

12 MacDonnell Street
YARRALUMLA ACT 2600



Ms Sue Morton
Secretary
Senate Finance and Public Administration References Committee
Parliament House
CANBERRA ACT 2600

Dear Ms Morton

Dr West and I would like to add a little supplementary material to the submission we have made to the Committee's current inquiry into recruitment and training in the Australian Public Service. The material is attached.

The Malcolm Gladwell article from The New Yorker magazine of 22 July 2002 deals with the so-called "war for talent". Among other things, it explains some of the consequences this approach in the United States company Enron. The article underscores the points Dr West and I have made in our submission to the Committee about the possible effects of the advertising of practically all vacancies in the Australian Public Service to outside application.

The article by Dr West and Ms Karas from the International Journal of Selection and Assessment, July 1999 outlines an approach to recruitment at the lower levels of the Service which:

- uses highly reliable methods of assessment
- maintains broad Service-wide standards while allowing individual agencies significant flexibility in selection
- would be cheaper and more efficient than the current fully devolved arrangements where each agency has to design, maintain and administer their own systems, and
- would be more "client friendly" in that applicants for a considerable range of positions in the Service, including potential graduate recruits, would need to undergo only a single full-blooded assessment process rather than the dozens many must submit to at present.

Yours sincerely

P D Gourley

12 August 2002