmented nature of existing government and industry agricultural data. There is a good case for government to support the supply of this data, similar to the National Flood Risk Information Project established following the Australian 2011 floods. Investments in data are likely to have many applications beyond insurance, including the development of improved tools to support farm decision-making.

While drought insurance schemes have had mixed success to date, there remains some hope for the future. The emergence of "big data" collected from satellites and internet-enabled devices promises to revolutionise both farm production and risk management. In time, smart products underpinned by better data might finally help us solve the challenge of drought policy.

Neal Hughes

Sir Roland Wilson 2015 Graduate





Angelia Grant

Graduated 2015

Supervisor

Professor Warwick McKibbin
ANU Crawford School of Public Policy

Research title: *'Three essays on the US Business cycle, expectations formation and model comparison.'*

Angelia graduated in July 2015. Her thesis examined the role of particular shocks during the 2001 US economic slowdown and Great Recession, and whether the assumption of rational expectations or adaptive learning in a large macroeconomic model for the US economy provides a better model fit.

Her thesis also proposed a new econometric method for computing a model selection criterion that is rarely used in applied work given its computational burden.

Angelia returned to Treasury after submitting her thesis and is now the Head of the Macroeconomic Conditions Division.

Neal Hughes

Graduated 2015

Supervisor

Professor Quentin Grafton
ANU Crawford School of Public Policy

Research title: *Water property rights in rivers with large dams.*

Neal graduated in December 2015. He is currently Senior Adviser for Sustainable Natural Resource Management and Director of Climate and Water Economics at the Australian Bureau of Agricultural and Resource Economics. Since returning to the APS Neal has progressed research programs on both the effects of climate change on Australian farms and water policy in the Murray-Darling Basin, for the Department of Agriculture and Water Resources.

Neal's thesis investigated the design of water markets in heavily developed river systems, like those of the southern Murray Darling Basin. A key aspect of Neal's thesis was the adaptation of machine learning and 'big data' techniques to economic problems. Much of Neal's current research involves the use of machine learning techniques, particularly in the analysis of large government data sets.



SIR ROLAND WILSON (1904 - 1996)

Sir Roland Wilson was a ground-breaking economist who served as a key economic adviser to the Australian Government.

Throughout his career Sir Roland Wilson displayed academic rigour and tenacity in developing policy for achieving policy outcomes. Attributes which are still recognised as major contributors to his success.

Born in Tasmania, Roland Wilson was awarded a Rhodes scholarship in 1925. He completed a DPhil at Oxford University and then a PhD at the University of Chicago.

From 1936-1940, Wilson was the Commonwealth Statistician for the Australian Bureau of Statistics. In 1940 he was appointed the Secretary to the Department of Labour and National Service and played a part in designing Australia's response to World War II.

In 1951, Roland Wilson was appointed Secretary to the Treasury. At the time, he was the youngest person to hold that position at age 47. He remained in this position until 1966, a tenure which has never been exceeded.

His years at Treasury were extraordinary, characterised by full employment, relative price stability and sustained economic growth.

One of his lasting contributions to the Treasury was the part that he played in taking the Department from performing primarily accounting and budgetary functions, to an institution whose chief responsibility was to provide economic advice to the government.

On retirement from the Treasury, Roland Wilson became the Chair of Qantas and the Commonwealth Bank until his retirement in 1979.

Sir Roland Wilson had a long history with the ANU, serving on its Council during his tenure as Secretary to the Treasury.

Taken from 'Sir Roland Wilson: a biographical essay'
by Selwyn Cornish (2002).



“Wilson’s contribution to the Treasury...was that he gave it a sense of being led by an outstanding figure-someone, so to speak, that the department could look up to. He gave it intellectual quality.”

John Stone
Secretary to the Treasury 1979-1984

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