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TRANSCRIPT OF PODCAST

WORK WITH PURPOSE EPISODE 20

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DAVID PEMBROKE: Hello, ladies and gentlemen, and welcome to Work with Purpose, a podcast about the Australian Public Service. My name's David Pembroke. Thanks for joining me. I begin today's podcast by acknowledging the traditional custodians of the land on which we meet today, the Ngunnawal people and pay my respects to their elders past, present and future, and acknowledge the ongoing contribution they make to the life of our city and this region.

Welcome everyone to science week, Australia's annual celebration of science and technology. Today, I welcome our Work with Purpose guests to Studio 19 through the power of Microsoft's Teams technology. Now I can just imagine many of you in the audience nodding as the Australian government's approved version of this technology, GovTEAMS, has become so much a part of your daily work. It's remarkable to consider the need for and then the adoption of GovTEAMS and how it has so quickly become the central communication channel that enables so much of the business of government today.

One of my guests on today's programme is the Managing Director of Microsoft Australia, STEVE WORRALL. Steven joined Microsoft in March of 2014 as director of the enterprise and partner group, where he had responsibility for the Australian commercial and public sector markets. He previously worked for IBM for 22 years, where he held a number of marketing sales and general management roles. He joins me from his home in Sydney. Steve Worrall, welcome to Work with Purpose.

STEVE WORRALL: Thank you so much, David. Great to be here.

DAVID PEMBROKE: My second guest today is Larry Marshall, the CEO of the CSIRO. CSIRO is Australia's Science Innovation and Research Organisation, which has a very simple mission, which is to solve the world's greatest challenges through innovative science and technology. Larry is a scientist and entrepreneur with a PhD in physics. He became a global leader in laser research when he invented the eye safe laser, which enabled lasers to be used safely in public. He holds 20 patents and has served on 20 boards of high-tech companies operating in the United States, Australia and China. Since taking up his role as the CEO of CSIRO in January of 2015, Larry has been a strong supporter of Australian innovation. He joins me on the line, Larry Marshall, welcome to Work with Purpose.

LARRY MARSHALL: Thanks, David. Pleasure to be here.

DAVID PEMBROKE: Steven, if I might begin with you. As a small part, Microsoft Australia have a very big global organisation. What has your experience been of COVID-19?

STEVE WORRALL: David, I think there is lots of experiences that have been jammed into the last six months to reflect on. The first and most important thought is just the speed of change that we've experienced as a result of the pandemic. Quite obviously every person in the country, every person on the planet has had their life turned upside down. We've seen a range of implications that had come from that reality as our health system, our education system, as our communities more broadly have had to adapt. I think for us, there's been a rapid adoption of all things digital as part of that and so that's driven a whole lot of activity inside our team in terms of how do we best respond at the same time, acknowledging that all of the stresses and anxieties that all of our teams are feeling as any Australian is through this period. A really difficult but interesting time at the same time.

DAVID PEMBROKE: Now, Larry, for you, you are the CEO of a big organisation in a smallish country. Is your experience pretty much the same?

LARRY MARSHALL: I spent 26 years as a CEO of smaller organisations in a very large country in Silicon Valley so it's quite a different environment for me, but I ran a company through 9/11 and so I thought I was prepared for a crisis of this kind of magnitude. I was actually expecting a cycle sort of that I saw in the US during 9/11, which is, "Am I safe? Is my job safe? Is there a plan?"

What really impressed me about my people at CSIRO was first question was, "Are we all safe? How can I help, meaning how can I help the country, and what can we do to help Australia recover?"

It is quite different. It's a very purpose driven organisation and I think that's really carried us through in a very powerful way.

DAVID PEMBROKE: What have been some of the major difficulties for you given that, I imagine a lot of the science has to take place in laboratories and other places, and that may not have been open, they may not be available to people at the moment.

LARRY MARSHALL: That is true. It's a challenge, but what we did very quickly was moved everyone off site that we could and CSIRO has the second biggest property footprint in government after defence. We have 57 sites around the country. Five years ago, we really beefed up our digital capability and thanks to people like Steve who helped us do that. We're in a great position to really work digitally already, and that meant we could really thin out our sites so that people who had to be on site for physical labs, things like that, could be kept much safer in both by thinning out the sites.

DAVID PEMBROKE: Steve, just from your point of view, and I think this is an interesting element that has emerged through the Work with Purpose conversations is really the importance and the role of business and government working together. It's probably something that I underestimated the importance of it, but it's certainly this crisis has really brought that out. From your point of view, how have you helped to work with government and what has your attitude been as the managing director of a large organisation, such as Microsoft, to work and to assist government through the crisis?

STEVE WORRALL: I think it starts David where Larry was a moment ago, which is that first question that we all asked ourselves during the early stages of the crisis, which was "Am I okay and are my loved ones okay?"

The most personal question of all. It starts there and then pretty rapidly, I think equally, as Larry said, people's attention then turned to how do I help others and how do we come together? I think it's been one of the strongest characterisations of the last six months has been the fact that business and government has come together in a way that we've not seen, that I've not seen in my working career. I think it gives us great confidence about notwithstanding the challenges that we're experiencing today and all of the challenges that are still ahead that we're all in this together, but together we're going to find a way through.

I think that there is a sense of solidarity and for us as a nation, we have got so much to be thankful for. Our health system, our education system, our government, they have all done such a great job when you think about the different outcomes we are seeing in different parts of the world. I don't think across the entire business community that I talk if there's anything but solidarity that together we want to make sure we are grateful and thankful for where we have started from as we came into the crisis and sort of what we have going for us, but also a determination to make sure we work together to help the recovery.

- DAVID PEMBROKE: Larry, from your point of view, how do we continue to build that linkage between business and government so as we do work together, and we sustain that once the crisis does pass?
- LARRY MARSHALL: There is the old saying never waste a good crisis, and there is nothing like a crisis to give people common purpose and that common purpose drives alignment. Of course, when we're aligned, we're far more efficient and far more effective than when we're misaligned or even competing in some cases. Last week, CSIRO launched our missions programme, which is about trying to broaden that alignment to focus on really clear national challenges that Australia has to navigate in order to recover from COVID-19. It was kind of the call to arms to bring business and the broader research community together to really get all the wood behind the arrow head of a smaller number of really big challenges that if we solve, we can actually build back better, come back stronger than we were before COVID-19.
- DAVID PEMBROKE: In terms of that then, how do you make that work? How do you sustain that over time so it can launch very positively? But then, how do you work with Steve with his and alike organisations? How do you continue to get in behind this mission, for example of CSIRO? Larry, I'll start with you.
- LARRY MARSHALL: To be clear, they are not sort of CSIRO's missions, the whole idea of missions is they're collaborative. We have been co-creating these missions by deep engagement with companies like Microsoft and more broadly in Australian industry and equally big engagement across the whole university sector and the other publicly funded research institutions, because you got to have a 'Team Australia' approach from the beginning, which means you can't just pick a mission on your own and say, we're going to go do it. You've got to agree with the people in industry that the people in research that it makes sense. CSIRO did a lot of work the last few years, creating a thing called the Australian National Outlook, and it was using science to try and map a path to prosperity because we already saw a big economic problem for Australia's future before the COVID-19 crisis.
- I think what COVID-19 has done has made it very obvious to everyone that we can't keep doing things the way we've done in the past. We use science and deep engagement to pick the key roadblocks that we are stopping. Some of our big industries are reinventing themselves to be more competitive globally. What has been really gratifying is to see how many big companies have really leaned into that process. You've already seen Steve's well underway with three missions that we totally co-created together and with other partners and that's, that's great. We launched well after we started, because we did not want to have that effect that you described David, where you had a big announcement, nothing happened. We actually spent 18 months making things happen and then we decided should we better talk about it so that everyone else knows what's going on.
- DAVID PEMBROKE: Steve, from your point of view, how then do you make your contribution effective to exactly what Larry's just described?

STEVE WORRALL: I think it goes back to something that Larry also mentioned, which is a purpose. Our company, not unlike many others, but certainly at Microsoft, we feel very passionate about helping our teams to connect their personal passion with the platform that is Microsoft, and the privilege that we enjoy as a leader in the tech space and all of the assets and capabilities that we have. We encourage our teams very directly to say, well, how are you going to use those for the things that are important to you for the community that you live in, for the people that you care most about. While that is really easy to say, when you see then in practise you start to get a sense of just how powerful it can be. One of my favourite examples of this was the work that we did with Larry's team up in the Kakadu. It's a simple application of some of our tools, but working side by side with CSIRO scientists and traditional owners in Kakadu to bring together the tools that are so helpful and essential for those traditional landowners to manage the wonderful asset that is Kakadu. In this particular case to manage the spread of a particular noxious weed to then reduce the impact on magpie, geese and other wildlife in that particular part of the park.

That story then fired up many, many members of our team who then thought, "Wow, that's what we've achieved together. Where else can we take these assets that we have? How can we work with our partners CSIRO to operate at the intersection of science and technology?"

Because we know that, that is where a lot of the solutions to our country's biggest problems are going to be found. It doesn't take long before you start finding that you get this compounding impact and this snowball where lots and lots of people on my side and obviously on Larry's side and for that matter across our ecosystem, because this isn't just about Microsoft and CSIRO. Larry and I talk about this all the time. It is about how you get industry, government working together more frequently in the interests of Australia. I think that's exactly what we're seeing through COVID-19 and we're very determined to make sure we maintain that momentum and build on it in future.

DAVID PEMBROKE: Okay, now a feature of this podcast is the contribution of IPAA's Future Leaders. These are the future leaders of the Australian Public Service, and they like to ask questions of our guests and I do have a question here from Holly Noble, from the Department of Finance and it's to both of you, but I'll go to you first, Larry.

Holly asks, data is increasingly becoming part of how we work, how we design services and make decisions at all levels. What are your thoughts on the current data capabilities and digital literacy of the public sector, and what lessons can we learn from leaders in this field to build our capability around data, to better respond to the challenges and citizen expectations of tomorrow?

LARRY MARSHALL: One of the reasons for really deepening the relationship with Microsoft is because we both have a very strong interest in getting better management of data. CSIRO for decades has been one of the world's foremost authorities on Marine plastic, exploring how does plastic get into the ecosystem and how do we stop it, but it wasn't until we partnered with Microsoft, that we're able to put together all of our domain experience. Microsoft's amazing AI experience, you put them together and pretty quickly, we were able to analyse videos from rivers around the world to actually track plastics back to their source and help countries better understand and better control the plastics getting into the ocean. That of course then led to our plastics mission, which is to eliminate 90% of the plastic getting into Australia's ecosystem by 2025. It's a very ambitious goal, and we couldn't do it without data and deep science, but it's a great example of how powerful that is.

Then Holly, to answer your specific question. We created a group back in 2015 called 'Data 61', because we were concerned about the digital literacy, not just in government, but more broadly across Australian industry. I spent my whole career in Silicon Valley, so I have a pretty high bar for digital literacy in organisations, and I don't see that same capability here in Australia, not yet, but in the last five years it's come a long way. I think COVID has probably accelerated us five years in terms of our digital literacy. We need to keep that up, so when we go back, we keep a lot of the digital learnings that we've had, like video conferencing, like the power of data. We can really change the way we work and come back when we recovered from COVID to a much better state than where we were in before we came into it.

DAVID PEMBROKE: Steven, your reflections as an outsider to the public service and knowing the digital literacy in your organisation. When you look at the Australian public service, where do you see that they are in terms of that capability and how can that be improved?

STEVE WORRALL: Well, I might be an outsider in that sense of the description you have given, but I'm an Aussie. I have to say in terms of use of data, one of the most comforting aspects of the last six months has been how science led our government has been in the use of data and dealing with the pandemic. The idea that, I mean to Larry's point, about the skill level and the familiarity we have with why being data literate is important. I think as Australians we've been introduced very, very directly in the last six months to just why it's so important for us as a society and a community to know how many tests have been run, how many cases there are, how the contact tracing is working. I think, again, the idea that we've made some massive advances in the last six months is one that I think we should be very focused on because those advances should help us as we look to the future.

Two areas, back to Holly's question directly that I think as a result are vital. One is the capabilities and the competencies that we have inside our government and use of technology and use of the sorts of systems that will present us with the data that we will use increasingly in future. I think government in many cases is making the right steps down that path, but fair to say, there's a long way to go. The other thought, and maybe this is the more important right now is the simple idea of literacy, familiarity and skills. That's why I've been so pleased to see the work that the digital transformation agency is doing under Randall's leadership, to really focus in on digital skills and being familiar with the impact of technology and how that will change the way in which governments operate here and of course all around the world.

A very defined effort by Randall and his team, and to be fair, we're working with Randall and his team to help skill up public servants across Australia, to ensure that we have that familiarity so that we can then start using those tools that we know, as I say, that'll be much more important in future.

DAVID PEMBROKE: Okay. The next question from our IPAA future leaders is from Michael Sanese from PWC. Larry I will direct this question to you, but it is for both of you.

Cyber security is everyone's responsibility ranging from technical cyber rolls through to everyday employees logging on with their laptops. Across the public sector, where do you think the greatest threats exist and what capabilities should we be investing in our workforce to mitigate those threats? A second question, what are some of the foundational capabilities that future leaders should develop to future proof their careers and support ongoing innovation across the APS? Larry to you first.

LARRY MARSHALL: If I can connect that to the last question. Because speaking of vulnerability, one of the areas of vulnerability, the COVIDSafe app needs to track people and their proximity to other people who may be carrying the virus, and yet at the same time, it's quite a high potential risk for personal information. I was really gratified to see the way that CSIRO, Randall's team, and the Cyber Security Centre were all able to work together with government to each focus on a particular part of that app to make it really deliver and deliver a high level of security, but still fulfil its purpose. Similarly, the Australian E-Health research centre which CSIRO created, but it works in partnership with those other digital groups across the country, it populates the state dashboards with very specific data about COVID outbreaks and helps the leaders understand where their problems are and how to manage them again, extremely secure, but it had to be because it's very sensitive data.

I think the challenge for Australia, there are issues around the digital tools and infrastructure, but I think they are well in hand. I think the next phase of our digital maturity or a cyber security maturity is around culture and behaviour because we want collaboration particularly in research, but we've kind of got to be careful who we collaborate with. We want sharing of information and sharing of data, but we want to be sure who we're actually sharing it with. This process raises the kind of tensions that make collaboration more difficult. Steve's organisation has produced a lot of great tools to help manage those tensions and I think going back to the specific question, there are several ways you can really raise your own digital literacy. There are several programmes across government. I know that the digital transformation agency has a number. We have one that we used in CSIRO called the Digital Academy, and it's how we get our people who are in very traditional industries like agriculture and get them to understand the power of digital tools to transform their jobs.

There is a lot of fear about that originally, the usual "you are going to replace me with a computer", until they realised that actually once you have the digital tools, you end up being able to collect, say almost 10 times more data. This means you don't waste your time collecting the data, you invest your time in using the data to gain insights and to deliver knowledge, create knowledge that you couldn't possibly have done before you embrace those digital tools and as a result, you have more work of a higher value, not less work and the organisation gets better efficiency. I think that's the magic of the Digital Transformation Agency is how they've managed to use that so that we don't lose people, we grow capability and grow efficiency of delivery.

DAVID PEMBROKE: Okay. Steven, your response to that question.

STEVE WORRALL: I will answer the second part first, if I may, David, and that would be in terms of future capabilities. I think as we've been discussing, there's no question there's an element here of competence and skills. Whether it's my private sector clients or any level of government, I'm strongly advocating that there must be a deep focus on how you build literacy and how you build capability and understanding within your teams, because cyber security is an issue for every single Australian. Every Australian business and clearly every part of our government.

In a way, we think about defence and security as a nation and it's a topic that is discussed openly and it has been for well decades, and cyber security is nothing other than that same discussion, but in the online environment. One of the big implications of that, however, is that we now have contiguous borders. Getting us as a nation and a community to acknowledge that it can be described as simply as that, and then also that, yes, there are elements there that are very deeply technical, there's no doubt, but a lot of cyber threats relate to human behaviour. How particular criminals or nation states may address or attack others, can come down to weaknesses related to human behaviour. How you might interact with a particular invitation or how you might respond to a particular question. We are increasingly seeing that there is a technical element here, but then this is very much about human behaviour and it is very much about our security, but just as I say, migrated to an online environment.

When I talk with any audience about this topic, we are trying to attract as many people as possible into this conversation, because we need more people working in cybersecurity in the country. Many of these people will have those deep technical skills, but others will be very much based in human behaviour and how we interact with digital platforms. I think that's a key element of how we help address both the threat, but also use this as an opportunity to provide employment and clearly to ensure the future prosperity of our economy.

DAVID PEMBROKE: Larry, you mentioned there the Digital Academy and the training, is that just something that works inside CSIRO or are other people in the APS available to get access to that education?

LARRY MARSHALL: We have a number of programmes like ON and the Digital Academy and we pilot them inside CSIRO and then we tend to open them up on an as needed basis to other parts of government. We have done a lot of work with Defence and also Prime Minister and Cabinet, where they wanted to put people through. That's a broad invitation, more broadly across government. The more we can leverage the assets that we've already built, the less taxpayer money we spend on creating them and the more we get out of them.

DAVID PEMBROKE: I'm sure people will be very interested in up skilling, as you can see by both the questions here from the IPAA future leaders.

Larry, if I may, we do have a little bit more time, not too much, but I do want to ask you about the ongoing scientific work inside CSIRO, particularly as it relates to a vaccine. Obviously we had the news this week from the Prime Minister about Australia's commitment to the work from Oxford University, but any sort of update there in terms of the vaccine and any sort of guidance you might be able to give us about that.

LARRY MARSHALL: I think the Prime Minister and the Health Minister have said pretty much all there is to be said, but probably just to clarify one thing about the Oxford vaccine. CSIRO did the original testing on the Oxford vaccine. There are, I think, 180 vaccine candidates around the world and we worked closely with international partners like the WHO and CEPI to help decide which vaccines had the best chance of success and which ones to test. We had to scale the vaccines up, because we get them in a small quantity and we've got to replicate them and grow enough quantity to do trials. You learn a lot about vaccines when you do that, particularly the manufacturing piece, which is very hard, so we did that for Oxford and for the UQ vaccine and a number of others.

I'm optimistic, and I think you heard that from the Prime Minister, but the challenge isn't inventing the vaccine, ironically, that actually isn't quite as hard as you might think. The challenge is actually getting it into a real product, which is the challenge with all innovation. We tend to think the hard part is the brilliant idea, but think about how many people have told you, they invented the internet, and think about how few actually really delivered it. I think that's the challenge for us and as a country, we have to figure out how to manufacture the vaccine here, because I think otherwise going to be quite difficult to get it because every country in the world is going to be going to be screaming for a vaccine. That's the reason CSIRO's really excited about the news the Prime Minister put out this week about really pushing forward on figuring out how to make the vaccine here so we can be ensured of supply.

DAVID PEMBROKE: Okay. Steven, from your perspective where you sit today and again, being part of a very big organisation with globally spread to all parts of the world, understanding what's happening here in Australia at the moment. When you look to sort of the next six to nine to 12 months, what do you see and what's your advice and guidance to people, particularly people inside the Australian public services to how they should prepare themselves to make a contribution during this period?

STEVE WORRALL: Two thoughts, David. One personal and then one professional. At a personal level, what I've learned and continue to learn almost every day is the vast range of reactions to this moment that we all experience. I was chatting with Genevieve Bell from ANU just a little while ago, and she might've wonderful point that as we go through this period individually and collectively, we can totalise the experience and then generalise that as a result to either our teams at work or in the public service or to communities more broadly, because there are so many different reactions that anyone in our community could have based on their individual situation as a parent, as a brother or sister, a daughter or son or a friend or a colleague.

Being empathetic and being very deliberate about not making an assumption about how any particular person or group might be getting through this period, good or bad, I think is really important. Certainly, as continues to be front of mind for me.

Then on the professional side, I would make the observation that I think we all see the digital platforms are going to be more prevalent in our economy in future. I think that's a statement that most can agree with. What I think is also important is that there is, I was making this point the other day about our introduction to or at least how we've been reminded about how important supply chains are. If I think about Woolworths or Coles and the amazing job that they and all of their suppliers have done through these periods to make sure that communities have access to food and supplies. We've been reminded just how important supply chains are.

The reality in the digital world is that there is a digital supply chain and operation and I think for Australia, a small economy in world terms, but an economy that is determined to get back up on its feet and to recover quickly, we just need to be thoughtful about how we operate within a globally connected digital world. There's this real emphasis, I think for us in terms of partnering and being thoughtful about that as Larry mentioned earlier, but also about maintaining IP and doing what's in our national interests and it's an end acknowledging that we do operate in a globally connected digital supply chain. Having a perspective on that, and then what that means for governments around the world and obviously for ours here locally, I think that it's a really important area for us to discuss further.

DAVID PEMBROKE: Interesting. Larry, from your perspective as well, I ask the same question, it's really that future focus question. What is your advice and guidance, not only to the people who work for you, but to the broader APS and indeed the wider Australian community? What is your best advice to people now as to how we can continue to manage our way through this difficult time?

LARRY MARSHALL: Sure, and I will add to the digital question as well. In terms of re-skilling for digital, very important for the future, but don't discount the value of your domain experience. Whatever you do, however you do it, you have an expertise in that market in that industry, in that job. I see a lot of people fear that somehow they're obsolete and the truth is if you bring your domain expertise together with great digital capability, you end up with something much better than either could alone. Don't discount your own domain expertise, just learn to embrace digital to leverage your knowledge even better and then that's how you create more value.

Then for navigating through this, look, as I mentioned at the beginning, our Australian National Outlook report showed that we needed to be concerned about Australia's future and Australia's ability, or lack of ability, to really deliver innovation. We need to be worried about that regardless of COVID. I think COVID is just really amplified that need and there are key roadblocks to our success that if we can focus on breaking through those roadblocks, we will travel that path to economic prosperity.

Pick an area, and I'll give you a few to choose from, but Australia needs to create a hydrogen industry to offset the lost export revenue from fossils, but if we can create a hydrogen industry and that's an industry that doesn't exist, so it's very risky, but if we can create that, we can break through. We need to deal with bushfires better. We need to become more drought, bushfire and flood resilient and science and technology can really help there.

I won't go through the whole list of opportunities, but you need to be thinking about what we could do differently in the future that will solve the obvious problems, drought, fires, the COVID pandemic. How can we be more resilient against them? Can we do it in a way that creates new industry and new jobs and new economic growth at the same time? If we can all start thinking a bit more clearly about the future and aligning better behind some of these big missions, I think we'll be in a much better position going forward so that we don't just recover from COVID, we actually grow back much stronger.

DAVID PEMBROKE: Okay. Now listen, just to conclude, it's a personal question to both of you. Firstly, to you Larry, what have you learned about yourself through this period that perhaps you had not thought about before?

LARRY MARSHALL: It definitely tests your personal resilience. Like all leaders, I can't tell you how many nights, weekends I'm called into urgent meetings for issues that vary from COVID vaccine and dealing with shortages of critical equipment and so on to things that are more internal to CSIRO. We're pulled in every imaginable way because none of us have ever been in a situation quite like this before. Staying calm, keeping your head and really sticking to the mission is important. You have your moments of weakness where you feel like, "Oh my God, there's too balls in the air."

What I have found when you are backed by a really great organisation, and CSIRO's a fantastic organisation with a strong culture, you realise actually, we're not alone in this. That's why I say if we can bottle that kind of feeling that no one has to be alone in this, we really can collaborate and come up with a far better outcome than we will if we don't collaborate. That's kind of what drives me and kind of re-energises that sense of purpose. I hear the same from Steve and he's pulled in all manner of directions because he's dealing with a global enterprise as well, so he has a whole other dimension.

DAVID PEMBROKE: Steve, for you, what is that reflection that through this extraordinary time? This is not over, and the impacts of it are going to be well felt for a long time to come. What's that reflection that you have? A personal reflection about yourself?

STEVE WORRALL: Many thoughts running through my mind, David. The strongest thought is just a sense of gratefulness. I'm truly grateful that I'm an Australian that I live in Australia. I'm grateful that I have the privilege of working for a large tech firm at this time, because there's so much that I think that we can bring to the table and that we can contribute. I'm also grateful of what we're seeing around us, and we've talked about this during this conversation, the amazing leadership across government and business and in our communities to help bring many elements of our society together, and indeed, to think about for those who've been disproportionately impacted through this time, how we can design a better Australia as we look to the future.

This is his home as has always been my home. I've lived overseas during my career, but this, Australia, is home. I have a sense of gratefulness, but also during this really difficult period I sense that we can come out of this stronger. I'm not just saying that because it sounds like a nice thing to say. I honestly genuinely believe that we as a country can design things in a different way and we can address some of the gaps that we have in our society that we can make better in future and that is that gets me out of bed every single morning.

DAVID PEMBROKE: Well, Steve Worrall and Larry Marshall, thank you for your service. Best of luck, not only for your individual organisations, but on your collaboration. You will have a major influence. I wish you all the best in sustaining that into the weeks, months and indeed years ahead, as Steven says to build a better Australia.

It has been a difficult time, and certainly one where we all need to pull together and it's a great example of two great organisations, Microsoft and CSIRO, being able to pull together in the best interests of Australia.

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Thanks again to the good folks at IPAA. I had the good fortune to have lunch this week with Michael Manthorpe, David Hazlehurst, and Drew Baker. We discussed potential innovation for the Work with Purpose platform, not just the podcast, but I can tell you that the IPAA leadership is positively fizzing with new ideas and that is extremely exciting for this great platform that we are developing together.

Thanks also to the Australian Public Service Commission for their ongoing support for Work with Purpose, and thanks to you, the audience for coming back in such strong numbers. We'll be back at the same time next week with another programme, but for the moment it's bye for now.

SPEAKER 4:

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