



Weasel Words Archives – Government quotes

'And so we have the event's twin, touchy-feely, mottos: 'Committed to Improving the State of the World' and 'Shaping the Post-Crisis World'. Weasel words, surely, from those who brought us the crisis in the first place.' ['Last dance in Davos: As Britain faces financial meltdown, the fat cats behind the crisis are toasting each other with £1,000 bottles of wine.'](#) Richard Pendlebury, 29 January 2009, Daily Mail.

""The conditions are right for a fairly major type fire event," [CFA duty officer Gregg Paterson said.](#) Thanks to [Courtenay Rule who says: ' Why fire event, let alone a fairly major type one? Why not simply say something intelligible, like "With these conditions, there could be serious bushfires"??](#)

'The city has just introduced an in-house sweeping service and is seeking someone with a current HR drivers licence who is experienced in sweeping services, including gully education.' [The Times \(Joondalup WA\) 23 December 2008.](#) Thanks to [David Frankland.](#)

'This means that our valued connections with authors and key talent will continue into the future...We expect that many of our key books personnel will move across to HarperCollins. ABC Commercial will also retain a very small team to facilitate editorial oversight and the collaboration between ABC Commercial, HarperCollins and our valued authors and key talent'. [Valued National Broadcaster Makes Key Announcement \(about new partnership 'with an Australian-based publisher' - HarperCollins\)](#)

Achieving global commitment to emissions reductions of this order appears unlikely in the next commitment period.' [Commonwealth Government Emissions Trading White Paper](#)

Parking:

Turning right into the carpark is prohibited due to the high risk assessment outcomes. From a [Worksafe \(Victoria\) information sheet about "accessing the Training Centre at the Preston Office"](#). Thanks to [Jean-Jacques.](#)

'If you want to understand Sharon Shoesmith, the head of social services in Haringey, consider carefully the title of a talk she is due to deliver next year at a conference in Japan: "Breaking Down Silos: Inspiring Ownership and Sharing Responsibilities for Measuring Impacts and Outcomes Across Partnerships". No sensible person could possibly have any confidence in someone capable of delivering such a lecture.' [Richard Ingrams's Week: Why say what you mean when you can use jargon.](#) [The Independent 22 Nov 08.](#)

THE VISION OF CAIRNS LIBRARIES is to be a sustainable world class Library Service, recognised as an innovative, professional and powerful contributor to the quality of life and lifelong learning of the region, and a successful, effective and viable Business Branch of Cairns Regional Council aligned to the principles of Business Excellence.

'Everyone's working to build a synergy downtown, and we're going to need more parking.' [Jeff Weninger, Chandler City Council.](#) [Arizona Central](#)



'Hi everyone,

My concern at this point in time is about the process rather than the alignment of risk manifestation to broader risk categories - logic or otherwise noting I too share concerns about the logic of some of the recent 'grouping' decisions of specific manifestations to broader risks. Notwithstanding, the grouping principle is sound in my view providing the broader risk categories are well constructed (from a logical and hierarchical perspective) and clearly articulate the risks to our objectives.

I also share concerns about not quantifying the manifestation of the risk itself through a separate risk assessment process and just showing it's impact to the existing broader risk in existing documents. It's too veiled and veneer in approach and more importantly, does not lend itself to measuring the compliance effectiveness of strategies targeting manifestations.

Logic dictates if we are adding a manifestation then there is a reason for it - normally made transparent through a risk assessment process that identifies threats, impact areas, and control mechanisms that are in place to enable us to measure likelihood and consequences. In this regard the risk assessment is a natural precursor to the processes I mentioned below and not intended to bypass the risk assessment process altogether. Note the process below is specifically aimed at updating and presenting high level documents for both information and endorsement which doesn't necessarily preclude a specific risk assessment per se. Admittedly, it may give that impression.' [An email from someone at the Australian Taxation Office. Subject: Treatment strategies for manifestations of category risks. Thanks Geoff.](#)

[Integrating Sustainability in Local Government Symposium](#)

If you are going to invest in a professional learning and networking event this year, this is the one!

'Through interactive facilitated sessions this Symposium will clarify the key challenges and implications for sustainable development in 2008.

The Learning Journey

At the very core of the learning design that underpins the program is the acknowledgement and belief that the Symposium will bring a group of capable, knowledgeable, experienced and passionate leaders and practitioners from Local Government across NSW. It utilises adult learning principles and positions delegates as active participants there to share, experience and reflect - not just to learn.

Initially, keynotes by thought leaders will set the problem context for the day and this will then be questioned and further clarified by high level panellists. A facilitator will draw questions from the delegates and build a discussion around key themes.

Delegates will then engage with each other through deliberative dialogues using a World Café structure to explore the implications and priorities for Councils given the challenges outlined in the prior session. Through table facilitators, the deliberative dialogues will generate a series of outputs that document the key priorities and directions for integrating sustainability.



The Project Marketplace is an opportunity to continue conversations that have emerged through the Symposium and to spark up new ones.

Delegates will be able to select a concurrent skills workshop that explores specific tools and processes for integrated sustainability. Delegates will be engaged in small group workshops to consider how each tool will support and potentially expand their capacity to develop and [sic] integrated approach. [NSW Department of Environment and Climate Change. Thanks to David who says ' at least someone has the sense of humor to run it at Luna Park.'](#)

'Due to the representative nature of the Implementation Joint Steering Committee it should have a lead role in managing communications within local government going forward. This includes defining the allocation of communication responsibilities between parties. Given the importance of ensuring communications are consistent, accurate and tailored to the audience, an Implementation Communication and Education Strategy (July 2008 to January 2009) has been drafted that clearly articulates the Action Plan during this period.' [Water and Sewerage Reform State and Local Government Joint Implementation Steering Committee, Meeting No 1, Agenda Item 5. Tasmanian Government Tenders.](#)

'add nuts and bolts on the options that people can embrace going forwards.' [Hal Jacob heard this on Radio West's "Rural Focus" programme.](#)

'Members of the Project Steering Committee of the Confidence Building Stakeholder Involvement-Nile Basin Initiative ... discussed in detail issues including the Mid-Year January-June 2008 Progress Report to the challenges involved in setting up the Institutional Strengthening Project (ISP) and the urgent need in finalizing the CBSI Communication Strategy.' [Nile Basin Initiative, Shared Vision Program.](#)

'Stakeholder UpDate Two, August 2008. Our Vision is to improve the quality of life of all in Central Bedfordshire, and enhance the unique character of our communities and our environment. Moving forward! ... We are now able to create a Strategic Plan based upon the agreed Vision, Values and Priorities. [Central Bedfordshire Council UK.](#)

'The new catalogue is part of an enhanced platform to access the Library's unrivalled digital resources in this collection. With this robust platform, we will be able to increase the rate of digitisation of material and records...' [State Library of New South Wales](#)

'Establish Bendigo as a world class Innovative and Thinking city.' [Job advertisement for Executive Officer for Bendigo Business Council.](#)

Department of Culture and the Arts, Western Australia

'The aim of the Umbrella Policy is to define the key goals and objectives that drive the arts and cultural development activity of the Directorate ... Positioning of the Umbrella Policy Framework (vision, outcomes etc. in a flow chart) [Thanks to anonymous who suggests how to position the umbrella:](#)

'Deploy the umbrella. Holding the handle securely lift the umbrella above your head. Position in order to form a shield between yourself and rain. Please note



[that umbrellas should be used as a temporary shelter only from inclement weather.'](#)

'Please see attached Memo about a standardisation program for the Western Pathology Cluster. I am sending this out to signal a key strategic intent and to initiate the process, but the outcomes will depend on the hard work that is to follow, the leadership of those who will drive the process and all those who engage in journey (sic).' [Memo sent from the NSW Health Western Pathology cluster. Thanks to anonymous and sympathy for having to read this rubbish](#)

10 - Remain accountable to ultimate beneficiaries ... Where governance is unsatisfactory it is even more important to anchor development firmly in stakeholder participation and to maintain pressure points for an inclusive accountability system. [From '10 Default Principles for Capacity Development', a PNG document. Thanks to Peter Laing.](#)

At the end of the day, I guess, over the years, and it's a question of the capacity of the network previously, we've tried to look after the interests of our customers generally, both governments and the train operators of the day, have added more express running to the network, added more services where there was capacity, to the extent now that, really, to enable us to go on into the future and for the enabling projects that will give us more capacity short of the major investments to occur, we have to take some hard decisions.'

[Connex CEO Bruce Hughes talking about improvements to the Melbourne metropolitan rail timetable. Premier of Victoria website, April 2008](#)

'Ideas that were sharp as crystal were reduced to verbal mush: calls to lift teachers' pay, for example, became "focus on the connections between quality teaching and productivity".'

[Tim Colebatch from The Age reporting on the 2020 summit in Canberra.](#)

'High Performance Living is about understanding all your own triggers, and knowing which button to press at what time to optimise personal performance. Learn more about this process that scientifically increases performance by removing performance inhibitors and creating specific individual solutions. These solutions are then implemented to enhance performance on individual, management and organisational levels, as well as at home.'

[From a local government email which lists training programs for staff, circulated by the Human Resources team.](#)

'The implementation plan provides detailed strategies to improve opportunities for the Tasmanian Vegetable Industry. To ensure implementation of the strategy, and at the request of the Tasmanian Farmers and Graziers Association, I have appointed a new implementation committee. It will drive the implementation of the proposed strategies.'

[David Llewellyn, Tasmanian Primary Industries Minister \(thanks Sadie\).](#)

'Your comments have been noted and will be included in the Plan of Management Process.'

[Pittwater Council's reply to Alison's 88 page submission to the Council's 'Ocean Beaches Plan of Management: Avalon Beach'.](#)



'SOURCING-BUILDING TALENT PIPELINES AND SUPPLY CHAINS' - A PEOPLE STRATEGY PROJECT

'... the department has embarked on a number of key projects that collectively are aimed at tackling these issues. More specifically, one of the projects relates to assessing and subsequently implementing several candidate sourcing strategies. The project is referred to as 'Sourcing - Building talent pipelines and supply chains' and the first phase involves the engagement of an external provider who will assist the department in researching and identifying best practice sourcing strategies that are appropriate and adaptable for the Department of Human Services. The department recognises the need to be more proactive, innovative and less administrative in the way it attracts recruits and retains employees across all levels and role types.' [An email to government employees. Thanks to anonymous.](#)

'You have to realise, you are a third tier stakeholder.' [Translation: your opinion doesn't count.](#)

'A council representative is on scene and we've called for a structural engineer to expertise as to what may happen to this building.' [Superintendent Craig Brierley, from the Fire Brigade, on cracks in a building next to the construction site for the new Surry Hills Community Centre. ABC News. Thanks to Peter M who comments: 'And presumably when he/she's done expertising, someone will commence expeditioning a solution to the issue.'](#)

'... learning-based change for environmental sustainability [which] is the development of knowledge, skills, values, attitudes and aspirations leading to changed behaviour in support of environment sustainability.' [The Learning to Live Sustainability of the State Government of Victoria.](#)

'The [government agency] auspiced the development of the Statement of Strategic Intent which outlines the strategic directions for [the agency] for the period 2006-09 and which has informed the development of the Business Plan.' [Thanks to Lee Corbett](#)

'The reason we're doing this is to enable us to have time to try to source where this cryptosporidium came from to ensure that this is an event, rather than something which might be ongoing.' [NSW Water Minister, Phil Koperberg, following the detection of low levels of a diarrhoea-causing parasite in Sydney's catchment, as reported on ABC Online. Thanks to John who came up with a job description for a Cryptosporidium Event Manager:](#)

'The successful candidate will be able to demonstrate a customer oriented approach, combined with outstanding communication skills and a desire to achieve enhanced outcomes in relation to the management of water borne parasitic control issues.'

[Sydney Declaration: weasels with words](#)
[Compiled by Antoun Issa from Crikey:](#)
[Antoun has compare the Declaration before and after APEC.](#)

Before: Agree to implement national policies and measures consistent with improved energy efficiency.

After: Encourage all APEC economies to set individual goals and action plans for improving energy efficiency.



Before: Endorse the Global Initiative on Forests and Climate.

After: Welcome the Global Initiative on Forests and Climate.

Deleted: Agree on the importance of sustainable forest management, stopping illegal logging and the benefit of forests as carbon reservoirs. [Thanks to Kim.](#)

'You might think there are no similarities between the Mohamed Haneef saga and Lewis Carroll's nonsensical poem Jabberwocky. But there are. Both are spectacularly absurd.

Jabberwocky, written as part of *Through the Looking-Glass and What Alice Found There*, is seven rhyming verses of glorious nonsense, made up of meaningless words stitched together to create a poem that tells the tale of the slaying of the Jabberwock. Bizarre as it may seem, Immigration Minister Kevin Andrews, in trying to nail Haneef, has tried to slay his own Jabberwock.'

['Andrews goes galumphing off after prey'](#) by Sushi Das, *The Age*

'This session will focus on how companies have optimized their procurement processes to build better partnerships with internal customers. We will examine methodologies to:

- Align sourcing strategy and business priorities
- Target early procurement involvement
- Remove roadblocks to business unit participation in leveraged spend agreements.'

[From the Good Procurement Guide Launch & Creating Value from Internal Business Alignment Workshop - run by the Government Reform Commission.](#)

'IBSA is embarking on a twofold project with XXXX Management which, in collaboration with CITT, will run in parallel with the current ICT02 Project and fall under the umbrella of the existing NPRG.' [Correspondence from IBSA to state training authorities.](#) [Thanks Jennifer.](#)

'Partnering for Profit: Creating Value from Internal Business Alignment
Recently, organizations have focused more intently on locking the next iteration of procurement value, beyond the "low-hanging" fruit. Best-in-class organizations are migrating towards a more strategic mindset by emphasizing deep partnerships with internal customers and suppliers.'

[From the Good Procurement Guide Launch & Creating Value from Internal Business Alignment Workshop - run by the Government Reform Commission. It was attached to an email addressed to:](#)

Dear Stakeholder Engagement Committee (SEC) Members. (The Commission Chair is Wayne Goss former Queensland Premier and current Chairman of Deloitte Australia). [Thanks to anonymous.](#)

'Living its charter to build capability and professionalism within the business community, IBSA actively engages in sharp-focused consultation with industry to gather market intelligence on trends and skill needs enabling it to develop training products for the vocational education and training (VET) sector designed to foster innovation in thinking and practice.' [IBSA \(Innovation and Business Skills Australia\)](#)

'The OPP is committed to the delivery of the following key business priorities:
Drive positive change and service delivery improvements within the Criminal Justice System



Develop with our people a culture of engagement, commitment and ongoing professional development in order to deliver quality outcomes...'
[Part of the job description for Principal Solicitor, Office of Public Prosecutions, Victorian Govt - thanks to Rachel.](#)

'The Levers of Change team will deliver strategies that enable a customer focused culture by addressing organisational issues identified in the culture survey results as requiring priority attention (to address gaps or pursue opportunities for excellence) and designing leadership development and support strategies.'
[Definition of a project within the 'Organisational Change Program'. Found on the Child Support Agency Intranet \(thanks to Anonymous\)](#)

'The result appears to be a fragmented and uncoordinated approach that would efficiently be implemented by the heterodyning of these areas' outputs through a strategic planning document.'

From a classified document - thanks to anonymous.

'Terrorist Death Penalty Enhancement Act'

[Proposed in the US House of Representatives by Rep. John Carter \(R. Texas\) to increase the number of felonies punishable by death.](#)

3.19 Disclaimer

3.19.1 The Commonwealth and ACMA will not be liable to any Tenderer on the basis

of any promissory estoppel, quantum meruit or other contractual, quasi contractual or restitutionary grounds whatsoever or in negligence as a consequence of any matter relating or incidental to a Tenderer's participation in this RFT process [...]

[From page 15 of ACMA tender REQUEST FOR TENDER IN RELATION TO THE PROVISION OF TENANCY CLEANING SERVICES TO SPECIFIED ACMA SITES - thanks to Tara](#)

'QR recognises that the effective management of the national rail asset is critical to provide an incentive for modal share consistent with optimised allocative efficiencies.'

[QR submission to the productivity commission. Thanks to Jim Devine who says 'This is like finding a dead rat while cleaning out the garage'](#)

'We've put in place more rigorous risk management processes and improved our internal compliance processes in a range of areas. We've also continued to make steps to improve the disclosure and stakeholder engagement regimes. And most importantly for me, we've filled most key roles and the new leadership team is shaping the business going forward.'

[Gordon Davis, AWB CEO on ABC 'World Today'. Thanks Rory Delaney](#)

'... for macro-economic purposes, it's probably reasonably safe to assume that we are already at full employment - or, at least, very close to the NAIRU: the non-accelerating inflation rate of unemployment.'

[Secretary to the Treasury - Melbourne Age - quoted by Ross Gittins. Thanks to Ben Wadham](#)

'It is important to recognize that NIMS implementation will not end in FY 2007. The NIMS is a dynamic system, and the doctrine as well as the implementation requirements will continue to evolve as our prevention, preparedness, response, and recovery capabilities improve and our homeland security landscape



changes. It is critical NIMS baseline training becomes an integral part of the organization's training program. Organizational changes as a result of new hires, promotions or mission changes amplify this training requirement. Additionally NIMS processes will still have to be exercised in future years.'

[FEMA, United States](#)

'I am confident that implementing this integrated, strategic management framework will ensure that ABC TV can continue to provide to our audiences a range of high quality, Australian content across all our platforms.'

[Kim Dalton, ABC Television \(thanks Sadie\)](#)

[What, we might ask, does such a framework \(or such platforms\) have to do with television shows?](#)

Her PowerPoint presentation didn't tell us much about reviving dying towns but did give us a glimpse inside the maw of environmental bureaucracy. Roiling within was such a frightful glug of acronyms, accords, grants, evaluations and jargon, that sustainability appeared to be evolving into an industry of its own, concerned with the sustainable development of bureaucracies, conferences and consultancies through the complication of problems and the embrangement of language.' [John van Tiggelen in The Age's Good Weekend.](#)

'It's disappointing and we will be seeking other avenues to racecourse our development policy.'

[Ballarat City Council general manager for city well-being, Tony Diamond, speaking of a failed bid to secure funding for a new gambling policy. Ballarat Courier, 15 March.](#)

[Thanks to Barry Breen, for the quote and that amazing job title](#)

Biological agent'

[What John Howard and Alexander Downer call flour. The Age: 'Howard's bio-terror distortion.'](#)

[Whack those HAZCHEM signs on your kitchen cupboards now.](#)

'It's not an identity card ... it's an access card that's used to authenticate identity.'

[A spokeswoman for Human Services Minister Joe Hockey. From an article on ZDNet \(thanks again to Michael Crowe\)](#)

'If you cannot read, this brochure tells you where to get lessons.'

[Centrelink leaflet on multi-cultural services \(thanks to Ian McDonald\)](#)

'If accepted, (and we note that the factual matrix on which this hypothesis rests is not made out), it would not help ...'

[Tasmanian Anti Discrimination Tribunal \(thanks to Jennifer\)](#)

'Policy is a mechanism for the translation of the priorities and values of the organisation into programs and practices to deliver outcomes.'

[A government definition of policy. \(Thanks to Craig Hamilton\)](#)

'A new focus highlighting the role volunteering plays not just in contributing to the delivery of government services but also in enhancing social capital, as a vehicle for community education and behaviour change, and for building the capacity and connectedness of individuals and communities in Western Australia...'



[Premiers Circular 2006/09-Guidelines for Successful Partnerships between Public Sector Agencies and Volunteers](#)
[From morris in the Forum](#)

'This is a support role that provides change leadership cross-functionally within a project management context. It leads the development and provision of tools, advice, support, methodologies and frameworks for change professionals across the Department of Housing. It operates in a context of consistent change either from a policy, practice or support tool perspective. This change is generated by business need to meet the strategic directions that the business has undertaken. The change may be generated corporately or from a divisional perspective.'

[Project Change Manager position description at the NSW Department of Housing \(thanks to MD\)](#) And we thought the Department of Housing was a public service but no, it's a 'business'.

'We're being informed by the process.'

[Dept. of Housing person at a public meeting in Dubbo, where one-third of a troubled housing estate has been demolished, the rest to follow. Thanks to Steve Golding who says 'I think this is a weasel-way of saying "we're making it up as we go along"'](#).

'To resolve this our Transformation Program will ... lift capacity and capability by implementing team structures, coaching, succession planning and a new performance management framework...'

[From the Transformation Stakeholder Document Letter, CEO Standards Australia \(thanks to Marian Macdonald\)](#)

'The first, second and third criteria is talent and ability.'

[Steve Bracks, Premier of Victoria, explaining the motivations for his cabinet reshuffle. Thanks to Justin who interprets this as 'I have to reward my factional mates, so get stuffed'](#).

'It is the actual knowledge of the Commonwealth that the information was false or misleading that is material ... It is immaterial that the Commonwealth may have had the means or ability to find out that the information was misleading, or that it ought reasonably to have known that the information was misleading ... the question whether the Commonwealth may have had constructive knowledge (in the sense that it ought reasonably to have known the truth or that it had the means and the ability to find out the truth) is immaterial. A false statement may still operate on the mind of the person who merely has constructive knowledge so as to result in the person being misled or deceived.'

[Cole Report into AWB Kickbacks. Quoted by Kenneth Davidson in the Melbourne Age. Davidson says: 'Brilliant. The Houdini defence. It is what we know we know that makes us guilty. That which we know we don't know gets us off the hook.'](#)

'It gets a bit business critical if you lose a plane over the side of an aircraft carrier - that is a serious KPI going down.'

[British-based Hans Sparkes, head of open-source program solutions for Unisys, who had recently completed an open-source implementation for US Navy aircraft carriers \(thanks to Michael Crowe\)](#)



'Yes, my colleague is an expert in sustainable cities. He's putting together some notes for you. He's very good at "outleting".'

[Recently overheard in a lift in the Victorian Department of Sustainability and Environment \(thanks to Martin\)](#)

'The government is committed to active engagement with the social partners on the future of the commercial semi-state sector on the basis of the government's commitment to its role in providing services of world-class quality at a competitive price to the consumer with a viable long-term future for individual companies based on the most appropriate form of ownership or structure for its particular needs.'

[The Irish Government's 'Towards 2016: Ten-year Framework Social Partnership Agreement 2006-2015'. Thanks to Alan Rogers who says 'I think this translates as "We'll sell off the semi-state companies if we think anyone will buy them"](#)

'The Respondent Is To Provide Strategic Advice On The Integration And Co-Ordination Of The Various Disciplines Utilised In Reviewing And Structuring The Ongoing Reforms In Defence's Procurement And Contracting Lifecycle In Order To Provide "End To End" Overview And Consistency And Assist In The Development And Implementation Of Such Reforms Including ...'

[Skill SET: Provision of Strategic Advisers, Australian Defence Department \(thanks to Stephen\)](#)

'Our KRAs need to be vigorous and rigorous.'

[Prue Mansfield, February 2005, Department of Sustainability and Environment, Bendigo, Victoria \(thanks to Andrew McKenna\).](#)

'The Corporate Services Reform Unit works with agencies to assist their delivery of sustainable service improvement and cost reduction through an integrated program of shared learning, common frameworks, capability enhancement, benchmarking, on-site assistance with process streamlining, and technology lifecycle management.' [From the July-October 2005 issue of Public Administration Today, published by The Institute of Public Administration Australia \(thanks to Tired Public Servant\)](#)

Customer Service Officer

[Seen on yellow safety vest worn by parking inspector. Thanks to Nigel Catchlove who says 'Call me strange but I fail to see how a parking ticket is part of the customer service.'](#)

The Delivering a Healthy WA Communication Style Guide has been developed to assist with integrating the visual identity into existing or new communication materials.'

[Western Australian Health Department. Anonymous contributor who thinks it means they have a new logo.](#)

Draft Pathways Strategy: Connecting Communities ... a comprehensive plan of existing and potential pathway linkages. Strategy comment sheets are also provided ... to facilitate responses. [From Groundswell, the SurfCoast Shire \(The Place of Wellbeing\) newsletter, Australia.](#)

The Shire is also 'taking an active part in a regional alliance, which aims to establish a broad strategic plan for future sustainable growth and development ... The Alliance encompasses ten key "Pillars" ... Shire IT Manager Neil M has taken on the role of Telecommunications Pillar leader.'



'We have a metrics portfolio that extends beyond efficiency metrics to encompass quality/process output measures and pinpoint areas for improvement.'

[From a draft document about managing the Department for Victorian Communities' recruitment processes \(from their People and Culture branch, of course\). Anonymous contribution](#)

'Fraud that is sophisticated and elaborate sometimes requires non-traditional evidence-gathering tools, such as covert optical surveillance.'

[Centrelink General Manager Hank Jongen talking about hiring private eyes to catch Centrelink's customers in the act of deception. \(Anonymous\)](#)

'SRMT met at MPNP today to discuss LTOs and possible OH&S implications. The GM of NP was unable to make it as their MV broke down due to an insufficient QA process being carried out.'

[From a State Government statutory authority internal newsletter. The HR department 'have put together a detailed list to assist all current and new employees to understand xx's unique language.' \(anonymous contribution\).](#)

The purpose of the Activity Centre Design Guidelines project is to demonstrate how the Melbourne 2030 policies and objectives may be applied to common scenarios in activity centre planning...'

and this:

'Integrated land use and transport growth area plans with revised urban growth boundary for incorporation into new Ministerial Directions and planning scheme amendments.'

That's a project output

[Melbourne 2030: Protecting our liveability now and for the future](#)

'...we looked inside our organisation and found that some people were doing good best practice...'

[NSW Roads & Traffic Authority presenter at a seminar called 'Attracting, retaining and sustaining high performance employees - first in a line collectively called "The Masterclass Series"'. Thanks to PLS who comments: 'One presumes that elsewhere some were doing really bad 'best practice'...](#)

Mount Alexander Shire's Best Value Program provides a framework for the development and delivery of Council services. Best Value Community Reports have been developed for each Council service area ... The Australian Business Excellence Framework is being used by Council to evaluate our services and to plan continuous improvement in what we do.'

[Mt Alexander Shire, Victoria \(thanks to Andrew McKenna\)](#)

'In moving forward, COAG has tasked officials with completing specific reform proposals for its consideration at its next meeting. These reform proposals will include, as necessary and appropriate, agreed policy directions, outcomes and commitments, multilateral and jurisdictional specific actions, progress measures and milestones.'

[The Council of Australian Governments. Thanks to Anne Stead.](#)

Supplies of a particular form have stocked out according to the Fulfilment Distribution Service of the Australian Tax Office.

[\(thanks to Ron Jenkins\)](#)



'I know it's an emotive issue...but we can't apologise for taking the strategy forward in the way we have, and the outcomes we have achieved. While we have some sympathy for the potential outcome we've got to be looking at the bigger picture all the time.'

[Federal Police Commissioner Mick Keelty, on Southern Cross Radio, 26 October 2005, responding to the allegation that the Feds had, by turning the Bali Nine over to the Indonesians on Indonesian soil, effectively signed their death warrants. \(Thanks to Justin Serong \)](#)

'What we train our officers to do is what we call immediate incapacitation ... Which is aiming for the head. I understand why it is that people say that's a shoot to kill policy but it is not a shoot to kill policy ...They shoot to incapacitate.'

[Asst Comm Steve House, Central Operations, Metropolitan Police answers questions about Operation Kratos - the Police strategy for combating suicide bombers. From BBC Panorama's "Stockwell: Countdown to killing", 8 March 2006 BBC1. \(thanks to Michael Crowe\)](#)

'If ... there's an issue been raised, if either one of the monitoring reports or the harvest monitoring or reforestational burning report shows an issue. Like for example if they've underachieved or overachieved a burn or failed to get regeneration or something, some issue, I may go out and have a close look myself.'

[Mr Haywood, Forestry Tasmania employee, answering a question about 'regeneration burning' in the Federal Court Case against Senator Bob Brown. Apparently 'over-achieving' is when the fire gets out of control and 'under-achieving' is when it doesn't burn enough bush.](#)

Whilst no formal terms of reference exist for the MIG, the CCG agreed in principle that the functions of the MIG should be to ... liaise with the State Crisis Centre (if activated) to ensure effective integration of a crisis and consequence management strategies.'

[Department of Emergency Services, Queensland \(thanks to Dianne Cook\)](#)

'Defence has been working very hard to resolve what is a medical termination issue. Late last year, following receipt of specialist report which supported the upgrade of her medical status, Lieutenant Commander Fahy became fully employable, and Navy has attempted to generate, with her, a mutually agreed posting plan.'

[Colonel Andrew Nikolic, ABC Radio AM program 16 May 2006: \(Opposition calls for inquiry into Defence Force bullying\). Thanks to Phillip Tardif who translates this as: 'She got sick, so we sacked her. Now she's better, so we have to find her another job.'](#)

'We think it's absolutely key that we get the population of workers, students, residents and visitors up to a critical mass that's sustainable.'

[Michael Harbison, the Lord Mayor of Adelaide, The Advertiser, 15 May, 2006 \(thanks to Jill Knight\)](#)

'I think we've moved on from that, the travelling public and the workforce accept that it's a new paradigm, a new set of relationships that deliver a better set of outcomes.'

[Victoria's Transport Minister, Peter Batchelor, on the question of government taking back control of the transport system, after the release of a report that](#)



states that privatisation has cost \$1.2 billion in public subsidies. [The Melbourne Times, 12 April](#)

'intellectual capacity-building tour'

What Mr Walsh, Councillor and head of the Finance Committee for the [Auckland City Council](#), calls a \$30,000 trip to Europe. [New Zealand Herald, 12 April. \(thanks to Bill\)](#)

'We've started off at a very conceptual level with our target. We're now working on the strategy that will underpin those targets...'

[Karen Grogan, Director of South Australian Council of Social Services, unveiling a blueprint on ending poverty in South Australia \(thanks to anonymous\)](#)

'The Cynefin framework ... has been recognized by several commentators as one of the first practical application of complexity theory to management science and builds on earlier pioneering work in Knowledge Management.'

[Knowledge & Continuous Improvement lunch, run by the Victorian Public Service Continuous Improvement Network. The guest speaker is director of the Cynefin Centre for Organizational Complexity. \(thanks to anonymous lowly public servant\)](#)

'In late 2005 the MFB held a round table discussion with key stakeholders from the disability sector in an effort to begin dialogue around disabilities and to affirm the MFB's ongoing commitment to this important issue ... The MFR is also holding a number of focus groups with disability groups ... These sessions provide vital information that assists in forming effective strategies to address issues and potential partnership opportunities.'

[From Firecall, the Melbourne Fire Brigade newsletter, 14 February 2006.](#)

'I'm just calling up to coordinate some talks about the new Australian inquiry into the oil-for-food deal. What we are doing is we are talking to everyone. We are bringing everyone in together inside the tent.'

[Alleged comments by Jim Cooper, AWB Legal Department - transcript of answering machine. ABC](#)

'...how far inside that tent was the Australian Government when it came to knowledge of the kickbacks?'

[ABC reporter \(thanks to Alasdair Baird\)](#)

'Prominence of the need to harness cross-organisation capability (scale and assembly of complementary capabilities), leveraging the significant strategic differentiation from cross-discipline and cross-boundary activities in line with our chosen strategic direction, as articulated in our 03/07 Strategic Plan.'

[Page 2 of CSIRO's Executive Management Committee's Science Investment Process "Broad Direction Setting" document \(that all CSIRO staff should read and understand - anonymous\).](#)

'...In an economy that is allocatively efficient, the prices paid for products will reflect the full social marginal cost of resources, including opportunity costs, used in their provision'. [The Age \(June 21\) reporting Fed. Treasury Secretary Ken Henry's address to the Sydney Institute. \(Thanks to Ben Wadham who points out that 'Dr Henry went on to give examples of what he was talking about which did give some inkling of what he meant.'\)](#)



'Earlier this week the Safety Incident Management System (SIMS) was upgraded. A notification system which escalates open (not closed) incidents has been added. This advises employees, supervisors and managers that a hazard or incident entered in SIMS requires further action. The notification system will ensure that hazards and incidents are speedily and effectively managed.' [From a Director of People & Culture \(thanks to Martin Foley\)](#)

'In terms of where he is, I think it's safe to say we don't know.'
[State Department spokesman, Tom Casey - referring to Luis Posada, a CIA funded Latin American terrorist, now believed to be in Florida.](#)

'A rigorous basis for strategic management through consideration of key elements of risk.' [From the: Fire and Emergency Services Authority of WA magazine 24sevenApr 2005. \[thanks to Charlie Myres\]](#)

'Customer Experience - A focus on planned, consistent customer experiences that embody the Centrelink brand and lead to optimum outcomes in terms of customer contentment, costs to Centrelink and Government, and improvements in customer circumstances (reflecting desired policy outcomes). ... this has been an engine room for innovation across our network ... Through Centrelink's focus on corporate performance, the Service Quality to Cost Index will provide Centrelink with an indicator of the implementation and effectiveness of better practice with a direct impact on value for money. We quality assure our culture to build the trust and understanding of our staff. We monitor adherence to the Australian Public Service Values framework, the Centrelink Expectations Statement and our Shared Behaviours ...' [From Centrelink Future Directions 2004-2009 \[thanks to Nigel Armfield\]](#)

'Mr Dixon said low-paid jobs were "career stepping stones" to higher paid work, therefore low-paid employment should not be undermined through excessive minimum pay awards.' Federal Government's advocate, Harry Dixon, SC explaining the offer of an \$11 increase to low-paid workers.' [The Age, 14 April, 2005](#)

The Centrelink contact point for statistics, previously known as the Centrelink Knowledge Desk is now known as the Business Intelligence Frontdoor (or 'BIF' for short!) [\[Thanks to Monica Moss\]](#)

'The HACC MDS V2 User Guide, when used in conjunction with the technical specifications on the website, will identify the data transmission requirements. The HACC MDS V2 User Guide requires endorsement by HACC Officials in mid May. Once endorsed, all documentation will be updated to reflect the User Guide requirements on the website. This should provide developers with all the information they require to implement HACC MDS V2.

Please note that HACC MDS V2 National Electronic Form (NEF) application will also be available free of charge in June. This will be enhancing the existing NEF to accommodate V2 reporting requirements and updating to more flexible underlying technology. This will satisfy the National HACC MDS V2 reporting requirements. Please note that various jurisdictions may have their own additional data reporting elements.' [Email from HACC Outcomes Section,](#)



[Australian Government Department of Health and Ageing, in reply to a question from Simon Groth who thinks 'the message boils down to "Wait and see", but I'm not sure.'](#)]

'The Italian premier had some hair follicles transplanted: "They were just delocalised from behind to in front," said the 68-year-old premier.' [Reported on ABC online 1 April, 2005](#) [Thanks to Alan Smith who says 'By delocalised, I presume he meant moved!]

'Recognising that a national framework for comparison of water accounting systems can encourage continuous improvement leading to adoption of best practice...' [The National Water Initiative, p.17.](#) [thanks to Joel Byrnes]

'While many stakeholders and their interests are self-evident in the impacts noted for issues, areas and industries, we have conducted a brief overview of all stakeholders to ensure that none that might experience significant positive or negative impacts resulting from increased environmental flows escape attention.' From 'Scoping Study for Social Impact Assessment of Possible Increases in Environmental Flow Allocations to the River Murray System"
[Prepared for Murray-Darling Basin Commission by Hassall and Associates and Helen Ross, University of Queensland, June 2003](#) [thanks to Upyaj Aksee]

'It's a kind of ring-fencing between the retail and wholesale divisions of Telstra so that there's much greater transparency. That is what everyone who's talking about breaking Telstra up is really talking about. They're talking about transparency.' [Communications Minister Senator Coonan, 13 March, Sunday Program Channel Nine.](#)

'The creation of a new level of strategic local government, together with more community or neighbourhood focused institutions, would deliver a system that draws on people 's lived experience, sense of identity and willingness to engage ... The five-year plan introduced the idea of supermayors providing strategic leadership....' [From an article 'Thinktank proposes new supercouncils' in the Guardian, March 9 2005](#) [thanks to Richard Potts]

'Planning and rational expectations of future plantation expansion lend weight to the incorporation of plantation sector needs into infrastructure, regional development, social, rural and environmental policy settings.' [From 'Plantations for Australia: The 2020 Vision – An industry /government initiative for plantation forestry in Australia'](#) [thanks to Katherine Butler]

'The attorney general Michael Atkinson says rumours abound at Parliament House relating to the identity of the MP allegedly connected with paedophile activity in Adelaide's south parklands...and at least two homosexual deaths.' [ABC News. From Luke Williams who poses the 'philosophical question: What is the difference between a homosexual and heterosexual death!'](#)

'This same inclination to use language in order to deceive has infected the public service. At a public meeting in April 2002, I had the opportunity to debate aspects of refugee policy with one Philippa Godwin, Deputy Secretary of the Department of Immigration. Philippa Godwin is clearly a woman of great intelligence. I asked her a question about a fence which surrounds the Baxter Detention Centre. The fence is described on a plan of Baxter as a "courtesy



fence". I suggested that it was in fact an electric fence. "No," she insisted "It is not an electric fence. It is an energized fence." A 9,000 volt energized fence.

Doublespeak uses language to smuggle uncomfortable ideas into comfortable minds. The Nazi regime were masters at it. The Howard Government is an enthusiastic apprentice.' [From a speech by Julian Burnside given on 1 March.](#)

'The Physical Activity Grants program supports increased involvement in physical activity by groups currently under represented in physical activity participation.' Victorian Government [thanks to Matt Harris]

'The establishment of a total project strategy across the contract to incorporate projects into a series of integrated Projects.' [Reasons given by Pittwater Council to justify an additional levy on its rates](#) [thanks to Michael Southern]

'Stocked Impoundment Permits (SIPs) are for sale at various outlets.' [Fishing licences sold by the Queensland government.](#) [thanks to Nick Stevens]

'Noosa Council - innovative and effective leadership that facilitates preferred community outcomes.

Vision:

Noosa Shire is an inclusive community renowned for its creativity, innovation, vision and entrepreneurship where sustainability underpins excellence.

The key principles that underpin the vision are:

- *Social cohesion and community well-being;
- *A strong sustainable economy;
- *Environmental excellence and sustainability;
- *Artistic and cultural diversity and excellence;
- *A commitment to maintaining a sustainable population;
- *Quality, innovative and reliable infrastructure; and
- *Maintaining the "Noosa Style". [Noosa Queensland](#) [thanks to John Turner]

'In order to better prepare ourselves for coming systems changes, office refurbishment, as well as providing a more supportive & Customer service delivery conducive working environment, the CSBC have realigned some work structures & flows in order to improve how we do business.' Australian [Electoral Commission staff email, January 2005](#)

'The CSIRO Strategic Plan for 2003-2007 outlines our organisation's goals, strategic objectives, targets and performance metrics for the next four year period. Focussing on delivery and execution, it is the second in a series of strategic plans that are guiding our vision for the future... Our goals will be achieved by our unremitting excellence in research, focussing on key national challenges and embracing global opportunities. We will deliver outcomes of true value and impact, unleashing our creative abilities. We are building a research enterprise with truly global connections and stature.' [CSIRO](#) [thanks to Norman Abjorensen]

'Public Sector Corporate Governance has seen a rapid shift in legislative review and reform over the last few years; tightening regulatory frameworks have heightened public scrutiny and questioned the long-term feasibility of governance models. Issues of legislative reform, best practice corporate



governance and the re-engineering of accountability and transparency frameworks for improved service delivery, confront all departments, regardless of their individual strategies.' [A conference on Accountability, Transparency and Performance in the Public Sector \[thanks to Paul Elton\]](#)

'Another spokesman for the Department, Mr Andrew Gavin, did confirm that a "removal operation" had taken place on 13 December last year ... and was able to clarify that a removal operation is different from a deportation, which is what happens when Australia deports criminals, but refused to discuss any particulars or the details of the operation. ' An Australian Department of Immigration description of what Sonia Chirgwin saw on a Thai International Flight. 'The face of the man in the middle was partly covered by shiny black bands of gaffer tape that had been wound tightly around his head. His hair was sticking out in all directions and he was in chains. The gaffer tape covered the lower half of his face to his chin and pulled so tightly that the flesh around his cheeks was distorted. His nose was cramped leaving only a small amount of breathing room.'

[From an article by James Gallaway and Jack Smit in NewMatilda.com, Jan 2005](#)

'1. Key points

- Participation Reports should usually be submitted within 2 (& no later than 5) working days;
 - complete Participation Reports in EA3000 CWC for WfD & EA2000APM for CWP cases;
 - since 6 December 2004 Centrelink can make appointments into available IBTH sessions for participants who have been PR'd;
 - therefore, CWCs are no longer required to make 'dummy' appointments for any PRs;
 - when booking an appointment Centrelink will only see the 1st available IBTH session unless this is unsuitable & then other immediately available options will be shown.'
- Some of the numerous key points in a Centrelink document.

[\[Anonymous\]](#)

'Her aim was to "have information systems that minimise the likelihood of adverse safety events". [The director-general of health New South Wales, Robyn Kruk, when asked to comment on whether patients' lives had been placed in danger because of the department's IT failures. Sydney Morning Herald, Jan 2005 \[thanks to Margaret O'Connell\]](#)

'A Taxation Office team is called the AICE PPPI. This stands for - ABN Integrity and Cash Economy Practices and Procedures. The A presumably stands for ABN which stands for Australian Business Number. The PPPI bit stands for Practices & Procedures, PAYGI Compliance. The PAYGI stands for Pay As You Go (Instalments). All of which means that this group should actually be the ABNICEPPPAYGIC team.' [\[From an anonymous tax office employee who wishes they'd called the team ERIC\]](#)

'Entitlement to the tax offset is dealt with in proposed section 61-355 which provides that a person will be entitled to the offset if:
-the person had a child event in relation to a child...



-the person did not have a child event in respect of another child and at that time also satisfied the following conditions...' [Australian Taxation Laws Amendment \(Baby Bonus\) Bill 2002](#) [thanks to Kevin Bodel]

'(2) in this section - "relevant person", for a person, means a person who would be a relevant person for the person if the person were granted a commercial wildlife licence under this chapter.' [Nature Conservation Regulation 1994 - 182](#) Additional restriction for licence for reptiles [Thanks to Dr Judy Powell]

'We are committed to the ongoing professionalisation of our profession, believing this to be the best way of providing a strong policing service.' [New South Wales Police Commissioner](#) [Thanks to Luke Silcock]

'The purpose of the State Sustainability Strategy is to illustrate how the State government will respond to the sustainability agenda by adopting the sustainability framework and highlighting actions across government that give meaning to the framework. By focusing the Strategy on agency activity, the State government is demonstrating its important leadership role in supporting the transition to a sustainable future. [The Western Australia State Sustainability Strategy](#) [Thanks to Pat O'Connell]

'A spokeswoman said: "This is the first problem with the system since it was connected. There will be a full 'lessons learnt' exercise.' [British Home Office announcing investigation into problems with police computer system. The Independent Online Edition, Dec 2004](#) [Thanks to Ann Cross]

'...but perhaps one of the mistakes of the past is to go for shorter-term announceables, rather than long-term improvements.' [Senator Amanda Vanstone, The Age, Dec 2004](#) [thanks to Graham Ring]

'Community engagement refers to the many ways in which governments connect with citizens in the development and implementation of policies, programs and services. Engagement covers a wide variety of government-community connections, ranging from information sharing to community consultation and, in some instances, active participation in government policy development and decision-making processes.' [Engaging Queenslanders - Get Involved. Queensland Govt. Australia](#)

Communication Tips – Messages

-Tell the truth.

Communication must be open and honest. Tell it as it is. Stick to the facts and use high value information that will be 'pulled through' networks.

- Use Face-to-Face for important communication.

- Information only has action potential if considered relevant by the audience.

Communication Tips – Written Documents

1. Surveys conducted of body text indicate that 'every' reader would prefer the text to be printed in black – it aids concentration and comprehension.

[Communications Principles document, Internal Communications unit of the Communications and Stakeholder Relations division of the Victorian Department of Sustainability & Environment](#) [Thanks to David Still]

'...the vehicle was surveilled to an intersection where the product was seized.' [Queensland police officer, heard on ABC radio news, 19 November, 2004. The 'product' was ecstasy.](#) [thanks to Michael Ranger]



'...be surprised and motivated by the strategic focus for a range of non-monetary recognition opportunities for the public and private sectors to enhance morale and productivity.'

[Recognition & Reward workshop for Queensland government employees \[thanks again to Upyaj Aksee\]](#)

'Delivering transformational tools and methods of analysis to decision makers through productive partnerships and research excellence.'

[CSIRO's Division of Mathematical and Information Sciences bookmark \[thanks to Michael Clarebrough\]](#)

[In her Ministerial Statement of May 2004, the Minister for Community Services identified three key objectives to guide reform of children's and family services in Victoria. These were to:](#)

- create one integrated system for children¹ and families based on shared responsibility and mutual accountability
- focus that system on promoting children's wellbeing and safety in the broader context of children's developmental needs
- produce measurably better outcomes for children and improved system outcomes

1. Footnote to children above: Throughout the paper references to 'child' and 'children' encompass children and young people, unless otherwise stated.

[Victorian Government report](#)

'A joint training centre would be built to link Australian and US forces and provide real-time battlefield assessments. Prof Babbage said the public had not yet been told the significance and benefit of the training to Australian forces. "What I can see happening is rather more than what has been revealed," Prof Babbage told the newspaper.

"There will be things that will be learned together, they will try completely new things." '

[Sydney Morning Herald, November 2004](#)

'A truly customer-centric organisation will have a strategy that conspicuously reflects a commitment to addressing what our customers are telling us, ie it is about getting what we say and commit to doing aligned with what we actually do and ensuring that this incorporates customer requirements.'

[Chief Customer Service Officer, Centrelink \(Powerpoint presentation\)](#)

'51. In making the findings in this application for review, the Tribunal has applied the law as it is prescribed in the Social Security Act and the Social Security (Administration) Act. The Departmental policy as set out in the "Guide to the Social Security Law" is not law.'

[From an Administrative Appeals Tribunal Decision, November 2004](#)

[\[Contributor: Joyce Stevens\]](#)

'International cultural partnerships and agreements provide a platform to achieve this objective as well as opportunities to complement wider State Government business, trade and investment strategies.'



[Arts View, Volume 4, Number 1 2004 \(Arts Victoria\)](#)

'This strategic framework for the information economy sets out a vision for the information economy for 2004 to 2006, four broad objectives, four strategic priorities and 16 supporting strategies for the information economy. Australia's vision for the information economy is where government, business and society are all connected, can participate with confidence, are open to innovation and can collaborate to maximise the economic and social benefits.'

'Strengthen collaboration and capabilities in SMEs, not-for-profit organisations, and key industry sectors to facilitate their participation in the information economy.'

[Federal Government policy document: 'Australia's Strategic Framework for the Information Economy 2004-2006 - Opportunities and Challenges for the Information Age. *The Age* 28/09/04](#)

[An email that doesn't quite clear things up:](#)

"Hi all -

I refer to a recent email on the above from [name 1] and a follow up response from [name 2] in relation to the seeking of details of the regional manager organisational arrangements for 05/06. From discussions with [name 3], [name 4], etc I understand that you have recently met on this issue and general agreement was reached on the roles and responsibilities of the various regional management team members. I also understand that similar info has also been provided to HR in terms of formalising the regional management rearrangements.

I am currently seeking to obtain copies of the info discussed at the SDB meeting and that provided to HR to assess its worth in this exercise, however, in talking further with the Managers Bus Serv's this morning, it is apparent that the level of discussion to date has been re the roles and responsibilities at the regional manager level rather than at levels below these positions which defines the complete regional org structure and which in turn is used to create the new WBSE's.

As a consequence, the MBS's have taken on board the action to raise this issue with each of yourselves with a view to developing the necessary info relevant to your region. Given the general higher level agreement (with some minor exceptions..?) previously reached by yourselves, it is expected that such an exercise will result in a fair degree of consistency across the regions. Once this information is provided and aligned with deliverables and activities, FAM will create the new WBSE's, circulate them to the regions for review and the undertaking of the mapping exercise to align the old codes with the new.

I am forwarding this email in an attempt to clarify the need and the objectives of the request and to flag with yourselves that the MBS's will be raising this issue with you prior to the next SDB meeting where any further discussions and considerations can occur. I and relevant FAM staff are quite willing to discuss any queries you may have on this issue either prior to or at the SDB meeting.'

[From the Queensland public service](#)