

The Global Architecture of Multilateral Development Banks: A System of Debt or Development?

Dr Adrian Robert Bazbauers & Associate Professor Susan Engel (UoW)



This book explores the evolution of the 30 functioning multilateral development banks (MDBs). MDBs have their roots in the growing system of international finance and multilateral cooperation, with the first recognisable MDB being proposed by Latin America in financial cooperation with the US in the late 1930s. That Inter-American Bank did not eventuate but was a precursor to the World Bank being negotiated at Bretton Woods in 1944. Since then, a complex network of regional, sub-regional, and specialised development banks has progressively emerged across the globe, including two recent entrants established by China and the BRICS.

MDBs arrange loans, credits, and guarantees for investment in member states, generally with the stated aim of fostering economic growth. They operate in both the Global North and South, though there are more MDBs focusing on emerging and developing states. While the World Bank and some of the larger regional banks have been scrutinised, little attention has been paid to the smaller banks or the overall system.

This book provides the first study of all 30 MDBs and it evaluates their interrelationships. It analyses the emergence of the MDBs in relation to geopolitics, development paradigms, and debt. It includes sections on each of the banks as well as on how MDBs have approached the key sectors of infrastructure, human development, and climate.

Published in paperback on 26 September 2022:

<https://www.routledge.com/The-Global-Architecture-of-Multilateral-Development-Banks-A-System-of-Debt/Bazbauers-Engel/p/book/9780367708122>



Find out more:

<https://research.unsw.edu.au/people/dr-adrian-bazbauers>



THE GLOBAL ARCHITECTURE OF MULTILATERAL DEVELOPMENT BANKS

A SYSTEM OF DEBT OR DEVELOPMENT?

Adrian Robert Bazbauers and Susan Engel



Related Outputs

Bazbauers, AR (2022) Translating climate strategies into action: An analysis of the sustainable, green, and resilient city action plans of the multilateral development banks. *Development Policy Review*. <https://doi.org/10.1111/dpr.12577>



Bazbauers, AR (2022) Sustainable, green, and climate-resilient cities: an analysis of multilateral development banks. *Climate and Development*.

<https://doi.org/10.1080/17565529.2021.1974331>



The Australian Policy Handbook:

A Practical Guide to the Policymaking Process (7th edition)

Catherine Althaus, Sarah Ball, Peter Bridgman, Glyn Davis,
David Threlfall

Summary

This longstanding textbook is a recognised part of the Australian policymaking landscape. Having sold over 30,000 copies it has become a mainstay for professionals seeking to understand and navigate policy processes. Endorsements from the Honourable Quentin Bryce, AD CVO, Dr Martin Parkinson AC PSM, Helen Williams, AC, and Professor Emeritus Richard Mulgan frame the text as a perfect ‘blending [of] academic literature and practitioner experience’...

“The Australian Policy Handbook remains the essential guide for students and practitioners of policymaking in Australia”

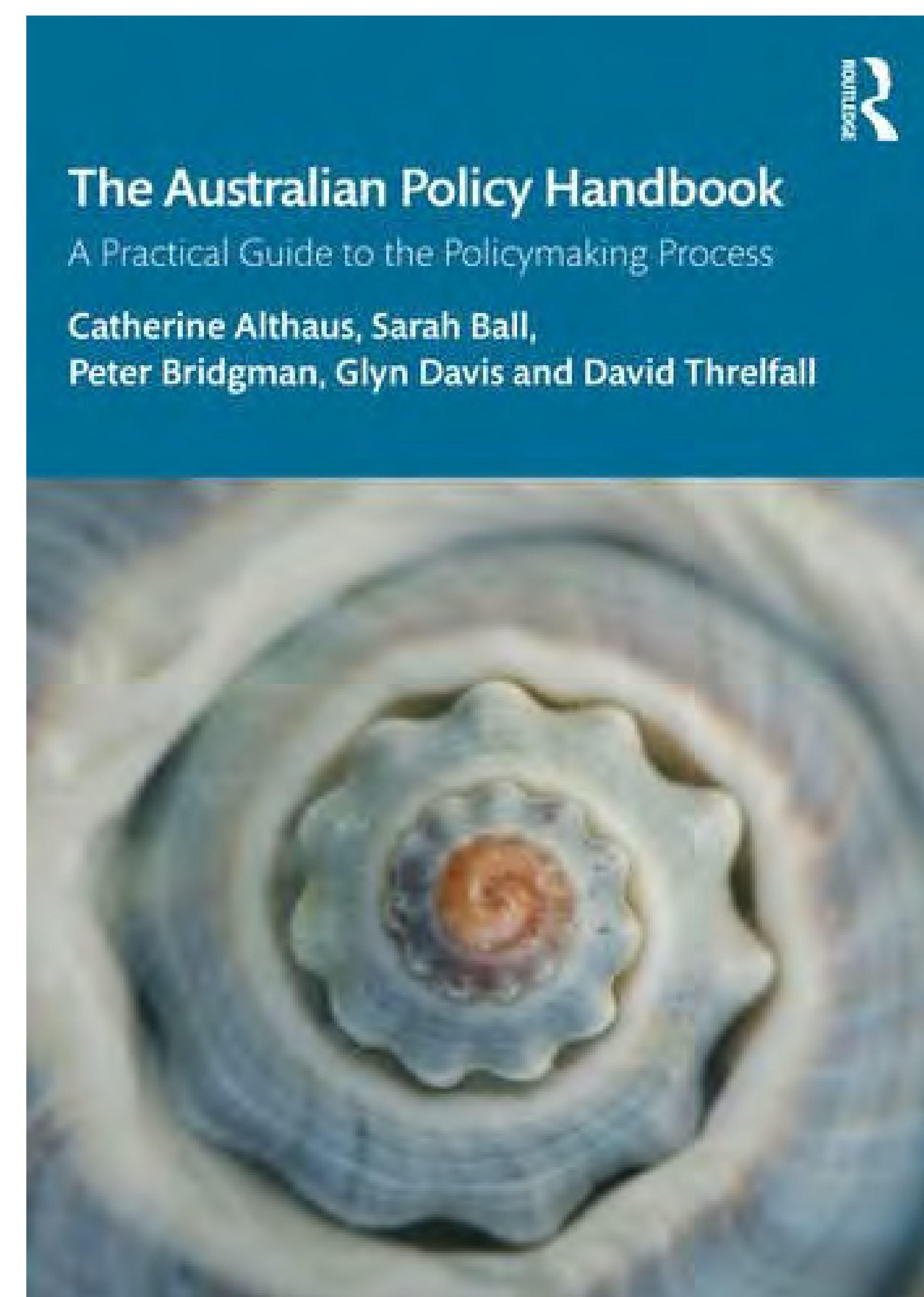
The seventh edition of this classic handbook on the policy process is fully updated, featuring new material on policy making amid local and global disruption, the contestable nature of modern policy advice, commissioning and contracting, public engagement and policy success and failure.



Available for pre-order... items to ship after 20 December



[The Australian Policy Handbook: A Practical Guide to the Policymaking \(routledge.com\)](https://www.routledge.com/The-Australian-Policy-Handbook-A-Practical-Guide-to-the-Policymaking-Process/9781138000000)



The Australian Policy Handbook shows how public policy permeates every aspect of our lives. It is the stuff of government, justifying taxes, driving legislation and shaping our social services. Public policy gives us roads, railways and airports, emergency services, justice, education and health services, defence, industry development and natural resource management. While politicians make the decisions, public servants provide analysis and support for those choices.

This updated edition includes new visuals and introduces a series of case studies for the first time. These cases—covering family violence, behavioural economics, justice reinvestment, child protection and more—illustrate the personal and professional challenges of policymaking practice.

Drawing on their extensive practical and academic experience, the authors outline the processes used in making public policy. They systematically explain the relationships between political decision makers, public service advisers, community participants and those charged with implementation.

Who we are

- Adaptive leadership takes leadership to the next level to confront the challenges and opportunities in our more volatile, uncertain, complex and ambiguous world
- AAL@UNSW is an exciting venture between AGSM and UNSW Canberra that builds off our proven experience to curate adaptive leadership to suit your demands
- AAL@UNSW is THE one-stop shop for adaptive leadership to meet the needs of private, public and civil society in the Indo-Pacific

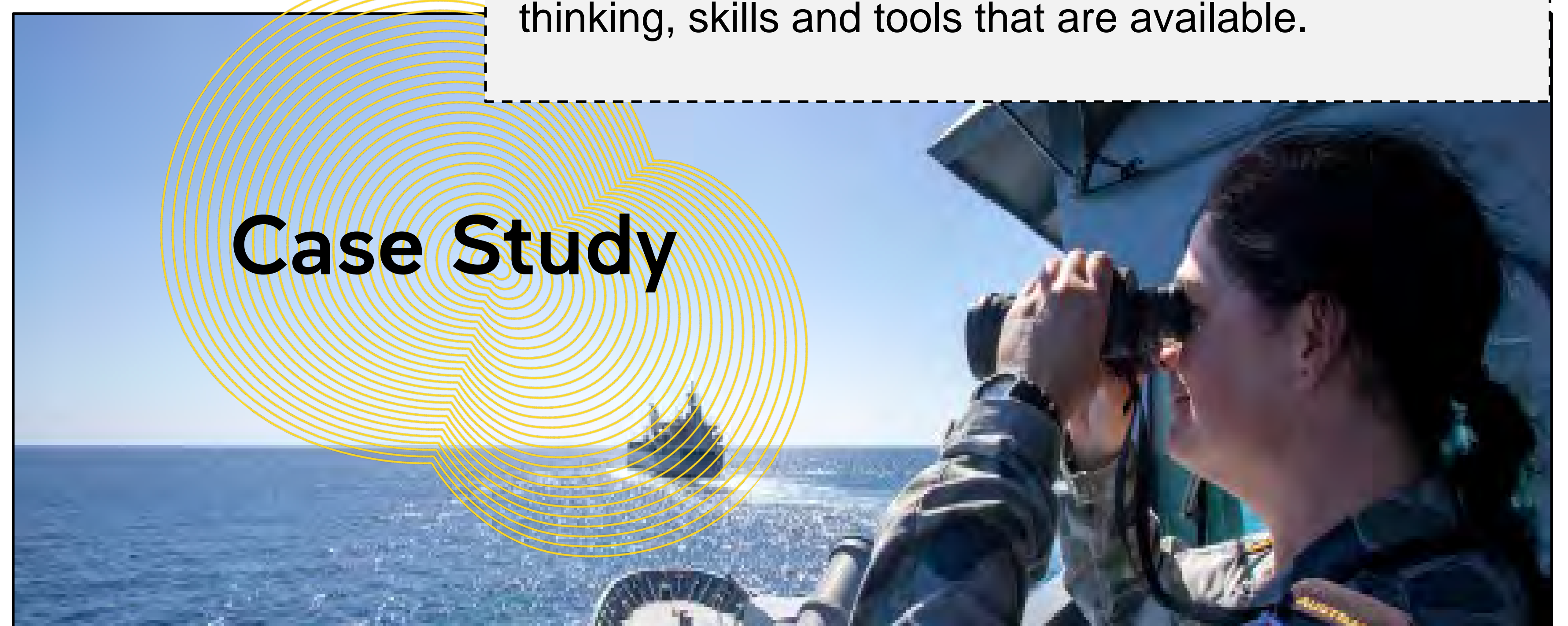
ADAPTIVE LEADERSHIP FOR DEFENCE

The Australian Defence Department as part of their strategic update identified, as a matter of necessity, a need to build adaptive leadership capability and capacity to learn and excel in making risk-based decisions in ambiguous environments. A five level Adaptive Leadership Program has been designed and developed by UNSW to engage with the practices of adaptive leadership across the various leadership levels of military and non-military settings to understand and embed adaptive leadership thinking, skills and tools that are available.

"Adaptive Leadership is the practice of mobilizing people to tackle tough challenges and thrive"

Ron Heifetz et al, 2009

Case Study

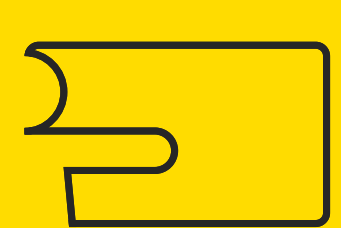


Our commitment to you

- We will work with you to tailor our knowledges, skills and services. We build off the wisdom of long-standing adaptive leadership practitioners alongside newly emerging adaptive leadership innovators. Our faculty, staff and coaches bring deep expertise and experience in adaptive leadership and scholarship

What makes us unique in the world

- We provide comprehensive wraparound services. Our competitive advantage is our research underpinnings and our focus on assessing impact. The regional focus of AAL@UNSW allows us to evidence and live the strengths of diversity and inclusion
- We bring the best of local and international collaboration. AAL@UNSW proudly partners with the founders and members of the Australian Adaptive Leadership Institute (AALI), Adaptive Leadership Australia (ALA), the Kansas Leadership Center (KLC) and with the Harvard founders and facilitators of adaptive leadership



Some of our faculty (L to R):

Farayi Chipungu, Shibaab Rahman, Maxime Fern, Catherine Althaus, Max Rixe, Saul Brown, Rosamund Christie, Michael Johnstone

Ask us today about AAL@UNSW and email PSRG@unsw.edu.au!

Evaluating Value of Long-Term Secondments and Postings in the Australian Federal Police

Prof. D. Blackman, Dr V. Herrington, Dr. K. May, Dr. N. Scudder

Postings and secondments occur when someone undertakes a transfer to another role for at least six months providing opportunities to acquire knowledge and skills. Managing acquisition and usage of the new knowledge impacts the organisational benefit from supporting such initiatives.

We sought to establish both anticipated benefits and potential ways to add value to the organisation.



Funded by:

Australian Federal Police

In conjunctions with AIPM



The Australian Federal Police (AFP) posts liaison officers across the world and has outbound and inbound secondments (domestic and international). It aims to create new networks, upskill leaders, and acquire new knowledge and skills.

Data from a Global Policing Innovation Exchange survey and AFP focus groups confirmed participants gained new knowledge. Advantages included: accessing different knowledge; achieving broader perspectives; gaining and practicing new skills; increased problem solving capacity drawing on knowledge and skills of two organisations; developing networks and relationships; and enhancing members' leadership skills.

Five issues seen as critical for knowledge acquisition, transfer and utilization

1. Establishing secondment and posting purpose
2. Recruiting the right people with the right skills for each opportunity
3. Appropriate preparation for secondment or posting
4. Planned and appropriate support on secondment or posting (i.e. check-ins)
5. Effective reintegration following secondment or posting

"I felt a little bit stale at the time... now I'm... a really big advocate for secondments because it's really motivated me"

Four areas where benefit could be enhanced:

- Actively managing secondments thinking about where and when knowledge and skills can be created and used;
- Integrating secondments more clearly into career management;
- Creating regular opportunities for (a) check-ins and (b) feeding new ideas back; and
- Proactive re-entry in terms of debriefing and ensuring others can benefit from the new knowledge identified.



Is it a challenge? Regulation of workplace emotions when Working From Home (WFH)

Dinithi Padmasiri M.K.



- WFH blurs the physical boundary between work and family
- What are the challenges experienced by Sri Lankan IT managers in regulating workplace emotions when WFH?



Method

- Qualitative
- Data collection
 - Purposive sampling
 - Ten IT organisations in Sri Lanka
 - Two sample groups
 - Group 1– Management (21)
 - Group 2– IT Managers (25)
 - Online interviews
- Data analysis
 - Theoretical thematic analysis

Findings

- Challenge 1: Managing work and family life while regulating workplace emotions when WFH
- Challenge 2: Pressures on mental health affected ability to regulate workplace emotions when WFH
 - Pressures due to being isolated and relentless work
- Challenge 3: Finding new ways to regulate workplace emotions that suit the home environment



What can employers do?

- Online programmes- games and family days
- Online workshops and counselling for family members
- Develop individualised daily/weekly work plans that include breaks
- Online training programmes for IT managers to regulate workplace emotions when WFH



Find out more:

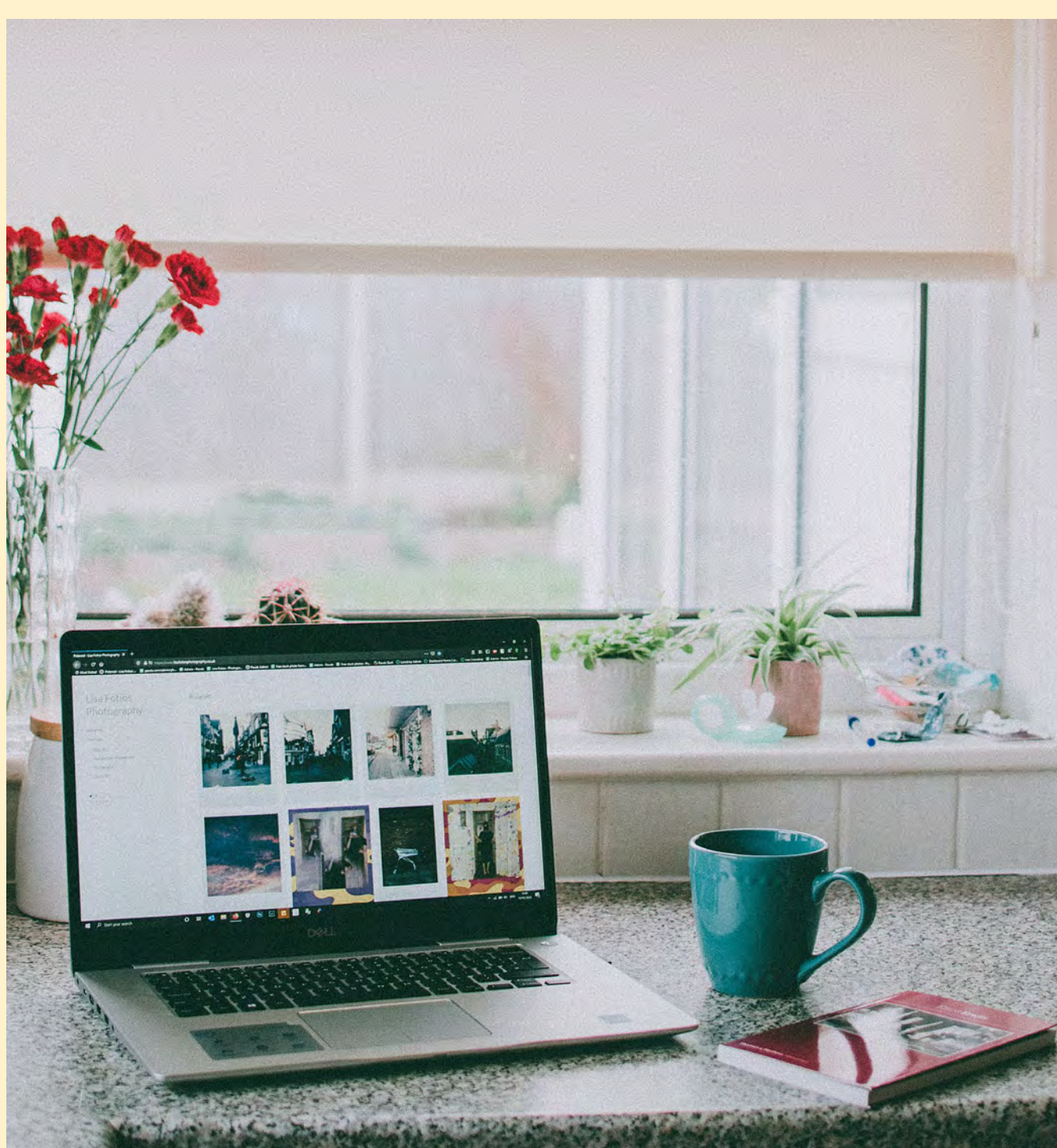
<https://www.unsw.adfa.edu.au/dinithi-padmasiri-mampe-kankanamalage>

Flexible working is central to the future of work

- How can public sector organisations best support flexibility in the timing and location of work to benefit both employees and employers?

Context and method

- Knowledge workers in the ACT public service
- Mixed methods study
 - Focus groups with 84 staff and managers
 - Analysis of Microsoft 365 metadata, building access data and employee survey data



Findings

- Staff value the opportunity to work flexibly and this is a key retention factor for the ACTPS



- Flexible work is increasing self-reported productivity and wellbeing
- Some staff have limited interaction with others and feel isolated



- Some staff experience work-life spill-over and feel unable to switch off

Project partner: ACT Public Service
Funder: Australian and New Zealand School of Government (ANZSOG)

Ways to optimise flexible working

- **An outcomes-oriented approach to working** moving towards a cultural focus on results, rather than when and where employees work.
- **A purposeful approach to working from the office** carefully considering *when* and *why* working from the office is important and *how* it adds value to individuals, teams and organisations.
- **A team-based approach to working** connecting team members by a common purpose, interdependent roles, shared responsibilities and complementary skills, enabling individuals to look beyond personal gain and focus on their contribution to the broader context.
- **Managerial support and development** encourage a more consistent approach that supports broader outcomes.

Find out more:

Contact: Dr Fiona Buick f.buick@adfa.edu.au

<https://www.unsw.adfa.edu.au/our-research/our-projects/flexible-working-act-public-service>



Using performance data in learning systems

Karen Gardner and Deborah Blackman

Background

Current approaches to performance management focus on compliance, are failing to achieve anticipated outcomes and are associated with unintended consequences like gaming.

These concerns are leading to a reconsideration of public value and the role of government agencies in stewarding system development to achieve improved outcomes through embedding a learning system.

Our research adopts a complex systems approach to investigate leverage points that support a shift to learning in performance management systems.

Findings

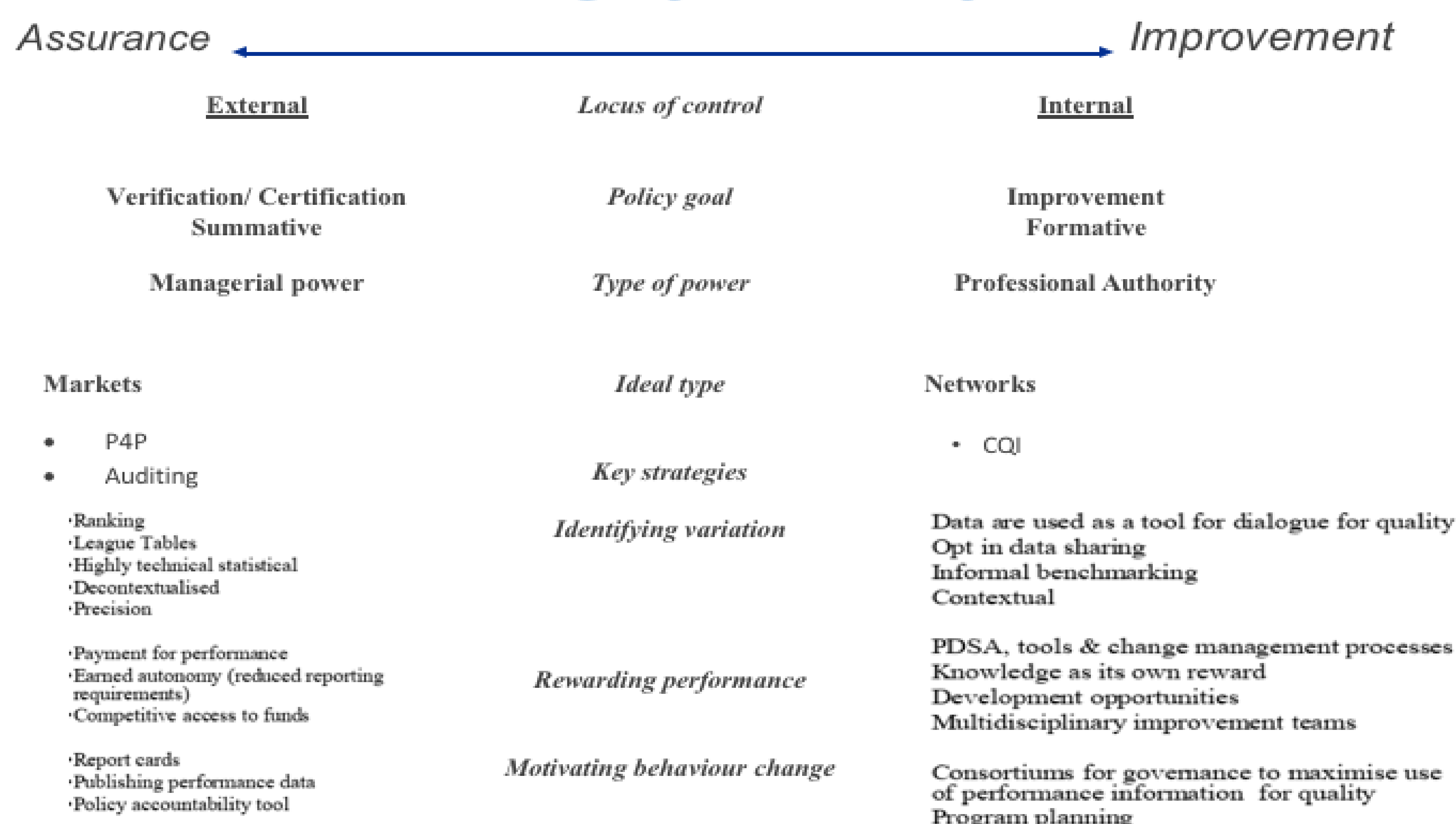
A systems approach recognises that

- No single actor has control over the entire system
- Outcomes are emergent and cannot be entirely pre-determined
- Leverage points that broaden engagement with stakeholders; encourage multi-level flows of information and feedback loops are needed to alter system behaviours

Learning systems

- require a formative policy approach;
- recognise professional authority;
- use data as a starting point for dialogue for change;
- reward improvement not compliance through development opportunities not performance payments
- Clarify policy goals at multiple levels and motivate behavior change by building in adaptive capacity for learning and improvement by supporting information flows and feedback loops that respond to complexity.

Data use in performance management & learning systems systems



We are seeking practice partners in government and NGO sectors with an interest in working together to apply systems thinking to develop new responses to performance management processes and other complex policy and practice problems.



Find out more: Blackman D. et al. (eds.) 2021, *Handbook on Performance Management in the Public Sector*, Edward Elgar

Contact: Dr Karen Gardner karen.gardner@unsw.edu.au

A Reinforcement Learning-Based Framework for Disruption Risk Identification in Supply Chains

AUTHORS

Hamed Aboutorab,^a Omar K Hussain,^a Morteza Saberi,^b Daniel Prior,^a and Farookh Khadeer Hussain^b

AFFILIATIONS

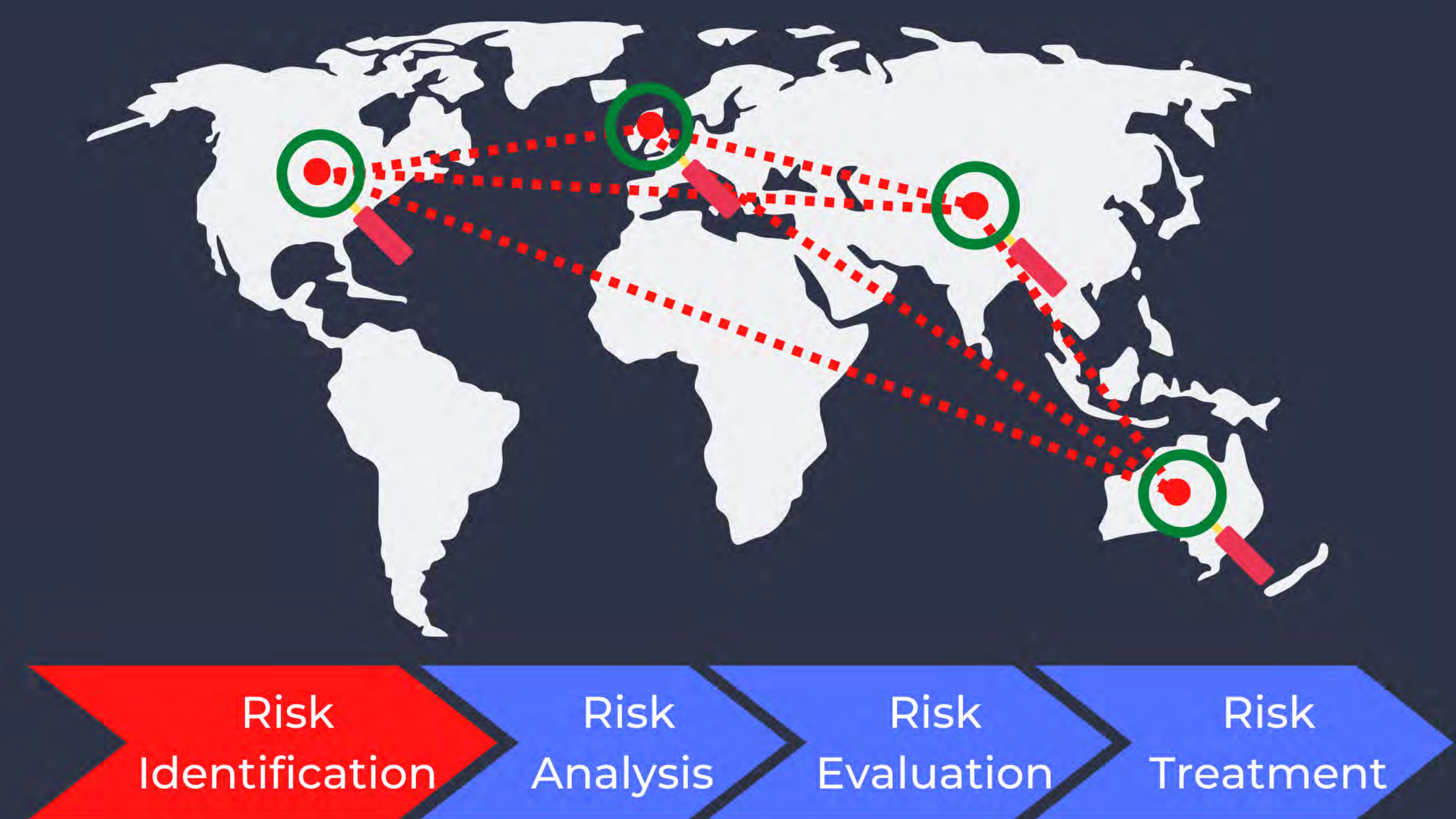
^a University of New South Wales Canberra

^b University of Technology Sydney



ABSTRACT

In this research, we demonstrate how reinforcement learning, an advanced artificial intelligence technique, can assist risk managers to proactively identify risks to their operations. The developed system is named Reinforcement Learning-based approach for Proactive Risk Identification (RL-PRI).



METHODOLOGY

RL-PRI relies on three integrated modules: Data preparation, news collection & entity recognition, and RL-based recommender system.

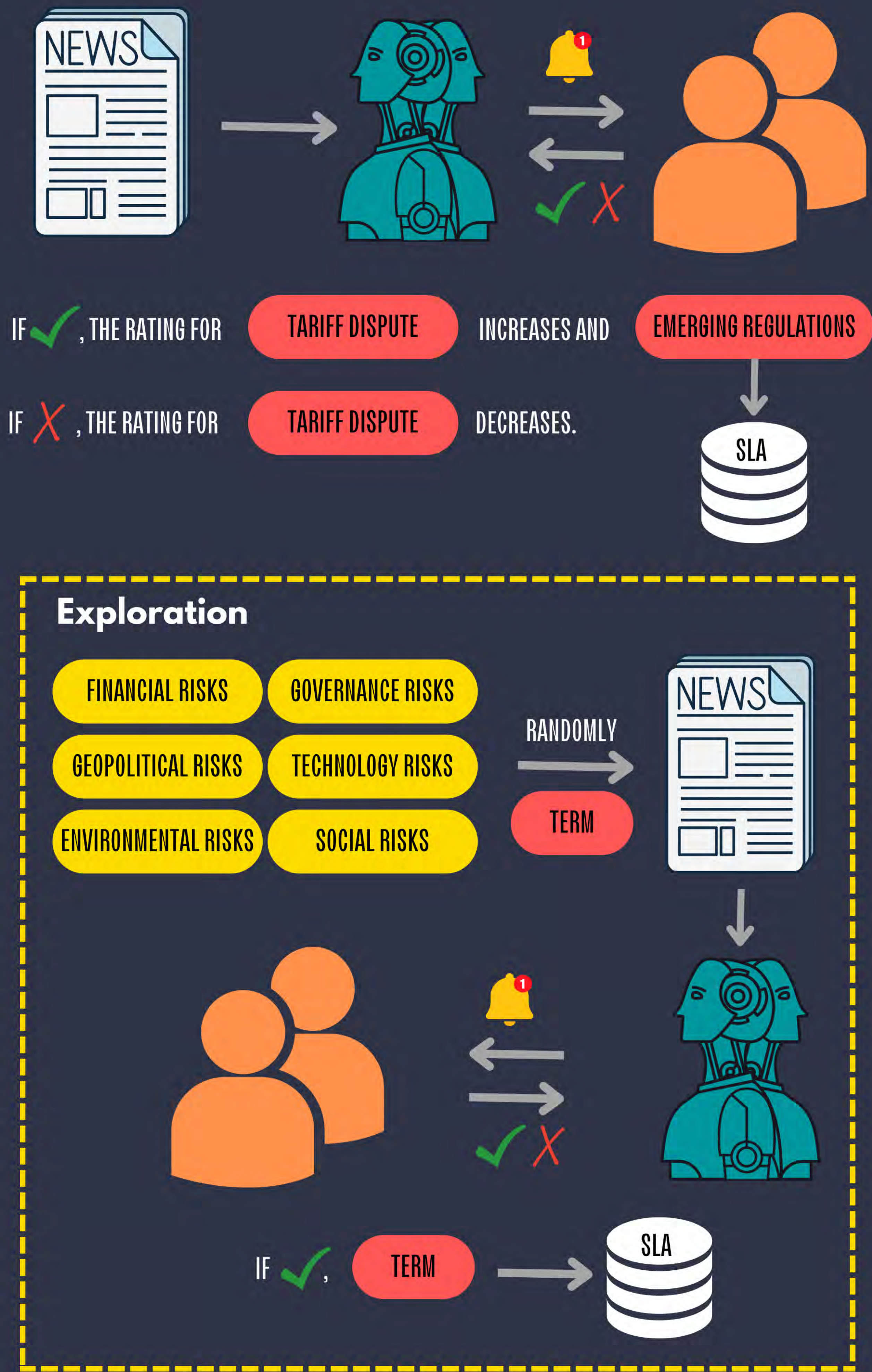
1. Data preparation module



2. News collection & entity recognition module



3. RL-based recommender module



CONCLUDING REMARKS

We evaluated the accuracy of RL-PRI against the manual approach currently undertaken by risk managers to identify disruption risk events. The experiments show the effectiveness of the RL-PRI approach in risk identification using artificial intelligence techniques to facilitate the efficacy of supply chain operations.

| | RL-PRI | MANUAL |
|-----------|--------|----------|
| ACCURACY | 0.917 | 0.331 |
| PRECISION | 0.817 | 0.331 |
| F1 SCORE | 0.864 | 0.455 |
| | 1 MIN | 540 MINS |

WATCH DEMO



Accountability of Trustworthiness for encoding a promise in Blockchain

AUTHORS

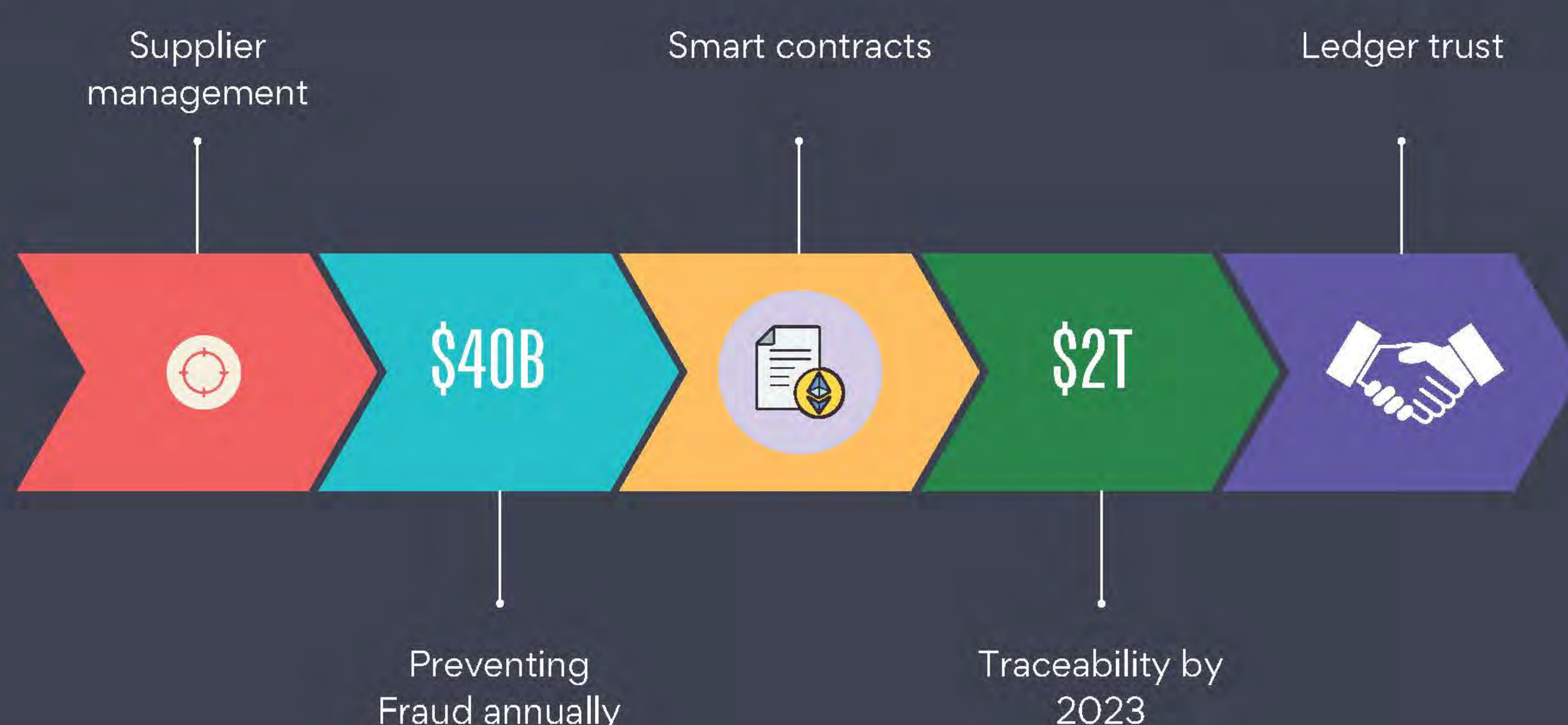
Hang Bui^a, Omar K Hussain^a, Daniel Prior^a, Farookh Khadeer Hussain^b, and Morteza Saberi^b

AFFILIATIONS

^aUniversity of New South Wales Canberra

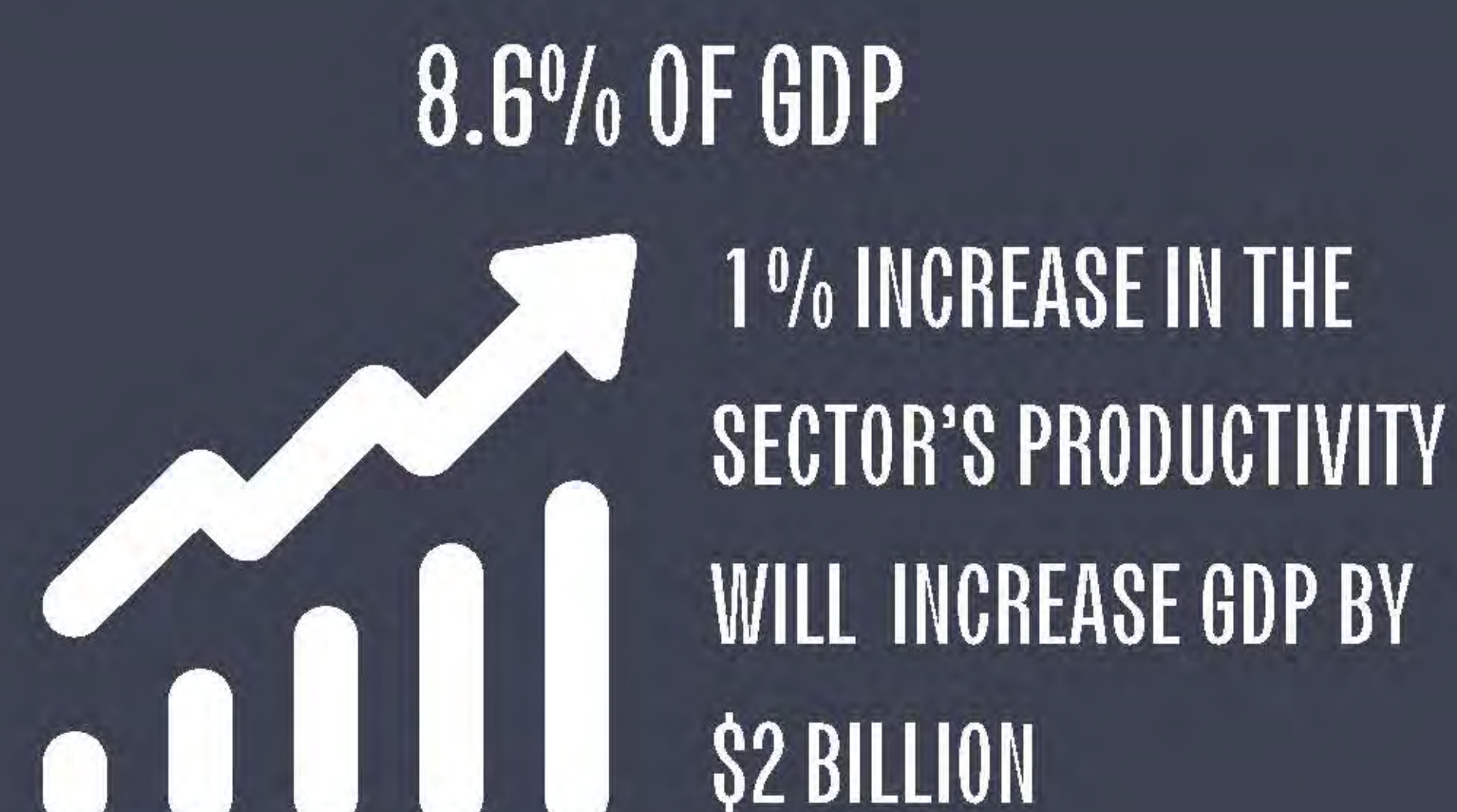
^bUniversity of Technology Sydney

GLOBAL BLOCKCHAIN VALUES \$3.3B IN SUPPLY CHAIN BY 2026



Source:
Forbes
PwC
Australian Logistics Council
National blockchain roadmap for Australian businesses
MarketsandMarkets Analysis

SUPPLY CHAIN VALUE IN AUSTRALIA



**\$2.89B WINE SUPPLY CHAIN
WILL BE A KEY SECTOR IN
THE NATIONAL BLOCKCHAIN
ROAD MAP**



PROBLEM

Existing consensus mechanisms such as Proof of Work (PoW), Proof of Authority (PoA) or Proof of Stake (PoS) is incapable to tackle information which does not have a digital footprint such as a promise, claim or communication within parties. The missing validation of such information has a high risk of fraudulent behaviour occurring in domains such as Supply chains.

METHODOLOGY

Semi-automated process in application of:

- Blockchain technology
- Natural language processing
- Sentimental analysis

CONTRIBUTION

We propose the *Subjective Information Authenticity Earnestness Framework (SIAEF)* as the overarching framework that assists a new consensus mechanism - the *Proof by Earnestness (PoE)* to account for the authenticity, legitimacy and trustworthiness of information that does not have a digital footprint.

SIAEF ensures a high level of:

- Accountability
- Providing stability and avoiding fraudulent behaviour
- Ensuring privacy and transparency
- Fairness
- Integrable

ACHIEVEMENTS

- Two publications in top journals
- Two other papers under review
- Three awards

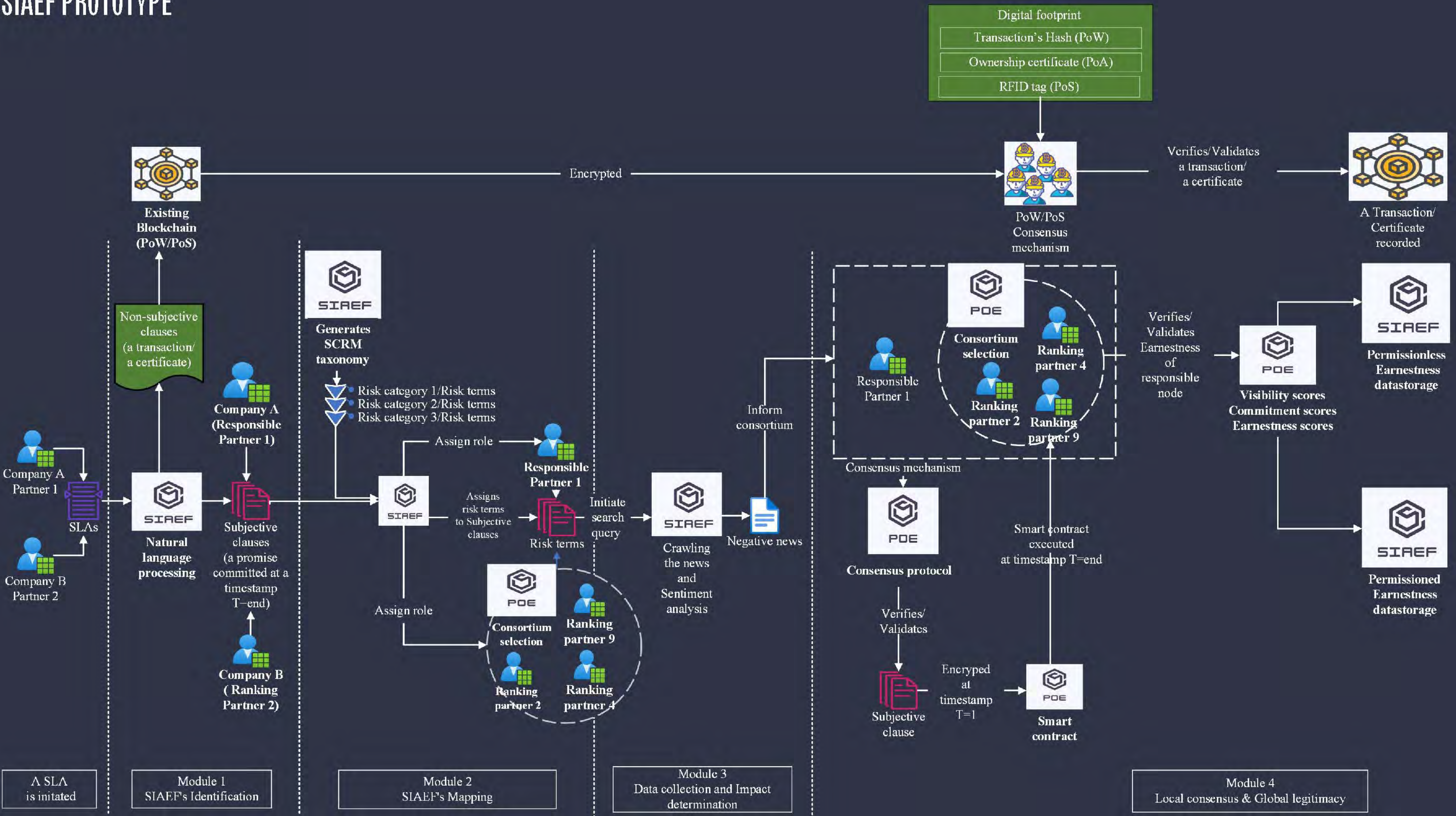


FUNDING

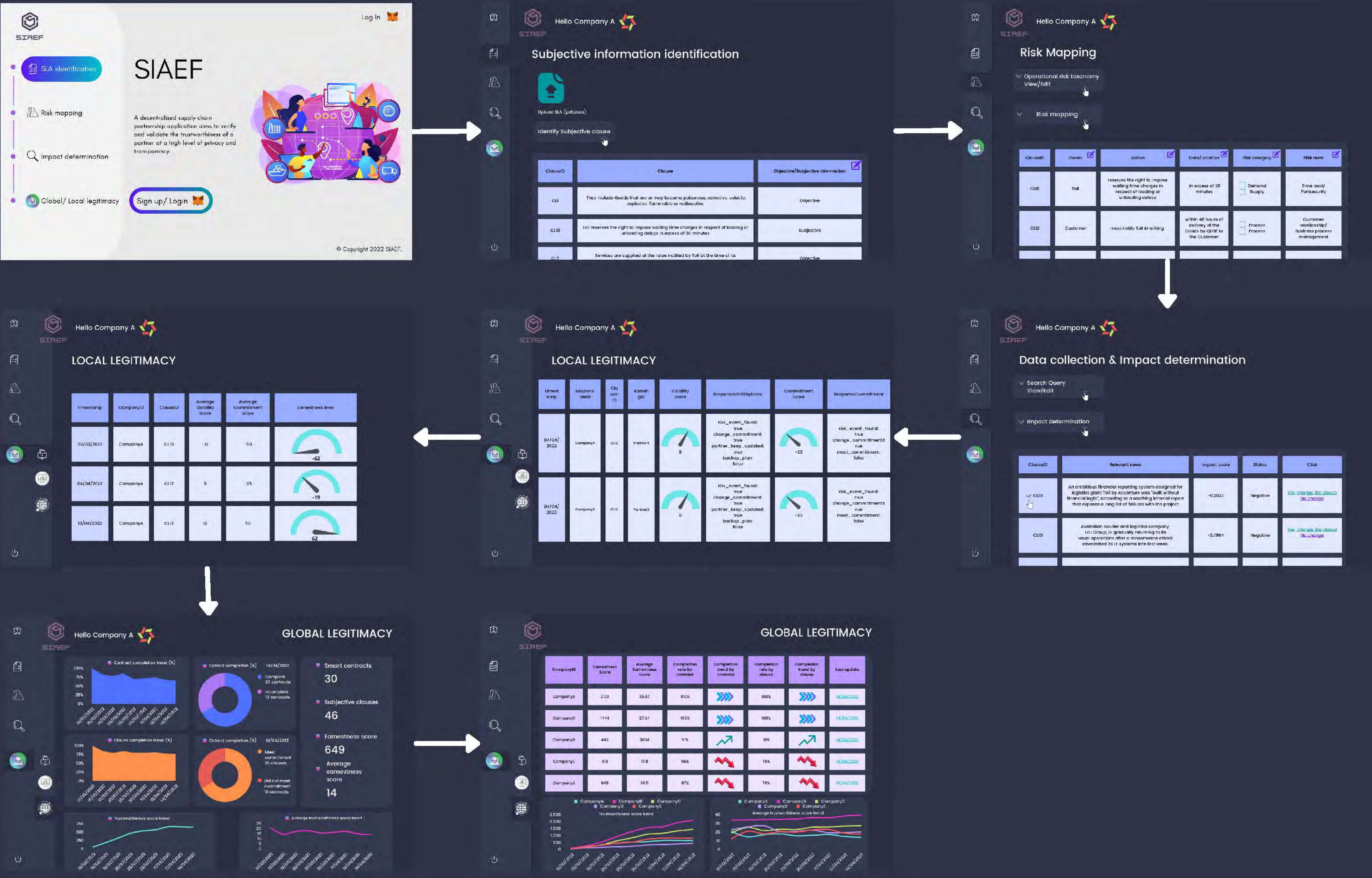
- UNSW UIPA scholarship
- UNSW ResTech Cloud Grant of \$12000 per year to deploy SIAEF in Amazon Web Services.

RESEARCH OUTPUT

SIAEF PROTOTYPE



SIAEF GRAPHICAL USER INTERFACE DESKTOP VERSION



PILOTING LEO'S PLACE

A World's First, Non-Clinical, Palliative Care Respite House



Leo's Place is a home-away-from-home, providing respite and support for people with a life-limiting illness and their carers

NEED

- Carer burnout is widespread and damaging causing "fatigue, sleep problems, depression, anxiety and burnout"
- The length of time caring is directly related to levels of burnout Carers who cared for more than 14 hours a day were 2-5 times more likely to suffer burnout
- "It is very stressful for my carer to look after me" (Client)
- There is a direct correlation between hours caring and burnout
- Caregivers who receive a break are significantly less likely to suffer burnout

70% of people wish to die at home – but fewer than 12% do

BARRIERS

- Canberra and region has one bed at the hospice for respite. The only other respite option is in a residential aged care facility, but only if you are over 65
- There are very limited respite options for younger people
- Carers very reluctant to leave a loved one
- Don't like clinical settings "I couldn't leave him in a hospital environment – he'd think it was all over" (Carer)
- Demand for palliative care services, including respite support, is increasing and becoming more pressing given the ageing of the Australian population

Lack of safe, welcoming respite bed spaces

SOLUTION

LEO'S PLACE

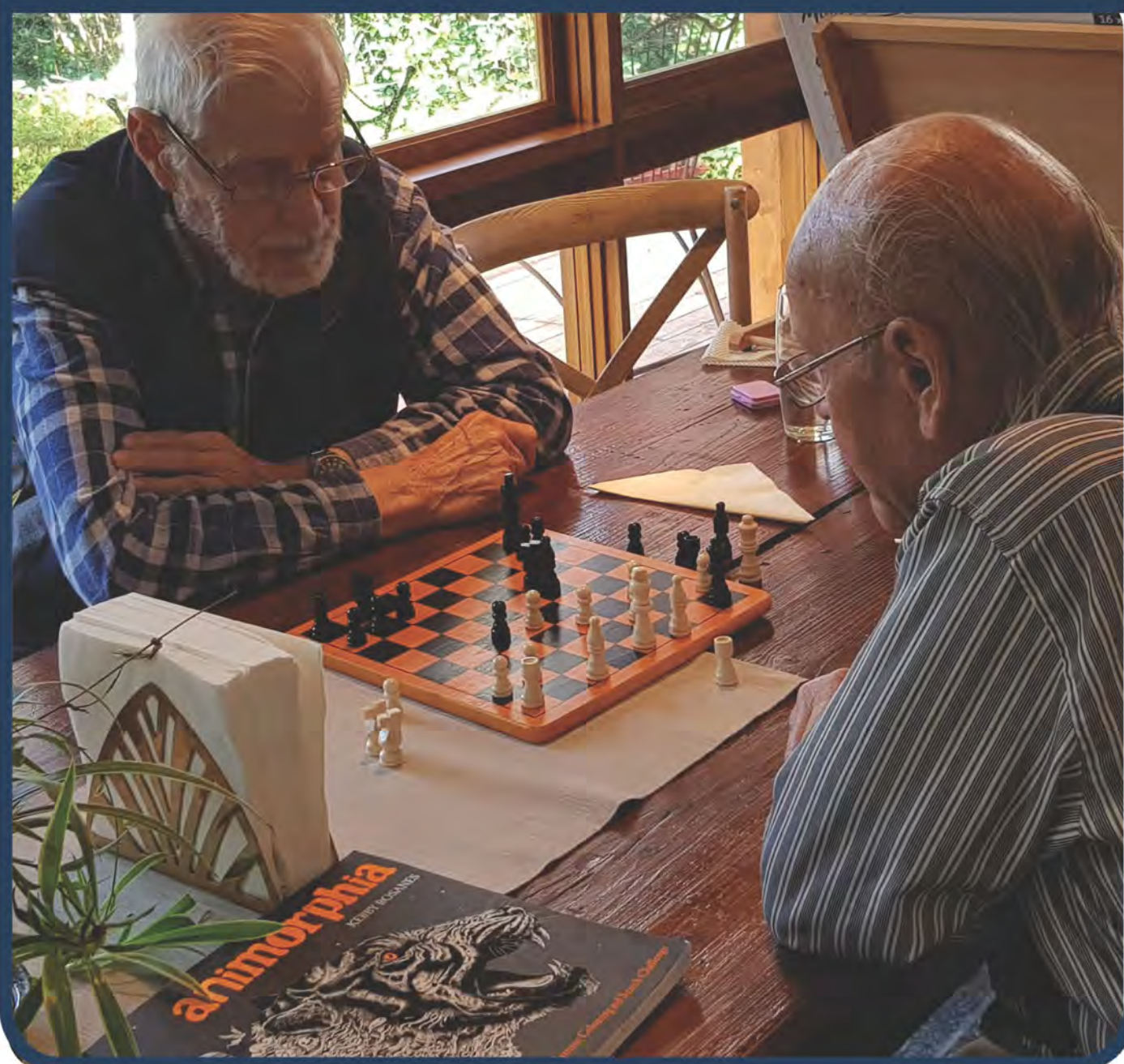
- "Excellent, beautiful, best thing about it is that it is not medical" (Client)
- "Nice, safe environment, I had no worry leaving [client]" (Carer)
- "Felt like home- but with staff" (Carer)
- "They arranged everything and it was so easy" (Carer)
- Supporting people with a life-limiting illness, and supporting their wish to die at home, requires better support for the family and loved ones who are their carers
- Leo's Place is a non-clinical respite facility providing support to both the person with a life-limiting illness as well as their carer/s

"Overcome at how nice it was" (Client)

RESULTS

- Demonstrated international benefits to carer and client from respite
- Increase in knowledge sharing - Leo's is also an information hub.
- "I could actually do some life organising stuff – I got a tradie in and stuff fixed up" (Carer)
- "It was the first time in, I can't remember how long, that I've had a break from looking after [client]" (Carer)
- "I can actually plan to go to a wedding, knowing [client] will be safe here" (Carer)
- "We were caught between nothing or end of life at Clare Holland – Leo's saved us" (Carer)

"Gave my carer a rest, and gave myself a rest from being cared" (Client)



Traditional evaluation methods are poorly suited to assessing the efficacy of complex health programs

- We developed a systems-informed mixed method evaluation design that measured multiple levels of impact
- The evaluation partnered with health not-for-profit One Disease to extend the evidence base
 - assessed the cost-of-illness for crusted scabies in the NT
 - developed a world-first framework to inform scabies modelling in human populations and improve decision-making about scabies interventions
 - developed a world first picture based quality-of-life survey delivered through conversation
 - undertook a systematic review of case detection to inform OD strategies

Findings

One Disease

- partnered with NT government, Aboriginal Community Controlled Health Services, Hospitals, and Dermatologists to improve CARPA guidelines and the identification and treatment of people with crusted scabies
- partnered with Centre for Disease Control, NT Government to facilitate enhanced data collection for crusted scabies
- developed strategies for changing practices, mindsets, expertise and procedures (education and support roles; decision support tools; guidelines; electronic care plans) to embed system changes
- was acceptable to stakeholders and was implemented to varying degrees in different locations over time.

Clinical and health prevention Impacts

- increased treatment completion, enhanced community follow-up and reduced new cases and number of recurrences of crusted scabies
- achieved good reach of health messages through an innovative crowdsourcing model for participatory design of social media

System changes

- extended system boundaries to include communities and health services in piloting data collection for assessing prevalence
- demonstrated two-way learning with communities
- facilitated links between primary and secondary care for improving follow-up and scabies free homes

EVALUATION FOCUS

Acceptability; Extent of implementation; Reach; Impacts (patient, service; system) Transferability

Area 1 PROGRAM APPROACH & IMPLEMENTATION:

Acceptability, extent of implementation; barriers and enablers to implementation in different settings and for different client groups

Area 2 PATIENT EXPERIENCE & OUTCOMES:

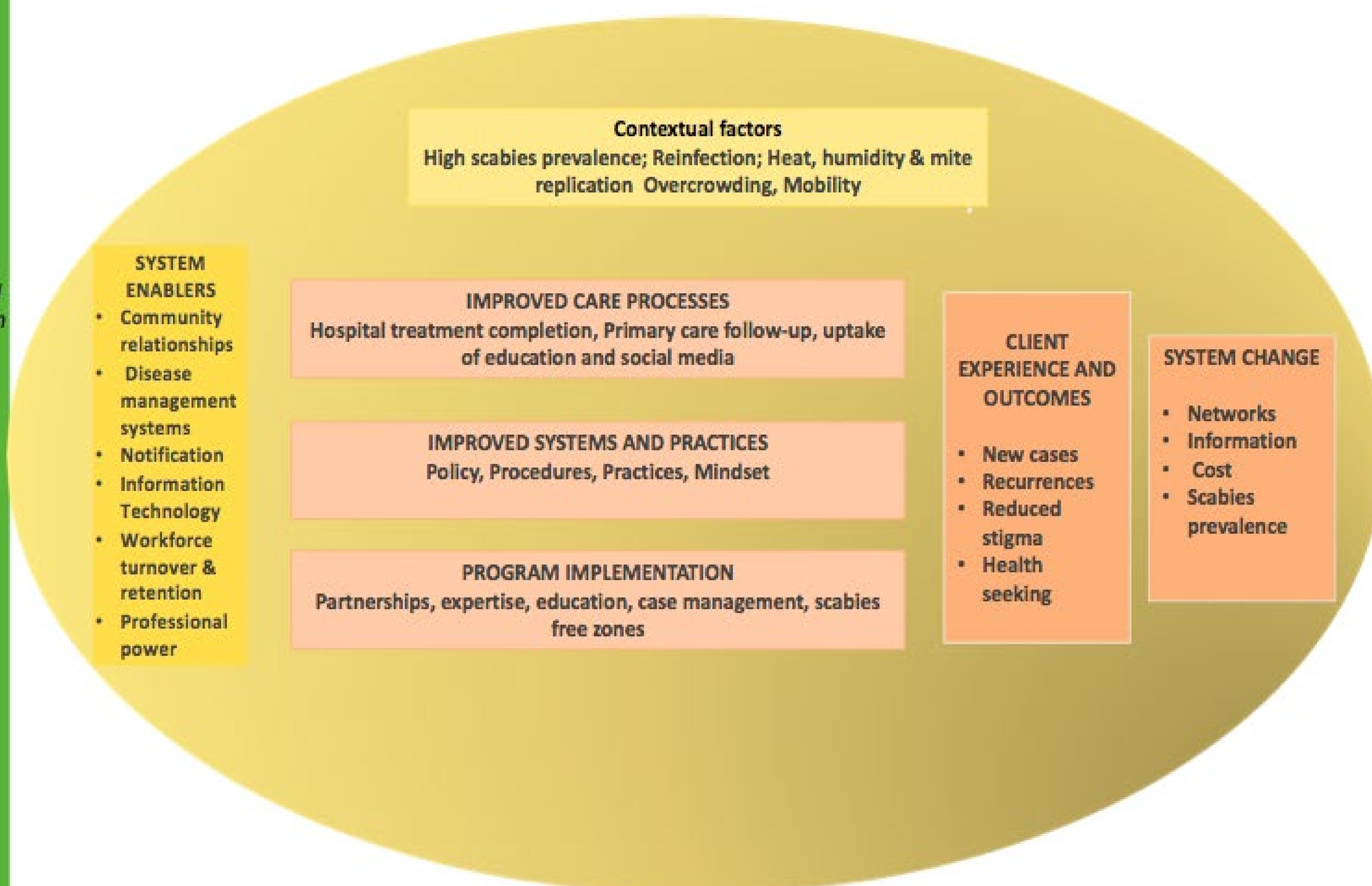
Reduced stigma; Increased health seeking; patient-reported quality of life; new cases; recurrences

Area 3 SERVICE IMPROVEMENT AND SYSTEM IMPACTS

Quality of primary health care services including use of care plans for improved follow-up; hospital treatment completion & discharge, scabies free homes

Area 4 COST

Cost-of-illness in the NT; Network development; Scabies prevalence



Find out more:

Contact: Dr Karen Gardner karen.gardner@unsw.edu.au

<https://research.unsw.edu.au/people/dr-karen-gardner>

Project partner: One Disease



Credible biodiversity offsetting needs public national registers to confirm no net loss

Heini Kujala^{A,B*}, Martine Maron^C, Christina M. Kennedy^D, Megan C. Evans^{E**}, Joseph W. Bull^F, Brendan A. Wintle^B, Sayed M. Iftekhar^G, Katherine E. Selwood^B, Kahli Beissner^{H,I}, Dave Osborn^I, & Ascelin Gordon^J

- There is an increasing global focus on *net gain* and *net positive* outcomes for biodiversity, including under the Convention on Biological Diversity (CBD) Post-2020 Global Biodiversity Framework, but also via calls for a "*nature-positive*" impact in industry and finance.
- These claims require the ability to quantitatively evaluate the effectiveness of biodiversity offsets to determine whether *no net loss* (NNL) is being achieved
- Here, we used the global inventory of biodiversity offset policies to find all current public registers associated with NNL objectives and administered by government bodies and then qualitatively compared these with the criteria in Box 1.

Box 1. Offset register checklist

ESSENTIAL FOR EVALUATING PROPOSED OFFSET ACTIONS

- A unique ID linking the development and associated offset sites and any relevant documents/data
- Spatial data on locations and area of developments and offsets
- Impacted/targeted biodiversity features
- Estimated development impacts (losses) on each biodiversity feature and how they were measured, including source of information
- Approach used for offset calculation or financial compensation amount
- Actions proposed, their size and duration, performance measures, and source of information to justify these
- Time horizon during which gains should be achieved
- Reporting required to be delivered by the proponent with links to reports

ESSENTIAL FOR EVALUATING OFFSET OUTCOMES AND EFFECTIVENESS

- Amount and types of gains required/expected from actions and source of information to justify these
- Confirmation that offsets were implemented as planned and description of potential adjustments
- Monitoring data for target biodiversity at the offset site(s) to verify gains
- Monitoring data for control site(s) to test counterfactual assumptions
- Monitoring data at impact site(s) and updated impact estimate/offset liability

BENEFICIAL FOR ADAPTIVE POLICY IMPROVEMENT

- Record of the policy initiating the offset
- Agreed costs for individual activities (if any) and/or reported cost spent on offsets
- Confirmation of compliance: were all conditions set to the offset met?
- Final outcome for target biodiversity: did the offset gains balance the development losses?
- Losses and gains for the target biodiversity expressed using metrics that allow evaluating impacts at the offset program level

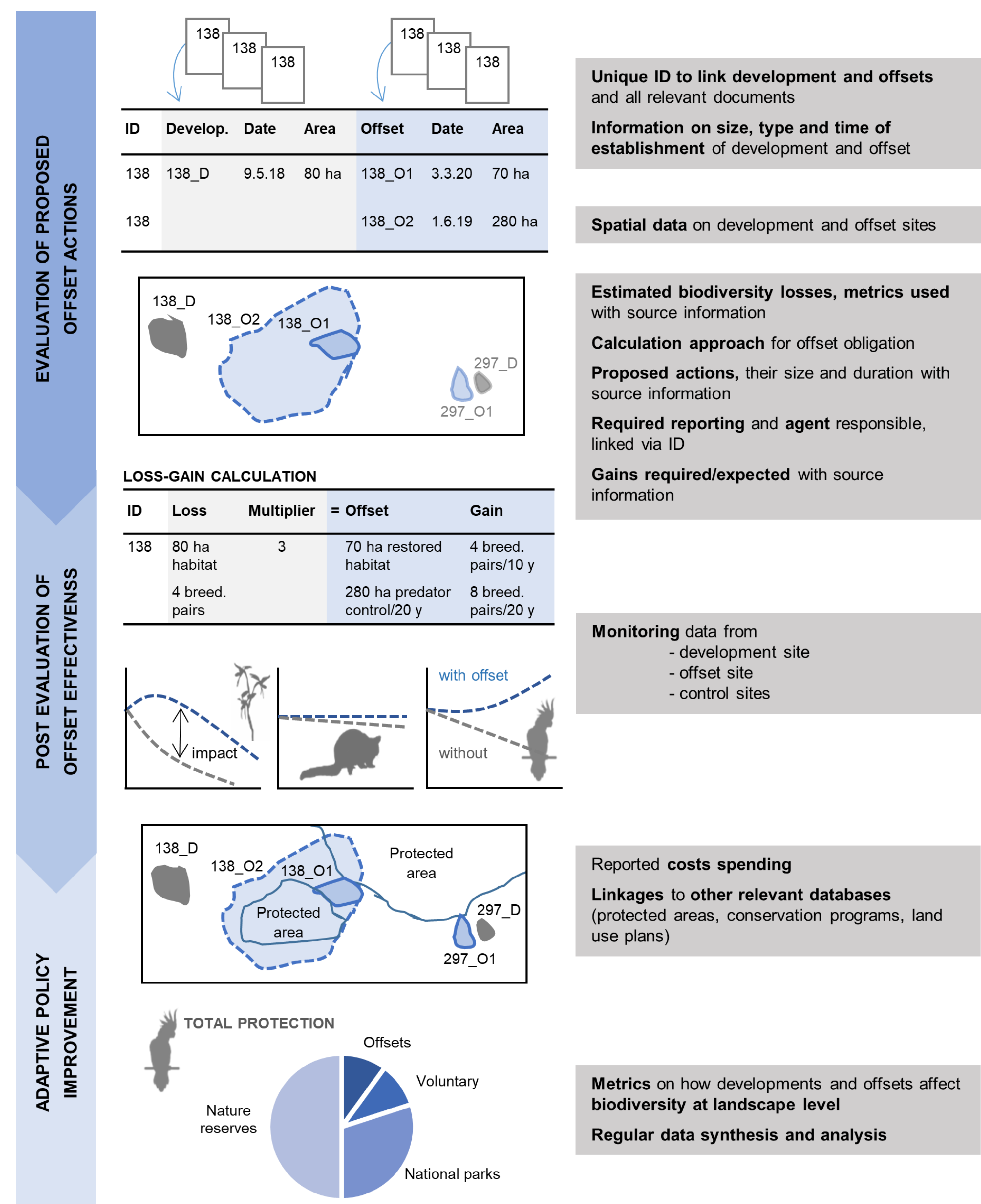


Figure 1. Types of data and information needed to be stored in an offset register.

Current registers do not allow evaluation of no net loss

- Although >100 countries have biodiversity offsetting, we could only locate 9 public offset registers from Australia, Europe, and the United States - estimated to contain information on 25% of all biodiversity offsets globally
- 7 of 9 registers did not provide the magnitude of biodiversity losses being compensated; 5 did not specify impacted biodiversity features; 3 did not allow identification of what development was being offset.
- None reported if the offsets delivered the planned biodiversity gains.

Offset registers are central, but only the first step

Good offset registers have several benefits:

- Assist proponents and consultants to design better and more cost-efficient offsets,
- Enable regulators to better assess proposals,
- Support policy improvement and better outcomes for biodiversity and society

^AFinnish Natural History Museum, University of Helsinki, Helsinki, Finland. *Correspondence heini.kujala@helsinki.fi

^BSchool of Ecosystem and Forest Science, The University of Melbourne, Melbourne, VIC, Australia

^CSchool of Earth and Environmental Sciences and Centre for Biodiversity & Conservation Science, The University of Queensland, Brisbane, QLD, Australia

^DGlobal Protect Oceans, Lands, and Waters Program, The Nature Conservancy, Fort Collins, CO, USA

^EPublic Service Research Group, School of Business, University of New South Wales, Canberra, ACT, Australia. **Presenting megan.evans@unsw.edu.au

^FDurrell Institute of Conservation and Ecology, University of Kent, Canterbury, Kent, UK

^GDepartment of Accounting, Finance and Economics, Griffith Business School, Griffith University, Nathan, QLD, Australia

^HDepartment of Agriculture, Water and the Environment, Canberra, ACT, Australia

^IDepartment of Natural Resources and Environment, Launceston, TAS, Australia

^JSchool of Global, Urban and Social Studies, RMIT University, Melbourne, VIC, Australia



Assessing stakeholder perceptions of the National Disability Insurance Scheme (NDIS) using text mining

Yu Zhang, Hang Thanh Bui, and Satish Chand

School of Business, UNSW Canberra.

m.yuzhang@unsw.edu.au, hangthanhbui@unsw.edu.au, s.chand@adfa.edu.au



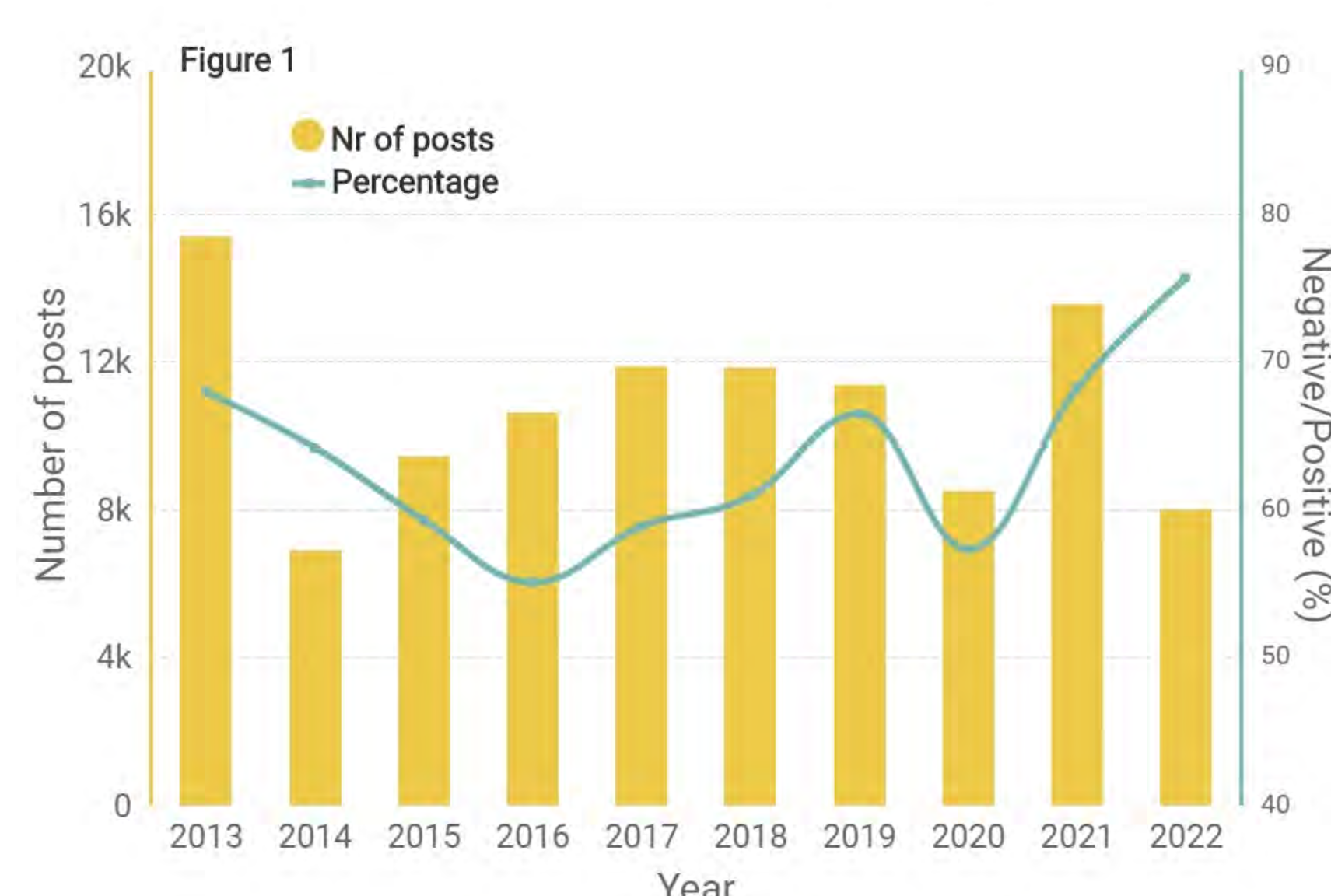
UNSW
CANBERRA

Introduction

The implementation efficacy of the Australian National Disability Insurance Scheme (NDIS) can be assessed by the perceptions of its main stakeholders. These include the views of government officials, scheme participants, service providers, and academic researchers. We leverage big data collected from social media over time to make such an assessment. Specifically, natural language processing (NLP) is used on 118,391 posts containing “#NDIS” from Facebook and Twitter since 2013 to identify stakeholders, classify aspects of the posts, and conduct sentiment analysis. Our findings include: 1) misalignment is revealed in the perceptions of the stakeholders towards the NDIS; 2) sentiment polarisation of stakeholders starts to form over time regarding different aspects of the NDIS; and 3) the period of the COVID-19 pandemic was accompanied with a drastic variation in the number of NDIS-related posts and the sentiment of stakeholders. Reasons for the above are part of ongoing work, but these findings themselves could be of value to aligning the views of the multiple stakeholders on the efficacy of the NDIS.

#NDIS on social media

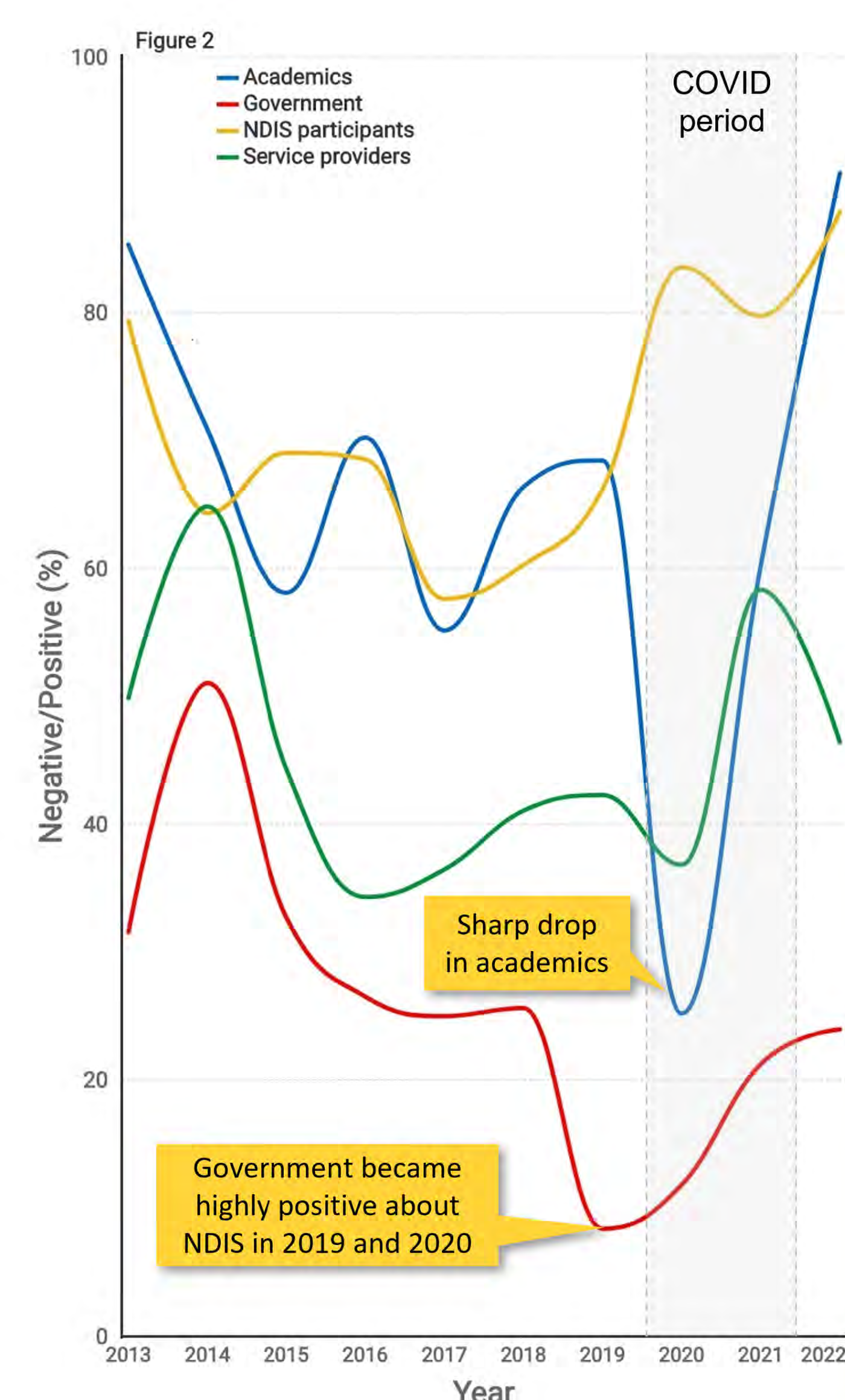
The NDIS was created in response to a community campaign in 2013, and the nation-wide roll-out was completed in 2020. The legacy has been reflected in the commentary by the proponents, the policymakers, and the broader public on social media. Figure 1 shows the number of posts containing “#NDIS” in Twitter and Facebook from January 2013 to June 2022, as well as the number of negative posts relative to the positive ones (%) by calendar year (Higher percentage indicates more negative posts).



NDIS stakeholder identification

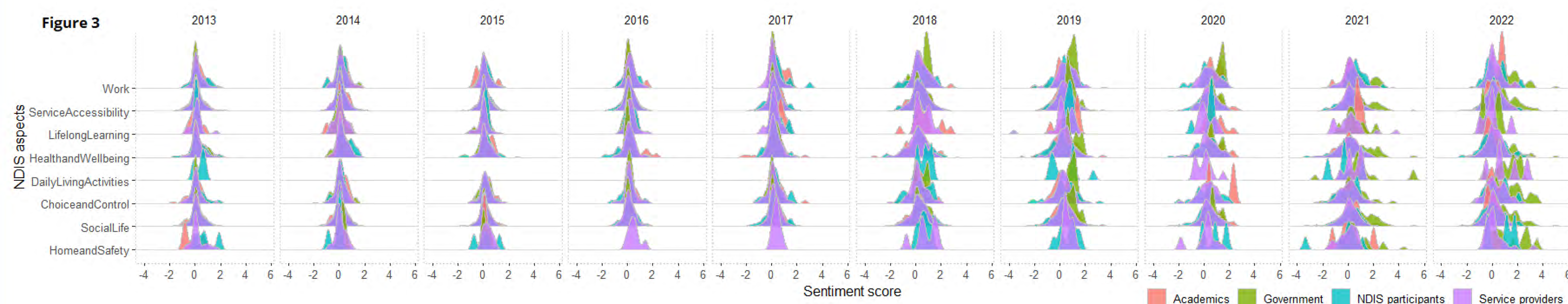
A rule-based approach was proposed to identify stakeholders from the Twitter and Facebook users. They were categorised as academics, government officials, service providers, participants, and others by applying natural language processing techniques (Stanford NLP) on the user descriptions. Next, sentiment analysis (SentiWordNet) was conducted on the posts grouped by the identified stakeholders. The trends of the negative/positive(%) of the four major stakeholders are shown in Figure 2. Three key findings from this analysis are:

- The government has been the most positive about the NDIS since its inception, while the participants and academics have been much more negative.
- Sentiment of the government officials and service providers had followed a similar trend until 2019 where the government suddenly became more positive about the NDIS for 2-3 years and then reverted to the previous state.
- The period during Covid-19 pandemic tilted the sentiment of the academics and service providers towards the positive spectrum while the opposite case was found for the NDIS participants.



Aspect based sentiment analysis

We classified the posts into eight main aspects of the NDIS, including choice and control, service accessibility, life long learning, home and safety, daily living activities, health and well-being, work, and social life, based on zero-shot learning for text classification. Then we employed sentiment analysis on the posts that were grouped by the four main stakeholders and the eight above-listed aspects. The aggregated sentiment scores of the posts in each group are presented in Figure 3 where each sub-graph shows the distribution of the stakeholders' sentiment on the aspects of NDIS in each calendar year.



We can observe that the sentiment distribution of different stakeholders on various aspects is mostly aligned in 2013, but then spreads out with time spanning. This indicates that the polarisation in the opinions of the stakeholders towards different aspects of the NDIS has formed over time. Since 2018 the sentiment distribution of the government is skewed to the right side compared to the other stakeholders, especially in 2021 and 2022, meaning that the policymakers have shown perceptions that are more positive towards most aspects of the NDIS. In addition, although all eight aspects of the NDIS appear to have received attentions from different stakeholders, imbalance of focus does exist. For instance, the aspect of daily living activities was rarely discussed until it was raised by the scheme participants in 2018. Notably, the academics have mostly focused on the aspects of life long learning and choice and control, rather than a wider range of the NDIS aspects.

Conclusion

A large scale of text data from social media is used to explore the sentiment of the NDIS stakeholders. We present evidence of misalignment in the perceptions of the stakeholders regarding eight core aspects of the NDIS. Our analysis has shown polarisation amongst the stakeholders in general, over time, and upon different NDIS aspects. The government, among other stakeholders, has been highly positive about the NDIS, especially around 2019. In comparison, the academics and participants have been more critical. We suppose that the sharp inflections of the stakeholders' sentiment have been driven by political events, however the answer to which will be further explored in our following research.

In this research, we used Meadows’ system traps lens to identify and explain HRD intervention failure. We identified 4 systems traps that can help us understand HRD failures:

- **Shifting the burden to the intervenor** – something designed to fix a problem creates problems for other actors who have no control of the issue.
- **Seeking the wrong goal** -- People poorly define goals and so actions taken produce unwanted or unintended results.
- **Policy resistance** - Existing organizational processes stabilize a system so strongly that all efforts to “fix” it fail.
- **Drift to low performance** Occurs when bad news is given greater credit than good news leading to refining goals in a way that encourages poor performance.
- **We suggest ways to overcome these systems traps and identify strategies for HRD practitioners to act as system intervenors to potentially improve HRD effectiveness.**

Method

A qualitative study with participants who were public sector middle and senior managers with specific knowledge of, or experience with, HRD activities.

We held semi-structured group interviews with 45 participants from the federal and state public sectors. Findings were consistent across all public sector organisations across the country.

*A System Trap is a problem-generating structure which results in unintended outcomes which are hard to trace – often doing more instead of doing different**

Findings

Shifting the burden to the intervenor: managers or individuals are considered solely responsible for their capability development.

Seeking the wrong goal: reliance on policies and procedures such as acting in higher duties or using performance agreements to achieve capability development.

Policy resistance: other policies/processes are prioritised as a means for developing capability, such as performance management and recruitment processes.

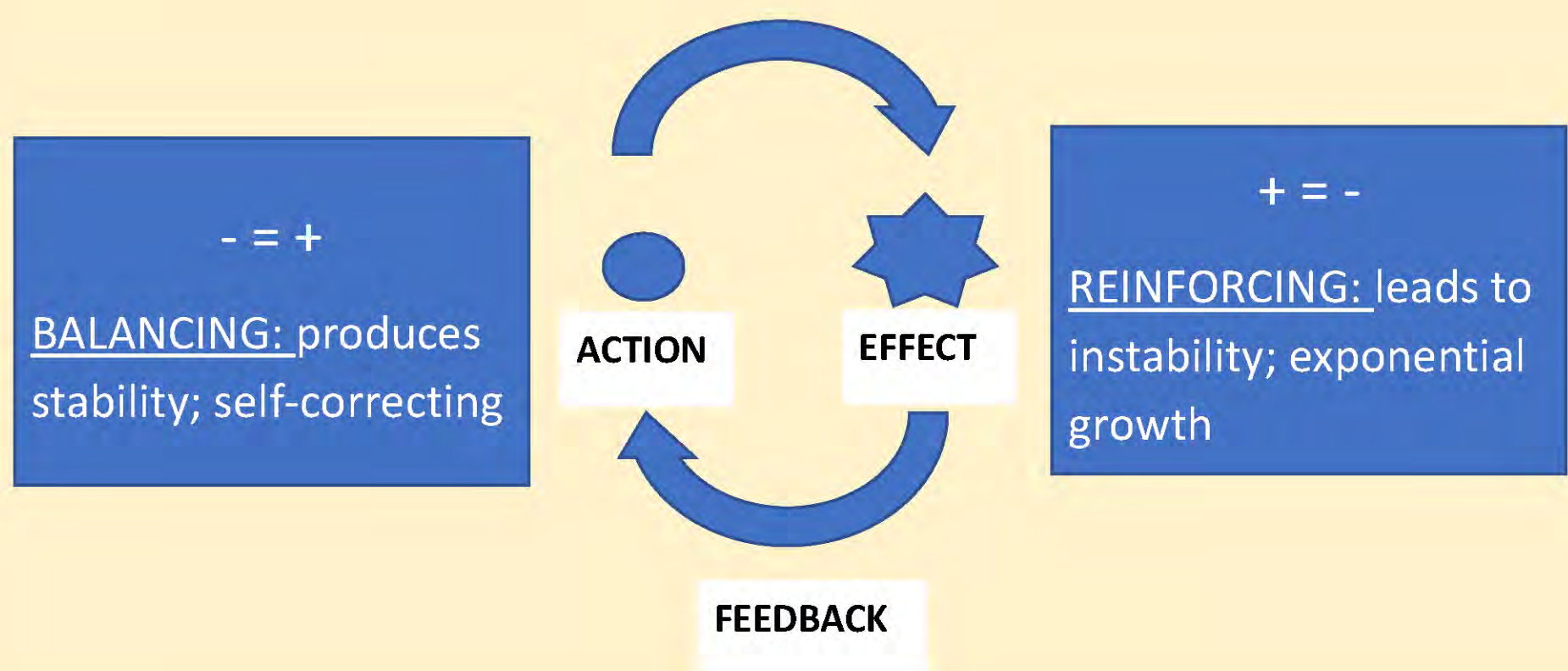
Drift to low performance: decision making is pushed up to higher levels and an acceptance of minimal capability and performance develops at lower levels leading to an erosion in capabilities.

Conclusion

Having identified 4 system traps, we drew from Meadows’ (2008) suggestions to overcome the traps, identifying potential strategies for HRD practitioners:

1. HRD practitioners could see themselves as **system engineers** seeking to expand boundaries and create new systems to support interdependence.
2. **Promote connectivity** between key actors to enable sharing of clearly defined shared purpose and goals, develop measures that focus on capability development outcomes.
3. The development and maintenance of a **high-performance context** which keeps the focus on future knowledge and skill requirements.

FEEDBACK LOOPS



Project Outputs

[Using system traps to understand and potentially prevent human resource development intervention failure - Blackman - 2022 - Human Resource Development Quarterly - Wiley Online Library](#)



Action Research on an HRD System within the Public Sector

Study investigates whether human resource development (HRD) practitioners can overcome HRD system traps when they act as system intervenors. To achieve this, the research team will analyse an HRD subsystem within a federal government agency, work with the agency to guide the development and implementation of an appropriate intervention designed to address identified system traps and then determine the efficiency of this intervention in overcoming system traps. The research question that this study seeks to address is:

Can HRD practitioners overcome system traps when they act as systems intervenors? ?

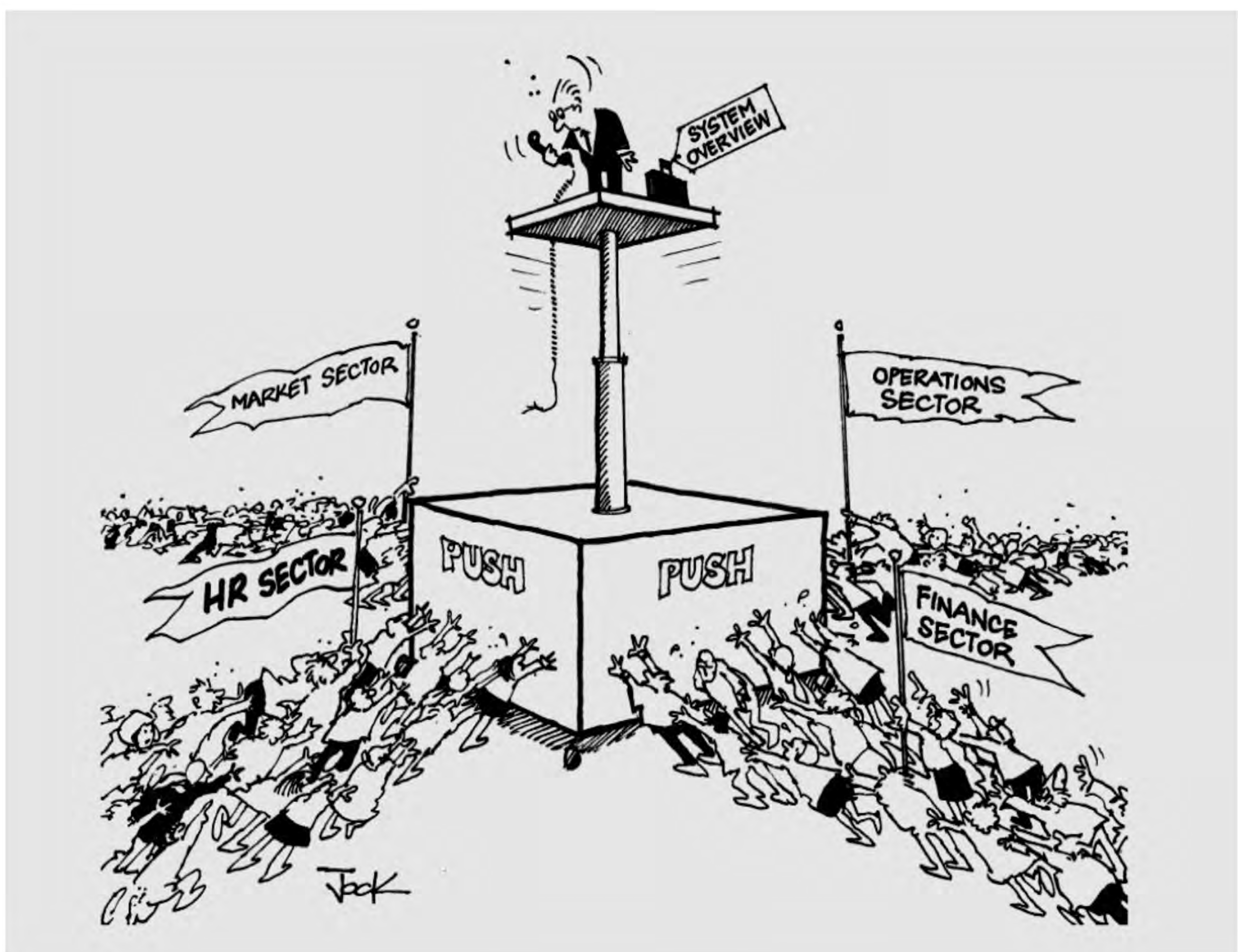


Image: <https://www.maani.co.nz/systems-thinking.html>



Meadows, D. H. (2008). In D. Wright (Ed.), *Thinking in systems*. Sustainability Institute. <https://wtf.tw/ref/meadows.pdf>

Misdiagnosed, misunderstood and missing out: the story of Lynch syndrome

A/Prof. S. O'Neill, Dr. E. Raets, S. Morris, T. Rice and B. Fairbank

The project

A world-first global survey of families living with Lynch syndrome (an inherited mis-match repair gene mutation that can predispose carriers to 14 types of cancers).

The survey aimed to better understand Lynch syndrome families' needs and experiences. 54% of the 461 responding families were from Australia and over 80% of respondents were female.

- 50 survey questions covered: experience of Lynch syndrome diagnosis; cancer risk management; cancer history and treatment; family cancer history; navigating the health system, access to employment and insurance, and psycho-social impact of living with Lynch syndrome on families' finances and well-being.

Funded by:



Key findings (Australian respondents)

Most respondents were concerned at the lack of reliable information from health professionals and many reported needing to "push" or advocate for themselves in order to receive appropriate treatment

- 41% said GPs were not useful; failing to take or use prior family cancer history to identify families at risk, were unable to provide helpful information or support, were disinterested, or provided inconsistent or outdated advice about risk, testing, surveillance screening and treatment options.

"GP didn't have a clue and sent me in circles, I ended up having to tell him how to do his job... and pay him for it"

"Fortunately I had done my homework and asked him to read the pathology reports from other family members again, he did and grudgingly progressed my request for genetic testing"

"My GP had no idea what Lynch Syndrome was & was very reluctant to refer me for testing ... I've also had to explain what Lynch is to most other medical practitioners I've had to deal with".

- 44% first heard about LS following their own cancer diagnosis; 5.6% from a GP, 3% after doing their own research and 47% from other family members.

Many were diagnosed with a first cancer at an early age and many had experienced multiple cancers.

- A third of respondents had their first cancer before age 40, and 26% reported a family member under 30 years at diagnosis. 8% of respondents reported a first cancer diagnosis under the age of 20 years. 63% have opted for preventative surgery.
- 77.6% had experienced two or more primary cancers. 49% had 3 or more cancers, with most of these (94%) being different types of cancer. One in five respondents had experienced at least 4 separate cancer diagnoses.

Despite the complexity of annual surveillance with multiple specialists, most reported little support or assistance

- 43% had no support to co-ordinate or manage their surveillance. 29% were supported by GPs, 15% by an oncologist or specialist, and the remaining 13% by other specialists or family members.

You need one person to co-ordinate the testing and I don't believe it should be the local GP if they have no idea about it. There are too many doctors and specialists involved - should be one person to oversee the whole process and arrange appropriate surgeries and tests. (Not necessarily the patient - that is ok when [everyone is] healthy but when [self or family member is] battling with cancer it is too much).

- 24% reported extensive delays in testing, cancer screening or waiting for surgery. Of these 50.7% had delayed surveillance for work or personal commitments, 17% for financial reasons and 12% because there was no local access to a suitable health professional. Some reported going private because of public hospital waiting times.

Respondents experienced financial burdens from both annual surveillance and cancer treatments.

- 73% regularly paid annual out-of pocket medical gap costs for surveillance with 52% paying more than \$500 per year and 20% paying between \$2,000 - \$5,000 per year.
- 29% reported to pay more than \$10,000 in gap fees for treatment relating to a single cancer diagnosis, while 6% paid more than \$15,000. Rural and regional respondents noted additional travel and accommodation costs. Given many respondents had multiple cancer diagnoses, the financial burden over a lifetime can be significant.

Respondents raised concerns after facing discrimination in employment and/or life and travel insurance

- Some even refused testing due to concerns that a confirmed diagnosis would impact future access to employment or insurance. This meant they did not have confirmation of the specific MMR gene affected and so could not assess their individual risk.

What is Lynch syndrome?
(Scan the QR code below)

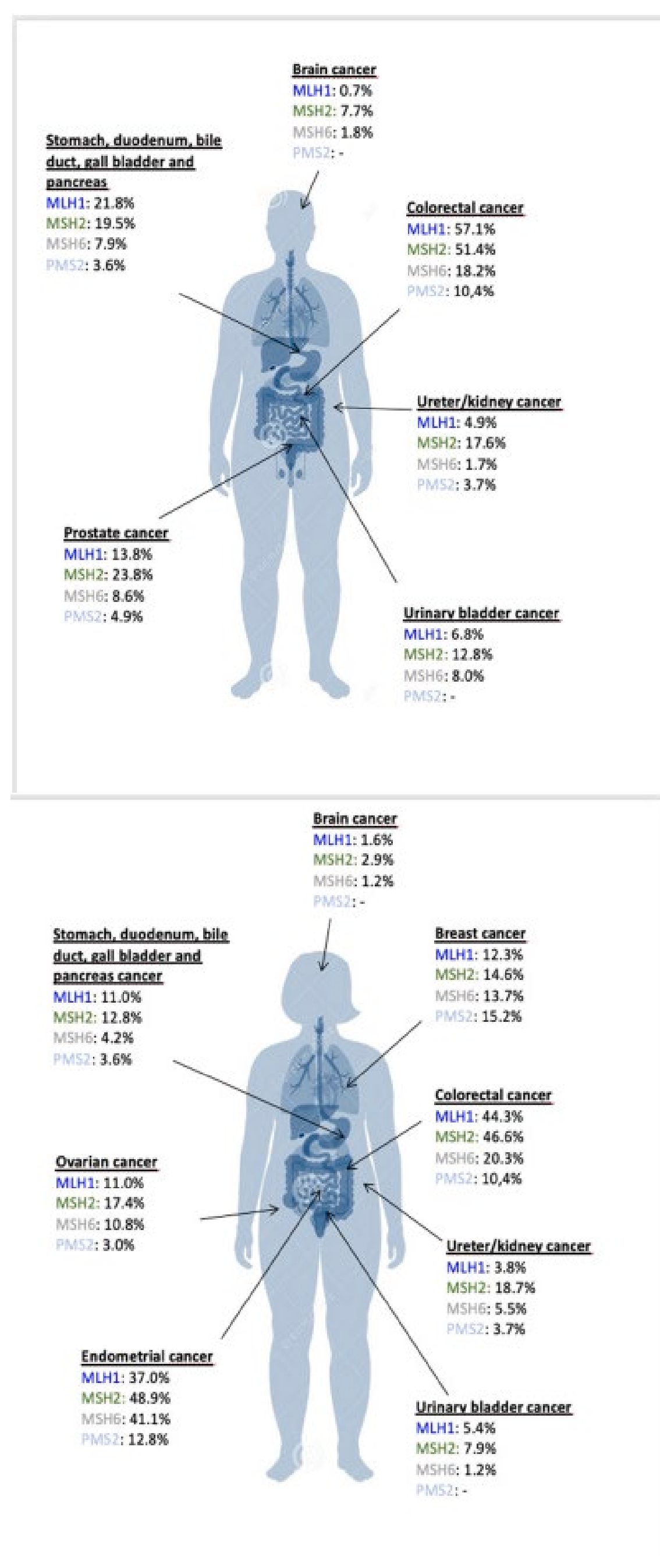


Image source: Llach, Pellise, Monahan (2022)
<https://doi.org/10.1016/j.bpg.2022.101790>

Project output

Research report launch at the **Garvan Institute** and summary findings presented at Clinical Oncology Society of Australia (**COSA's**) annual scientific meeting, Lynch Syndrome Australia conference and the ABC Health Report.



Misdiagnosed, Misunderstood and missing out: Lynch syndrome's untold health story



Measuring mentally healthy work

S.O'Neill, M. Glennie, C. Caponecchia, D. Blackman, V. McDermott,
J. Rooney, V. Huron, J. Farmer

Funded by: **National Workplace Initiative,
National Mental Health Commission**

Mentally healthy work is both
a legislative duty and an
enabler of high performance

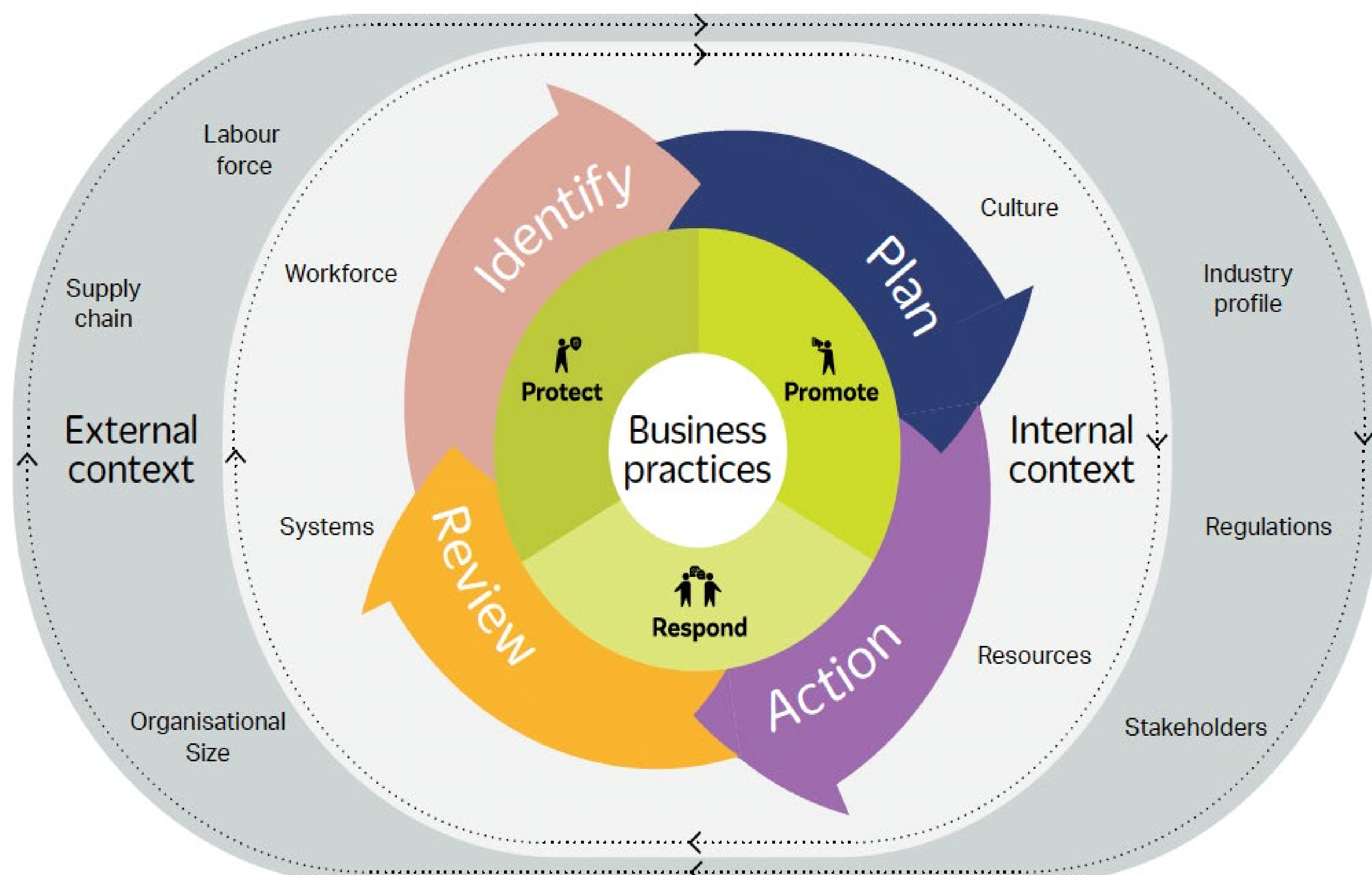
- How can organisations identify whether current practices support mental health and which aspects of work create stress, conflict or psychological harm?
- What data supports this process?

The project

We developed and user tested two practical, evidence-based guides on measuring to ensure mentally healthy work.

- One tailored to medium to large organisations
- One tailored to small business and sole traders

The guides include numerous measures, with explanations as to what each reveals and what type of questions it can help answer or monitoring



Principles of good measurement

- Identify information gaps and needs
- Be alert to unwanted consequences
- Consider ethics, privacy and confidentiality
- Collect relevant, reliable and valid data
- Analyse data carefully and objectively
- Identify target measures and indicators
- Report clearly consistently and tailor to audience

Benefits of good data

- Continually improve your systems and practices.
- Make more informed and effective decisions.
- Identify problem areas early and build a case for change.
- Maintain accountability within the organisation and to stakeholders.
- Meet your legal obligation to systematically manage risk.

Find out more:

Contact: Assoc. Prof. Sharron O'Neill
sharron.oneill@unsw.edu.au

What does our context mean for a mentally healthy workplace?

Data helps us understand the internal and external risk factors that influence mentally healthy workplaces and the financial, human and organisational resources available to help manage those risks and deliver mentally healthy workplaces.

Measures and indicators to help understand:



Mentally healthy workplaces:
a measurement guide for
medium to large organisations



Mentally healthy workplaces:
a measurement guide for sole traders and small
businesses

Measures for informing safe, healthy and productive work

Associate Professor Sharron O'Neill

WORK HEALTH AND SAFETY (WHS) PERFORMANCE DATA INFORMS THE BUSINESS DECISIONS OF MANAGERS AND OTHER STAKEHOLDERS

Yet WHS reports tend to focus on performance measures that are inappropriate for informing due diligence and many other WHS-related management decisions

This research developed a guide to help business leaders obtain the relevant, reliable and valid information they need to exercise WHS due diligence. It outlines evidence that can help leaders answer four essential questions.

1. What WHS hazards and risks does this business expose workers to?
2. What is the business doing to ensure workers' health and safety?
3. How successful is it in preventing injury/illness to people at work?
4. What is the impact of WHS on business performance?

Funded by:
SafeWork NSW



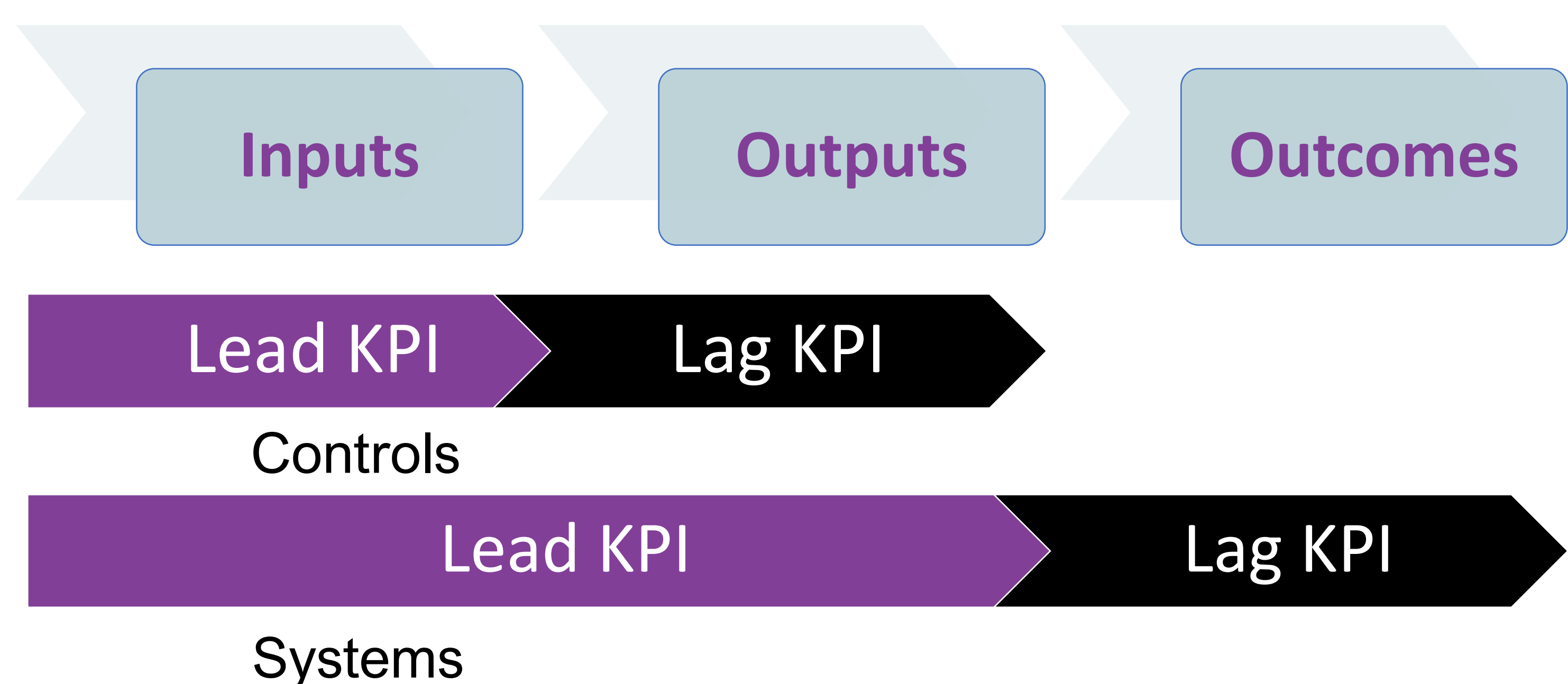
MEASURING AND REPORTING WHS INFORMATION



Considerations for preparing useful reports for business leaders:

- **Reduce "noise"** by consulting users to identify the questions, concerns and knowledge gaps that need addressing.
- **Add value** by reporting high quality data and providing an executive summary to highlight important changes and challenges. Ensure users can access more detail as needed.
- **Provide context** as appropriate and ensure valid analysis of KPIs / performance.
- **Present consistently**, where appropriate, to ensure data is comparable and easily interpreted.
- **Aggregate cautiously** to ensure important results and nuance are not hidden, obscured or overlooked in larger data sets
- **Consider graphics** for communicating important information clearly and concisely
- **Seek feedback** from users to enable continuous improvement.

Thinking about WHS performance measures



Examples of WHS outcome measures

Frequency measures:

How many people were damaged?

Recordable injuries
Near miss
High potential injuries

Fatality

Permanent disability
(total or partial disability)
Long term impairment
(>6 mths to recovery)
Moderate impairment
(>2 wks but < 6mths to full recovery)
Short impairment
(<2 wks to recovery)
No impairment

Severity measures:

How badly were they damaged?

Fatalities
Disabling injury or illness
Temporary injury or illness

Find out more:

Contact: Assoc. Prof. Sharron O'Neill
sharron.oneill@unsw.edu.au or
<https://research.unsw.edu.au/people/associate-professor-sharron-oneill>



or scan the QR code to access the Safe Work NSW Report.

Examples of lead and lag indicators for WHS Controls could include:

| INCIDENT INVESTIGATIONS | MAINTENANCE SCHEDULE | APPROPRIATE ROSTERS | RISK REGISTER | PROCUREMENT POLICY | OFFICER TRAINING |
|--|---|---|--|--|---|
| LEAD: # investigations completed to schedule | LEAD: % major equipment assets covered by maintenance schedule | LEAD: % roles assessed for minimum (safe) staffing levels | LEAD: % risk register reviewed and updated (to schedule) | LEAD: % CAPEX appraisals reviewed for potential WHS issues | LEAD: % exec. meetings not including WHS briefings & industry updates |
| LAG: % completions with level 1 HOC (Eliminate hazard) actions implemented | LAG: # or % assets with planned maintenance overdue or deferred | LAG: # double shifts worked, or % shifts operating below minimum levels | LAG: # hazards identified in incident reports that were not on the risk register | LAG: % purchases involved in WHS incidents or requiring modification | LAG: % executives engaging in relevant discussion in the meetings |

Regulating work health and safety for heavy vehicle transport drivers

Assoc. Prof. S. O'Neill, Prof. L. Thornthwaite (Macq.Uni) and Dr. S. Holley

Overview

This project examined the role of six contemporary modes of work health and safety (WHS) regulation in the management of critical injury risk in the Australian road freight transport (RFT) industry. The study reviewed academic literature on WHS risks, forms of regulation and WHS risk management and was further informed by detailed survey of the WHS perceptions and experiences of 559 heavy vehicle road transport (truck) drivers in Australia.

Funded by:

TEACHO LTD
Transport Education Audit Compliance Health Organisation



Findings

The study identified a complex web of WHS risk factors for RFT drivers (see Figure 1) and an intricate mix of regulatory levers and WHS risk management approaches. Yet the RFT industry remains one of Australia's most dangerous workplaces. The results revealed,

- RFT drivers underestimate the injury potential associated with various WHS risk factors.
- Training is a dominant risk management tool, yet there are important gaps and overlaps in content and access is limited for critical cohorts of drivers, particularly casuals and contractors.
- Drivers are aware of, and many have experience of, unsafe work practices although many are reluctant to resist or report due to concerns about job security and bullying and harassment.
- Existing models of regulation and enforcement are complex and overlapping and present an overwhelming regulatory burden for truck drivers, and drivers bear the brunt of sanctions due to the difficulty of enforcing more complex regulation on participants higher up the heavy vehicle 'chain of responsibility'.

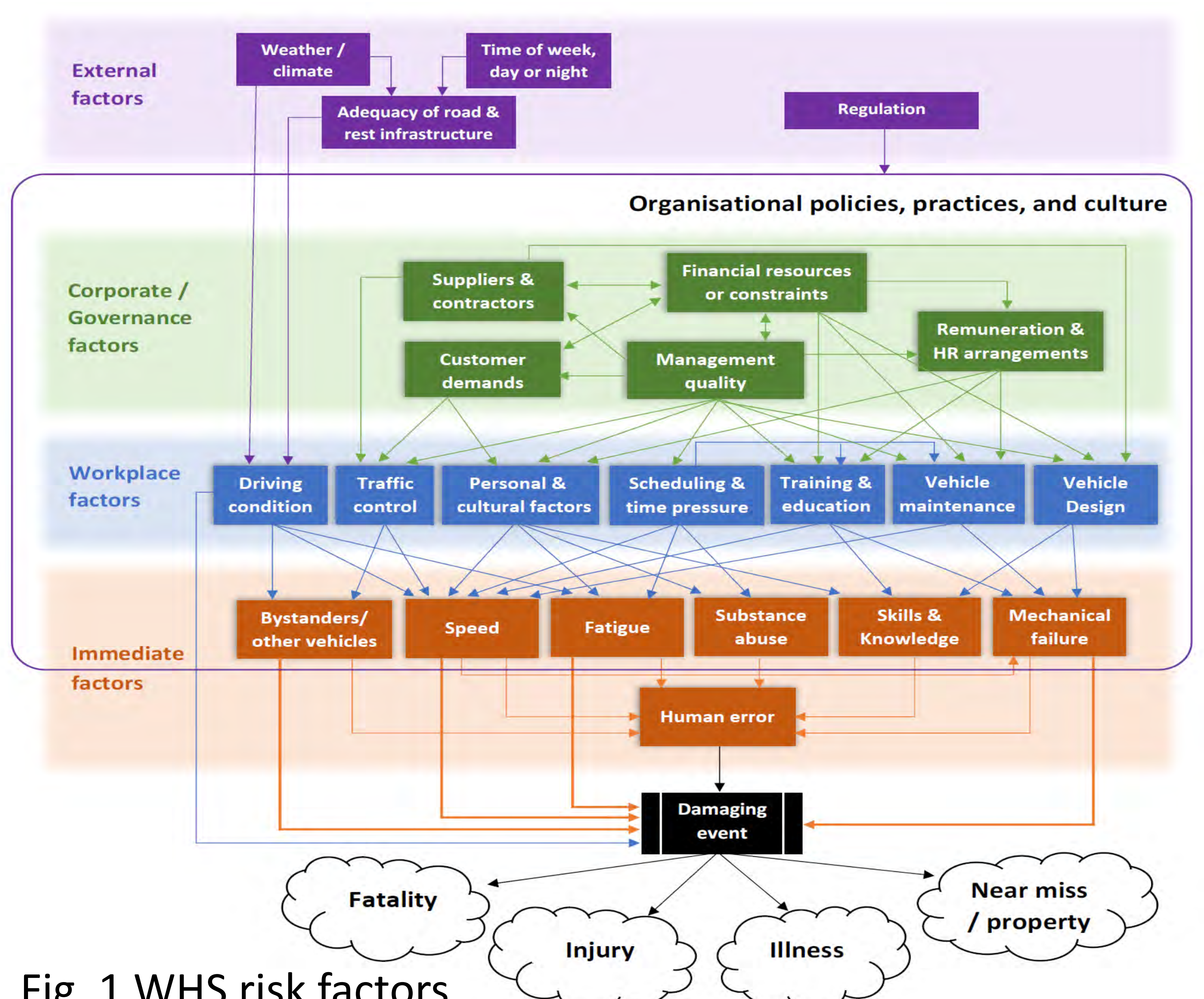


Fig. 1 WHS risk factors

Further information

To access the TEACHO research reports, please use QR code below.



Executive peer-to-peer networks: building leaders' intellectual (safety) capital

Assoc. Prof. S. O'Neill, Dr. P. Miller, Assoc. Prof. J. Rooney & Ms. S. Cao



Funded by:

 **SafetyWorks**
& AusIndustry (Aust. Gov.)

Overview

This commissioned research project examined the evidence base in relation to the role, operation and feasibility of executive peer-to-peer (PTP) networks.

Aims:

- to provide a review and synthesis of academic literature on executive peer-to-peer (EPTP) networks and their role in helping business leaders develop intellectual (safety) capital and safety leadership capability.
- To highlight factors that enable effective PTP / EPTP networks and outlining the practical benefits, challenges and misconceptions of PTP networks vis-a-vis other types of learning collaborations
- To explore and outline alternative operating and funding models for a National executive PTP network.

Method

- Academic & grey literature review
- Key informant interviews, focus groups and surveys
- Feedback workshops



Results

- Commissioned research report provided to **SafetyWorks Pty Ltd.**
- This in-confidence report provided an evidence base to help inform the establishment by SafetyWorks of the **Executive Safety Exchange (ESE)**



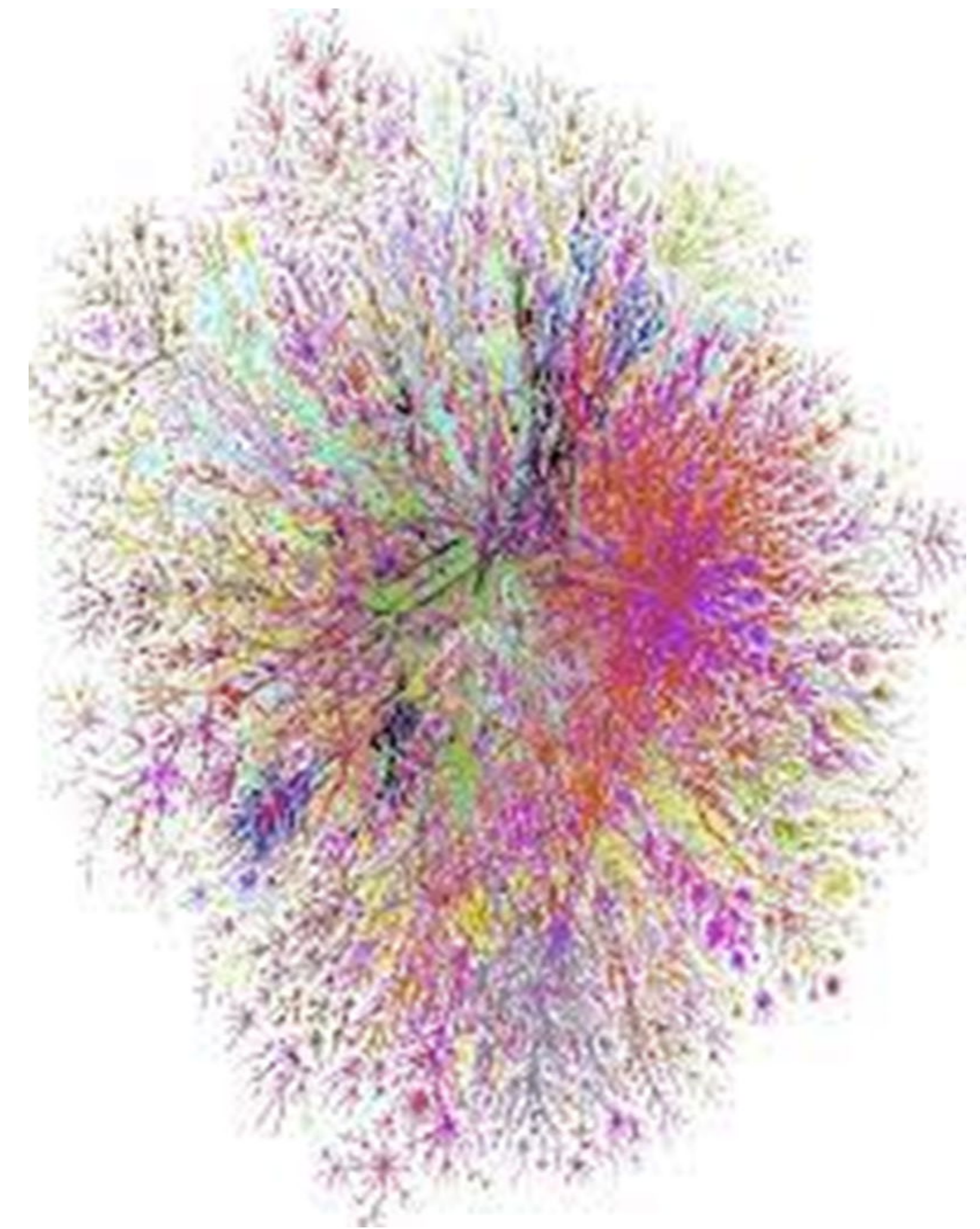
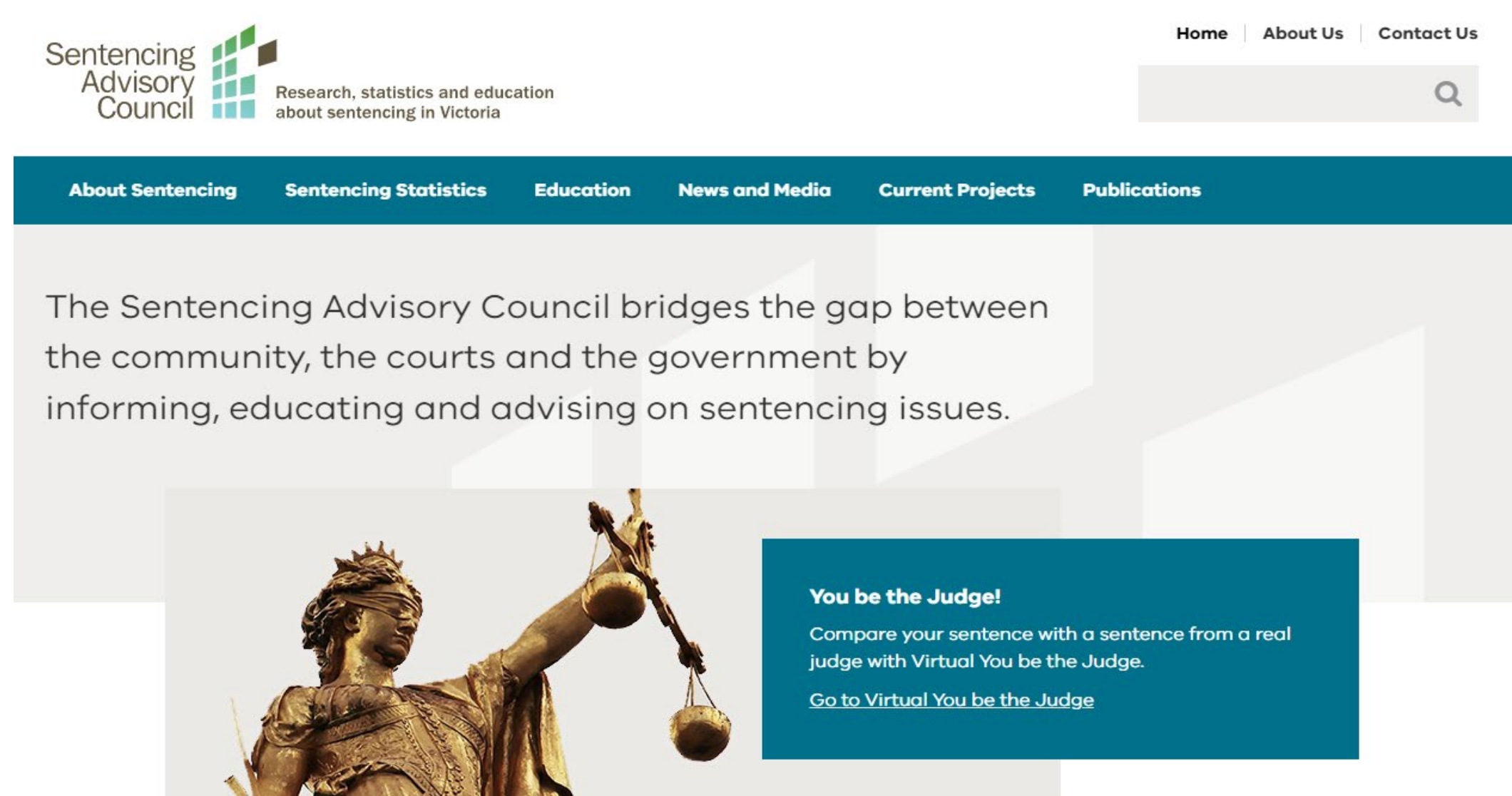
Demonstrating hidden value in complex public service systems

Deborah Blackman, Sophie Yates, Jeremiah Brown

Abstract

There is a recognised need across Australian public services to demonstrate value, but often this is challenging when the nature of the work means that clear outputs and outcomes cannot be attributed to people or teams. This research investigates the sources of, creation of, and challenges in determining hidden value in public service systems. We seek to map the purpose, components, relationships and current behaviours of hidden value systems, to establish where, and how, systems-level change is developed. We aim to develop a view of the system that encompasses the complex elements as they work together, but also think about new, potentially emergent ideas of what value is, how it is created, and how it is made visible.

Funded by: ATO and School of Business, UNSW Canberra



Method

- Linked case studies with different organisations
 - Business Partnering function at the Australian Taxation Office (18 interviews)
 - Victorian Sentencing Advisory Council (19 interviews)
- Identify similarities and differences in challenges with measuring and demonstrating hidden value
- Apply systems thinking lens to findings



Findings

- Stakeholders in both cases agreed the organisations provided significant value that was difficult to demonstrate using current methods (e.g. “produce 6 reports per year”)
- Hidden value was created by methods that were both interdependent and hard to measure, including:
 - Influencing the way decisions are made
 - Facilitating reflective practice among stakeholders
 - Providing an evidence-informed basis for stakeholders’ work
- Hidden value was facilitated by fostering a consistent ‘brand’, based on resources such as:
 - Trust
 - Independence
 - Good relationships

Conclusions

Better understanding of value creation and recognising sources within their context increases organisational capacity to shape systems and influence stakeholders.

- Identifying their role in system intervention offers organisations or teams opportunities to measure movement earlier and differently (i.e. when are they invited to be part of decisions or how are they integrated into wider networks?)
- Identifying hidden value helps identify where to leverage the system in terms of shaping new system rules, structures of knowledge flows, paradigm shifts, and helping others helping reframe goals
- Looking for hidden value shifts mindsets away from trying to measure and control value, and helps work towards shaping and influencing others in the system to achieve overall system purpose



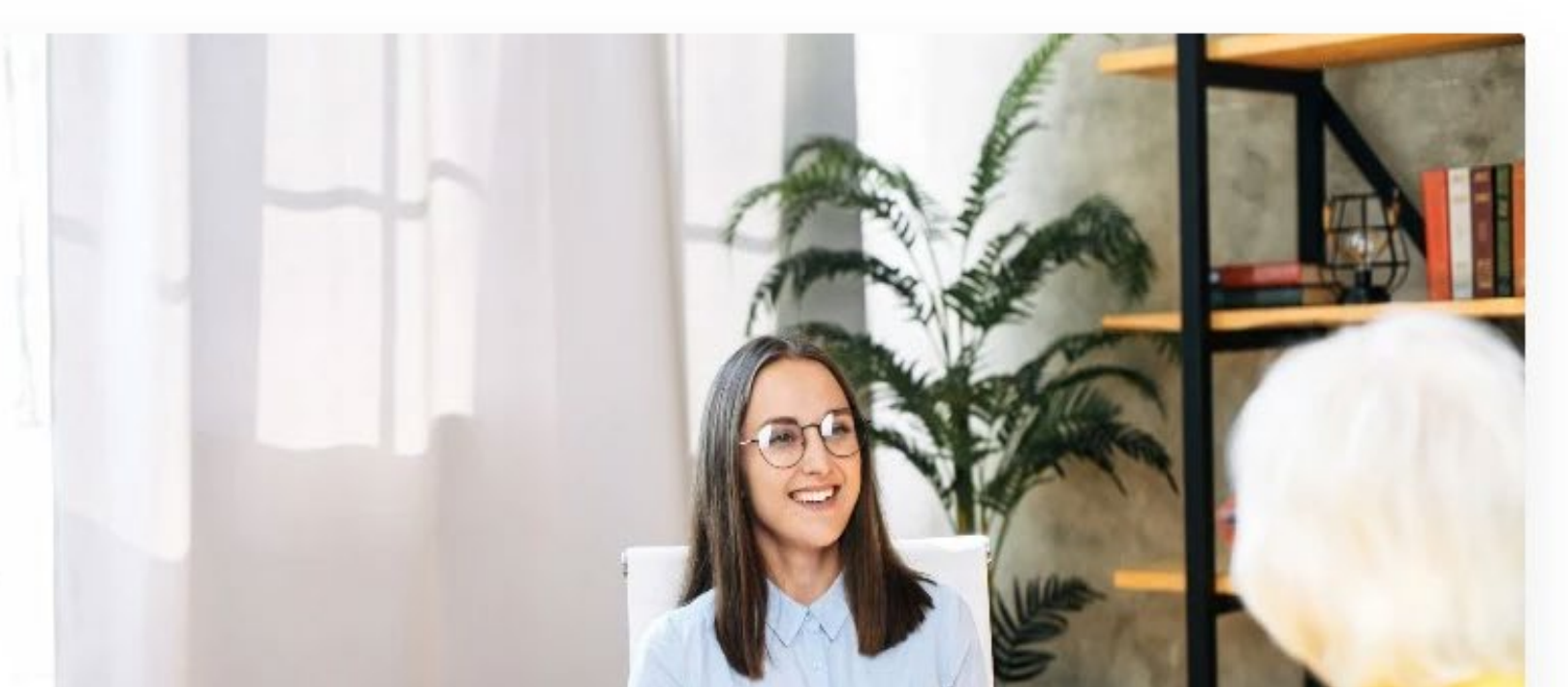
By Deborah Blackman and Sophie Yates
Wednesday September 8, 2021



Text size:
A A A

HOME CAREER ADVICE

Demonstrating hidden value in a complex public service system: Consider the HR business partner



For more information:

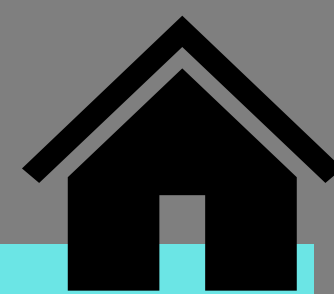
<https://www.unsw.adfa.edu.au/our-research/our-projects/demonstrating-value-in-a-sphere-of-influence>

Aim



Investigate the unintended consequences of HR policies on employee wellbeing

Context



Australian Public Service – a division within a large department

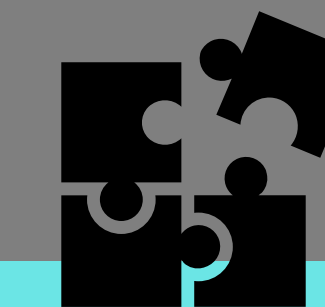
Method



- Job-Demands and Resources theoretical lens
- Qualitative data: Administrative data - 62 policy documents

Primary data - individual and group interviews in five locations across Australia

Findings



Cross-level (organisation, team, individual) interactions between job demands and resources have implications for wellbeing.

Demands are stressors that reduce wellbeing; resources are supports that enable wellbeing and buffer against stressors.

Three HR policies emerged as having negative implications on employee wellbeing, specifically for **middle managers**:

Policy on flexible work arrangements

*Organisational level policy that is a resource for **individual** employees but a demand for middle managers as they need to ensure **team** goals are achieved while balancing multiple individual flexible work arrangements*

Policy enabling to work from different states and territories

*Organisational level policy that is a resource for **individual** employees but creates demands for managers when **teams** are geographically dispersed*

Policy on Average Staffing Levels

*Organisational level policy aimed at achieving efficiencies, imposing **individual and team** level demands for middle managers when managing work-deliverables and teams*

Key takeaways



- Organisations could improve and sustain wellbeing **by adopting a multi-level approach** and by **integrating wellbeing as an overarching goal** into all HR policies.

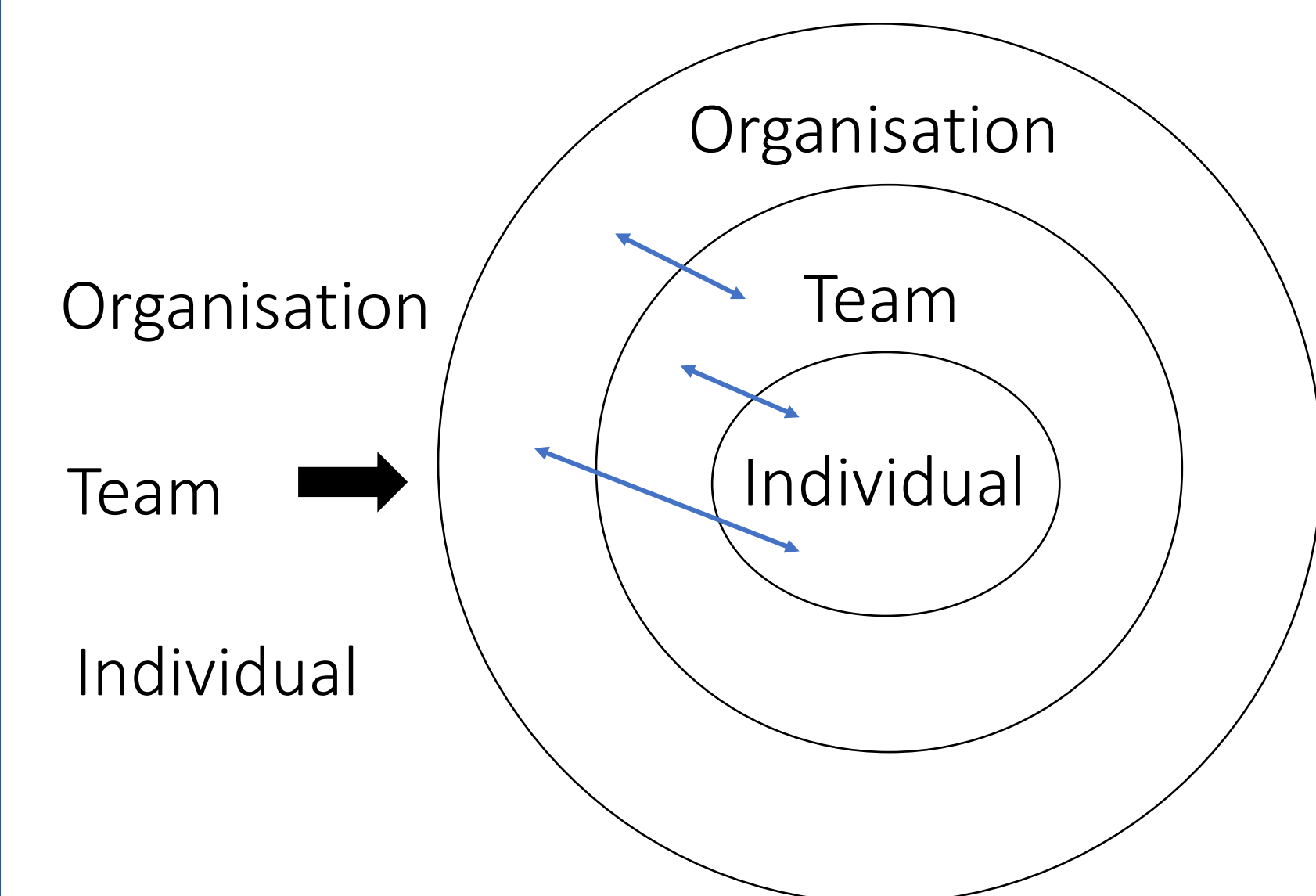


Figure: The organisation, team and individual as interwoven levels

- Provide **middle managers** with **more individual-level resources** to enable them to manage demands, which could improve wellbeing at all three levels.

Conclusion



Adopting a multi-level approach to HR policy design and wellbeing is useful to recognise the inter-related and inter-dependent nature of organisational, team and individual levels in which job demands and resources exist.

