

# TRANSCRIPT OF PODCAST

## WORK WITH PURPOSE EPISODE 24

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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.

DAVID PEMBROKE: Today we stay close to home, as we reflect on IPAA's journey over the past five years. From a struggling organisation that operated out of an office on top of a tavern in Belconnen, where people who entered were warned that their first fight was their last drink to now a professional, respected, and critically important institution to the effective operation of the Australian Public Service, not only here in Canberra, but across Australia and throughout the region.

DAVID PEMBROKE: My guests today are the soon to be ex CEO of IPAA, Drew Baker. I've had the great pleasure to work in partnership with Drew and his team here at IPAA over the past four years and have admired his energy, intensity, his rigour, and judgement that he's brought to this role of CEO. He has led a transformation of IPAA and played a key role in situating the institution at the heart of excellence in the Australian Public Service. Drew, welcome to Work with Purpose.

DREW BAKER: Thank you, David.

DAVID PEMBROKE: His partner in crime in plotting the transformation of IPAA from its modest past is Carmel McGregor, one of the great characters of the Australian Public Service. Now, I will declare an interest. Carmel McGregor is a personal friend of mine, a great storyteller, and someone who has made a tremendous contribution, not only to the Australian Public Service and IPAA over many years but with many state governments as well. Carmel, welcome to Work with Purpose.

CARMEL MCGREGOR: Thanks, David.

DAVID PEMBROKE: My final guest today is the new boss of IPAA, Caroline Walsh. Caroline was born and raised in Tasmania, and as a young primary school student, she dreamed of being Australia's first female Prime Minister. When she graduated university with a law degree, the attraction of public service was still strong. So, she joined the APS and like many of you who work in the APS, she has had an impressive and important career in public service across a number of federal government departments and agencies. Caroline had a brief stint in the New South Wales Public Service before returning to Canberra and completing four years at the Australian Public Service Commission. Caroline, welcome to Work with Purpose.

CAROLINE WALSH: Hi, David. Thank you.

DAVID PEMBROKE: Drew, let's start with you, and let's go back to that five years ago where Carmel McGregor strong-armed you to take on the leadership role at IPAA at a Deakin coffee shop. There was the office above a tavern in Belconnen, Andrew Metcalf collecting money from his APS secretary colleagues. It's got all the makings of a Chris Uhlmann, Steve Lewis, Canberra thriller. When you look back on those days, was it as colourful as it sounds?

DREW BAKER: Ah, David. Look, I went into this seeing a platform that I thought could be grown into something wonderful, but I don't think I ever expected it would play out the way it did. Carmel did indeed strong-arm me at the time. But, look, it's a place that is never short of a challenge. It's never short of something new to do. It's a place where I've had the chance to meet some incredible people, but every day, every month is a different story. I could never have predicted we'd end up here today, indeed sitting in our own studio in the midst of a pandemic recording a podcast.

DAVID PEMBROKE: Was it the powerful mission of IPAA that got you across the line?

DREW BAKER: Yeah, look, I think the piece that always stood out to me is the need for somebody to provide a platform to talk about, debate, discuss, promote public service which it's a very noble cause. It's something that's been a huge part of my life, both as a public servant and then in other roles since, and IPAA just seemed to be uniquely positioned. And as a smallish not-for-profit entity, but governed by mainly senior public servants, it's a platform that I thought you could trust, that you could work with, and it's just grown organically since then. So, look, I think it always had a lot of potential, but it just occupies a unique position in the market.

DAVID PEMBROKE: I'm not quite sure it grew organically. I think you were sort of getting a fair bit of a charge behind it to make it grow. But, Carmel, if I can take you back five years ago, you'd been around. What did you see in Drew that you thought he was the right person to take it forward because it was not in great condition five years ago?

CARMEL MCGREGOR: Yeah, I think I probably wouldn't agree it was in bad condition. I think Drew's predecessor had got it onto a good platform as well. It's always had great Presidents who've traditionally been agency heads or secretaries and whatever else. I think the big game changer was when the money started to flow through the Secretaries Board, and that was pretty much Terry Moran sort of leaning on them, and since then, people wouldn't even quibble about that sort of contribution anymore.

CARMEL MCGREGOR: But Drew had been a significant player already in IPAA. He'd been on the Council and you could see that spark of energy that he had, a very creative mind, and just very good business acumen, great connections, and all of that. So, I appreciate the reference to me strong-arming him. I think it was, makes me sound more significant than I was at the time. But we just had a chat and it was sort of, "Are you thinking what I'm thinking?" And that was sort of how it came about. And, look, it's just, I said to Drew last year at my farewell from the Council, "Did you ever think it would get to this?" And he said, "No," and I hadn't envisaged it playing out so successfully either, but...

DAVID PEMBROKE: Yeah, Drew?

DREW BAKER: I think something Carmel just said is really important and that is that there was a great platform there. It was an organisation that existed, was already well regarded, had the financial resources. But it was, I think, the potential of the platform that was so exciting and where you could take it. And I think that's where it's been so successful, but it was in a reasonable state.

CARMEL MCGREGOR: Yeah. And I think always great Presidents, and I think we were quite opportunistic sort of shortly after... Or no, was it before? The National Conference was a big...

DREW BAKER: It was a big shot in the arm for [crosstalk 00:07:07].

- CARMEL MCGREGOR: For Canberra. And also then when we saw a few years later, as it usually rotates which division runs it, and I've forgotten someone was not going to pursue it, and so we said, "We can't let that happen." So, we then realised we could keep doing these big events. And that also was one big attention-getter, and you get great speakers, you get great sort of acknowledgment in the market, and public servants were pretty interested. But it was a shot in the arm financially too, as well.
- DAVID PEMBROKE: So, with that money, so once the money starts flowing, how did you then start to make decisions as to about where you would invest that money, whether it's into education or whether it's in events, how did you come to develop the program?
- CARMEL MCGREGOR: Well, I'll get Drew to speak as well, but I guess it was an event sort of entity, but we had also toyed with the issue of professional standards. Now, that's still a sort of an unfinished bit of business, although the product was very good as well. And we were probably pitching, we weren't right across the market and I was sort of talking to Drew today, there's not a part of the APS or the ACT Government that couldn't find something for it. And so it was sort of what are those opportunities, like the Executive Assistant series, for example, and then the Young Professionals or the Future Leaders, these were sort of things that we weren't doing. I must admit a lot of these were Drew's ideas, but I think it was... And then as time's gone on, people and bodies seeking IPAA out and wanting to partner as well.
- CARMEL MCGREGOR: So, it was certainly good planning that's been part of every President's term, wanting to ensure that that is continued, and so I think those sorts of things and the good governance. But the other thing too is it has always been a great Council. And so there's lots of diversity and great ideas around the Council. And I think the closer partnership which has occurred, particularly with the Public Service Commission and with the departments, has meant that you're sort of hearing what's topical and what's of interest, and sort of shaping a program around all of those sorts of things.
- DAVID PEMBROKE: So, Drew, did you see that was the key, that listening piece for you was that you were just hearing where the gaps were and thinking to yourself, "Okay. Well, we can play a role there. We can identify a place for IPAA to deliver that particular improvement"?
- DREW BAKER: Yep. Yep. Absolutely. And I think Carmel is spot on that the Council, which is our elected governing body that represents the members was a kind of key piece of that puzzle. But the other was Glenys Beauchamp, who was our President at the time, Secretary of Industry at the time, and I think it's fair to say Glenys saw an opportunity as well. And in terms of the bundle of energy, I have to say Glenys is her own bundle of energy and some of what she brought to the table in terms of helping focus us on some of the priorities that Secretaries Board had recognised, that departments and agencies were concerned about really gave us, I suppose, maybe an edge would be one way to put it. But then at the same time, she had a willingness, as did the Council, to make that investment in both the capability of IPAA and be that moving to an office that wasn't above a tavern, acquiring digital capability, building the team.
- DREW BAKER: Look, there's so many parts to it, but I think it was a coming together of the timing, Carmel's role, the funding, Glenys there in a leadership role, a passionate Council, and just a great market opportunity. And I think all of those coming together were very fortuitous, to be frank, that it worked as well as it did.

- CARMEL MCGREGOR: Yeah. I think the other thing too, is we deliberately did not go down the sort of classic education path and it's a very contested space in Canberra. And a couple of other jurisdictions have struggled over the years when they've got into that game. So, we were quite precise about what we wouldn't and not necessarily becoming unhelpful competitors in a market that was quite crucial as well.
- DAVID PEMBROKE: Okay. Caroline, you've been a career public servant and, obviously, involved in IPAA over the years. What have you taken from IPAA as your career has developed? What are the benefits of being involved in IPAA been for you?
- CAROLINE WALSH: Yeah, that's a great question, and it really comes down to building those connections for me. Hearing content from other experienced public servants, people reflecting on their own experiences, their mistakes sometimes, which can be so insightful, but also those connections of talking to peers about some of those issues and sparking different conversations.
- DAVID PEMBROKE: And in terms of the role now, how was it that you have now come? I know you and Drew go back a way. You were public terms together many years ago, but how were you introduced to this opportunity?
- CAROLINE WALSH: So, actually via a contact at the Commission who knew that it was coming up. And so I did some internal testing of the idea, reached out to Drew. And it's one of those things where it's funny how the Public Service, you start working with someone and then careers go in completely different directions, and you do different things, and then all of a sudden you come back together again, and those networks and connections can be so useful. And the coffee I had with Drew was quite instrumental in shaping my decision about applying.
- CARMEL MCGREGOR: Was it at Doubleshot?
- CAROLINE WALSH: Doubleshot, absolutely. All the way. You always need a double shot to keep up with Drew.
- DAVID PEMBROKE: In terms then of when you started to think about it and from that point of opportunity to start it, what did you start to think about what you may bring to the role? What are you hoping to introduce to the role?
- CAROLINE WALSH: Yep. So I bring that public service is in my DNA, that sense of purpose, that sense of giving something back to a community and shaping things as we go. So, it's not about me and my career. It's about how can I draw on my experiences and my unique perspective on the system and bring that to IPAA to help shape for other public servants so that they can learn as well. And I guess I also draw on that very APS tradition of stewardship. I'm here to drive and support IPAA, but it's not mine. It's not my baby. This is here for all public servants.
- DAVID PEMBROKE: And how then having got the organisation moving, the momentum's good, there's a lot going on, how do you keep the pace up?

- CAROLINE WALSH: Well, that's a really good question, and I'm feeling a little bit daunted. There are big shoes to fill with Drew going. So, first of all, it will be a lot of double-shot coffees, but it's also about tapping into the... There are various bundles of energies out there across the Service. It's really about tapping into their ideas, but also really understanding what the service needs. The value that IPAA can bring is about reflecting the service back to itself, drawing out the good work, having those really robust conversations, talking about the issues, and making a space for that to happen.
- DAVID PEMBROKE: So, Carmel, from your position, having seen the journey and still being involved in the community of such, where do you see the opportunities for IPAA to continue to grow, to continue to create value and impact for the APS?
- CARMEL MCGREGOR: Yeah, I think everyone's sort of touched a bit on this, but IPAA is unique. I mean, we all want to celebrate and have the great work and contributions our public servants make acknowledged and recognised. So, it's in that great position of being able to tap into that, shine a light on it, and grow that agenda. I think it's hard to predict where there's a certain continuity of effort that Caroline and the team should pursue, but equally who would have thought that you could adapt so quickly to, say, COVID and be doing this sort of series of things which has been so hugely successful, so constantly sort of being on the edge of what's breaking, what could be. I think one of the things, and I can say this being outside it, we've often thought IPAA should be a sort of an independent voice, able to provide critique commentary. And I think we've got a bit of a way to go on that one.
- CARMEL MCGREGOR: That is also contentious though, because a lot of people who sponsor the organisation by way of the Secretaries and whatever else, you don't want to lose their confidence either by sort of putting that at risk. It's a deft sort of path to weave. I still think a couple of things that IPAA ACT has done under Drew's stewardship and some of the sort of national events like the Prime Minister's Awards, and we'd previously done sort of Annual Report Awards and all that sort of stuff, and publications, that those sorts of things still... There's parts of the market that are still... Well, the PM's Awards a real winner because it brings all of the Australian Public Service together and opportunity to learn and grow by understanding each other's experiences and successes. So, I think there's keeping that going and the way ACT has always punched well above its weight in terms of the national stage, and I think we've always felt proud to be able to do so.
- DAVID PEMBROKE: And, Drew, when you're looking back over the last period of time that you've been in charge, I know it's hard to pick out highlights and hard to pick out innovations that perhaps you were most proud of, but there are many. Could I possibly ask you to choose one?
- DREW BAKER: Oh, look, I think the highlight for me was when we hosted the former PM Turnbull. I think that was a bit of a realisation we were coming of age when we could pack the great hall-
- CARMEL MCGREGOR: He showed up.
- DREW BAKER: ... with 700-something people and the PM turned up, and we've done that since with Morrison as well. So, I think to me that was an indicator that we could do this.
- DAVID PEMBROKE: You'd arrived.

DREW BAKER: Yeah.

CARMEL MCGREGOR: Yeah, absolutely.

DREW BAKER: I think, there are many, many other highlights, but I think hosting the Secretary Valedictory series, I think is something really important. It's something quite powerful where we provide a platform for people who have served their lives with purpose and giving them a chance to make their concluding remarks, I think is a really important piece. And I've certainly, Duncan Lewis springs to mind is one that really moved me, listening to Jane Halton, Martin Parkinson, that we've provided that platform. We've been that space. So, they're probably the other most memorable moments that I've looked back on.

DAVID PEMBROKE: The Future Leaders I find to be a really powerful program because it is really identifying and giving people a pathway and giving them an opportunity to be involved, and to strive, and to reach, and they've been an important part, I think, of Work with Purpose, where we've had the voice of the young. I'll open it up to all three of you. What about that opportunity for Future Leaders? How does IPAA continue to give young, and emerging, and very positive young people an opportunity to grow into their roles? Caroline, I'll start with you.

CAROLINE WALSH: Yeah, sure. I think it's really important that they are creating their own network together and learning together. I think that's going to set them up for success in the future. Drew and I have been talking about how we can sort of grow that cohort, how we can bring them together, but also how we can connect them to their sort of alumni, the people who have been through the program and have continued to move on and bring those learnings back as well, which I think is really useful for them to see how it's transformed careers as well.

DAVID PEMBROKE: And, Carmel, from your point of view? Did you have that sort of camaraderie and that organised sort of pathway as a young leader when you were making your way through the younger ranks or was it-

CARMEL MCGREGOR: No, not really, but I guess different experiences. You had to forge your own way. I think that's the point Caroline's made is that IPAA provides that sort of ready platform and probably in a much more sophisticated way than me just bumbling around making my own networks. But I think it's important and people sort of understand what's ahead of them because they do get exposed to other leaders and also work on things together. But the importance of those networks and that sort of understanding of public service and its role is well facilitated by the Future Leaders Program.

DAVID PEMBROKE: And from your point of view, Drew, what would you hope to see from the Future Leaders Program?

DREW BAKER: Oh, just continued growth. We had great plans for 2020 with the Future Leaders and, obviously, COVID put a dent in that, along with many other things. But it's a hugely enjoyable group to work with. It's a group with a lot of passion and enthusiasm, but also at a point in their career when they are thirsty for those different experiences, different connections, different networks, and IPAA can provide that. So, I just hope we can take it onwards and upwards. As Caroline said, I think engaging the alumni is important, but I think continuing to stretch that group and engage with them in IPAA in different ways.

So, we've talked about the Future Leaders having a greater voice at our Council. They've obviously got a voice in this podcast, but other opportunities to bring a slightly fresher, different perspective to the conversation, I think is the key.

DAVID PEMBROKE: And, Carmel, just in conversation with Caroline and Drew the other day, we were reflecting on the desire and the competitiveness of people to serve on the IPAA Council. People want to be here, want to be making a contribution. Have you noticed that change, that people are now extremely ambitious to get onto the Council to make a contribution?

CARMEL MCGREGOR: Yes, I had noticed that because I remember years ago when we... It was sort of like the school P&C. You'd have to ring around and drag a few people in-

DAVID PEMBROKE: Get a quorum.

CARMEL MCGREGOR: ... and they wouldn't want to come in case they ended up President and having to run the cake stall or something. But, so it's really been quite significant, and all credit to Drew and the team for... It's become such an attractive thing to be part of because people can see that it's a worthwhile thing to make contribution to. But, no, it's come a long way. And we did have a few maddies there at one point, early on, but it's been a remarkable transformation.

DAVID PEMBROKE: One of the other transformations, and Drew alluded to it earlier, that the fact that we are now sitting in the IPAA studios that only a few short months ago, not only did not exist but really that commitment to digital content was sort of in its very earliest days. And I will tell a brief story about Work with Purpose and the history of Work with Purpose that I actually had the idea for the program and thought, "Okay, I think I'm going to make this work and I'll make some phone calls." So, before I even made a single phone call, I arrived at my desk and on my phone was a message to ring Drew. And I rang Drew and he said, "We've got to do something." And I said, "What about?" And he says, "About we got to get more digital content. We've got to do this." And I said, "Look, I've got this idea for a podcast." And within 30 seconds he said, "Great. Good idea. Let's do it." And there were about three or four phone calls and it was off and running, and it was done.

DAVID PEMBROKE: And I think that decision-making and that ability to be able to move quickly, spun it up quickly and within, I think it would have only been a matter of weeks before we launched that first program-

DREW BAKER: About 10 days, I think.

DAVID PEMBROKE: Yeah. 10 days-

DREW BAKER: Roughly.

DAVID PEMBROKE: ... with Katherine Jones and Peter Woolcott, and we were off and running, and it was amazing.

CARMEL MCGREGOR: And that's sort of an example, there's probably 25 of those that Drew's... I've had those early morning phone calls and you know there'll be something fabulous to come out-



DAVID PEMBROKE: "Carmel, I've had an idea."

CARMEL MCGREGOR: That's right. But it's just so refreshing because he's constantly thinking of where the next thing can be, and that's really made a huge difference to IPAA.

DAVID PEMBROKE: Yeah. And I think also just to reflect on Drew's leadership perhaps for a moment is that, it's always well thought through, quite direct, well organised, but then when things are put in place, they're put in place. I think the quality of the events is something that I've noticed certainly over the years since I've been involved, it's impeccable. The presentation is impeccable. And I know, obviously, the team does a lot to do that, but it's a standard-setter, isn't it? Caroline, are you in the events business, Caroline?

CAROLINE WALSH: Absolutely. I'm daunted, let me tell you. They are big shoes to fill, but also really excited about where this takes us as well because that example of the podcast getting up and running so quickly, I think that's an example of what's happened across the public sector as well. COVID freed a lot of people up to do things that seemed like a good idea but would have been too difficult to do. And the urgency of the response to COVID has freed some things up, which is fantastic. The challenge now is to think about and how can we embed some of that going forward? How can we maintain that momentum? And that's an issue within agencies and departments, but it's also an issue for IPAA as well. How can we support that change, that change in mindset, and that change in behaviour so that we can continue to move things at pace?

DAVID PEMBROKE: Drew?

DREW BAKER: I just wanted to pick up on the team. I think it's really important to reflect the quality, the pace, and I say that with Sunny, our Program Director, sitting here watching me as we have this discussion, to reflect on, yes, I love to drive things, but this shouldn't be about me. The team is the one that makes this happen. And one of my greatest pieces I hope to leave behind is a really, smooth, integrated team with a can-do attitude who can deliver and who in this whole COVID timeframe have stepped up to reskill, new capabilities, a new world, and have done a marvellous job of it. [crosstalk 00:00:26:12].

DAVID PEMBROKE: Hear, hear. I'll agree with that. Working with them is an absolute pleasure. Every day, very professional, get things done. And then, Drew, just before we leave the events, is it true that you have a level that you take to the events and for the podium, that you set a level.

DREW BAKER: It's a spirit level, yeah.

DAVID PEMBROKE: A spirit level, and it's true?

DREW BAKER: It's true. You got to get it straight. This is some sort of character assassination going on. But when you've got the people that we host, and it's filmed, and photographed, and everything else, it's got to be straight. And Sarah, my other friend in the team is laughing hysterically in the background trying not to make any noise here, but it's true. We have a spirit level and I have a quite explicit setup. It's great.

DAVID PEMBROKE: Carmel, have you observed over the years the spirit level in...

CARMEL MCGREGOR: Attention to detail, Drew is. But I did want to sort of comment too about the team because that's why you shouldn't feel daunted, Caroline, because Drew's really put so much effort and thought into spotting talent and bringing them on and, really, it's a fantastic team. So, very well set up for the future.

DAVID PEMBROKE: And so then, Carmel, just to reflect, when you think about it, just in summary about Drew's period, what would you like to say in summary of what has happened in this past period?

CARMEL MCGREGOR: Well, I think it's been a remarkable contribution and far exceeded my expectations and I think Drew's own expectations. So, a lot of that all comes down to this sort of bundle of skills that Drew brings, and his ability to sort of forge those relationships, be ever alert to emerging possibilities, or even if there's not a possibility, just make one. So, I think he should be so proud of his time here and how valuable it's become as an asset to the Australian Public Service and ACT Public Service, but also nationally because the other thing is IPAA now supports the national... Well, we call it IPAA National, and as secretary for that. So, there's so many things he should be proud of, but in totality, it's been just an extraordinary contribution and wonderful set of assets.

DREW BAKER: Can I just say it's a pretty cool job? No, it's a really, really, rewarding, enjoyable job. So, thank you, Carmel, for the kind words, but it really is a great role.

DAVID PEMBROKE: We will give you the final word, but I'll just come to Caroline. As you reflect on those past years, what would you say in summary of that period of IPAA under Drew's leadership?

CAROLINE WALSH: Oh, it's been in an amazing growth period, and Drew should be really proud of what he's achieved with the team, but his leadership has been really important to that. And I think he has set IPAA up for future successes. The sort of behind the scenes work on governance and things that he's done has really set this place up to go forward, which is fantastic. It's an amazing legacy.

DAVID PEMBROKE: And you're ready?

CAROLINE WALSH: Absolutely. It's been the best handover I've ever had in any role, the most thorough handover. So, yeah, so I'm ready.

DAVID PEMBROKE: Has he handed over the spirit level?

CAROLINE WALSH: No, I'm hoping that be in my pack soon, but that's only on his last day.

DAVID PEMBROKE: And, Drew, a final word from you, in summary, to reflect to the Public Service?

DREW BAKER: I've got a few words. So, the first would be to all the listeners out there, but also all the people out there who are speakers, just to recognise what a thirst and appetite there is to hear from you. IPAA's been successful because there is a desire to hear from our leadership, our people doing good work across the public service.

The second piece is just simply, we talk, this is called Work with Purpose and we talk about purpose, but IPAA is a great example of an organisation with tremendous purpose, which means it's an absolute pleasure to come to work every day.

And the third thing is just to reflect and me to say thanks for the fantastic relationships I've built with the Council, all of our committees, the Presidents, be it Glenys I mentioned already, Frances Adamson, Gordon de Brouwer, and now Steven Kennedy, some incredible people to work with, and the kind of collegiate and collaborative approach that IPAA enjoys with all of them. So, it's been quite a journey.

DAVID PEMBROKE: Where to from here for you?

DREW BAKER: I'm off to consulting world. So, for those that don't know, prior to IPAA, I was a consultant for seven, eight years, a public servant for 12 years before that. But consulting is a place where you get to work across the system. You get to do some great work. I've found myself to be someone who works really well with the APS, which is, of course, what I've been doing with IPAA. So, I'm off to KPMG. So, I start as a partner in their People and Change business. I've got a week and a half off, which I intend to really enjoy. Yeah. And I-

CARMEL MCGREGOR: I bet he runs a marathon or two in that week and a half.

DREW BAKER: Yeah. So, it's sort of back to consulting, but a hundred percent fed gov aligned. So, it continues for me what it always has been, which is working with a public service to kind of deliver, achieve outcomes. So, looking forward to it.

DAVID PEMBROKE: And not too far from IPAA? You'll be a member immediately obviously, and making a contribution.

DREW BAKER: Ah, I'm already a member, of course.

DAVID PEMBROKE: In another way though, a contribution in another way?

DREW BAKER: Yeah, look, I'm a firm believer in giving Caroline the space and not standing behind her, looking over her shoulder. So, I won't be there in that capacity, but I certainly look forward to supporting IPAA in any way I can, coming along to a couple of key events in the future. But I just wish Caroline all the best and look forward to IPAA's continued success. I've put five and a half years into this and I believe very deeply and passionately in it. So, I wish her all the best to continue that, moving forward.

DAVID PEMBROKE: Excellent. And could I just say, on behalf of those of us who have had the pleasure of partnering and working with you over the last five and a half years, it's been a pleasure because there's nothing like certainty. There's nothing like direct. You can have those conversations. You can have difficult conversations and you're always up to having those conversations and leaving people in no doubt as to where you are, which is a great way of getting results. So, thank you, and I know I speak on behalf of quite a few people who have worked with you and had the pleasure of working with you, that it's great. You're a great person to work with and congratulations on your five and a half years, and congratulations, and best of luck with your new career.

DREW BAKER: Thank you.

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DAVID PEMBROKE: We are interested in hearing from people in the public service who would like to share a case study, or host a discussion, or a workshop, or a debate. So, please, let us know. For Work with Purpose, please, if you would like to leave a rating or review for the program, do that because it does help us to be found. And if you do see the promotion for the program on social media, please share it and pass it along. Thanks again to IPAA and the team and to the APSC, the Public Service Commission for their ongoing support. The program would not happen without their support, and indeed, my thanks to the contentgroup team who put in their best effort every week to make sure that we get the program to air. So, that's it for now. We'll be back at the same time next week with another program, but for the moment, it's bye for now.

MC: Work with Purpose is a production of contentgroup in partnership with the Institute of Public Administration Australia and with the support of the Australian Public Service Commission.