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Advising Howard: Interpreting changes in advisory and support structures for the Prime Minister of Australia

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She would like to thank Professor Rod Rhodes, John Nethercote and two of the journal's anonymous reviewers for helpful comments on an earlier draft.

Notes

- ¹A separate Department of the Cabinet Office was created by Prime Minister John Gorton in 1968. The two were amalgamated as the Department of Prime Minister and Cabinet (PM&C) when William McMahon won the prime ministership in March 1968.
- ²For example, Primary Industries and Energy Secretary Paul Barratt returned to the public service from the Business Council of Australia (BCA) (Weller [2001](#), 74). Department of Finance Secretary Dr Peter Boxall, appointed in 1997, was drawn from the personal staff of Treasurer Peter Costello (Weller [2001](#), 71); he had previously been Under-Treasurer in South Australia, a post to which he had been appointed shortly after the election of Dean Brown's Liberal government in 1992, and had earlier worked for Opposition Leaders Andrew Peacock and John Hewson (Weller [2001](#), 71).
- ³All previous appointees (apart from John Menadue, appointed by Whitlam in 1974) had come from the ranks of the senior public service, though a number had a distinctly personal touch. For example, Shepherd in 1911 (see Hudson and Steele [1988](#)); Lennox Hewitt in 1912 (see Hudson and Steele [1988](#)); and Keating in 1993 (see Keating [1995](#)).
- ⁴Governments have often been criticised for their failure to address the question of the role of the public service in the process of legislative development. The Committee of Enquiry into the Role of the Public Service (1994) found that the public service had been 'discredited' by the 'disastrous' performance of the public service in the process of legislative development. The Committee recommended that the public service should be 'renewed' and 'reinvigorated'.
- ⁵Keating, J. (1995) 'The Role of the Public Service in the Process of Legislative Development', *Administrative and Social Sciences*, 1(1), 1-10. (Accessed 10 April 1995).
- ⁶Governments have often been criticised for their failure to address the question of the role of the public service in the process of legislative development. The Committee of Enquiry into the Role of the Public Service (1994) found that the public service had been 'discredited' by the 'disastrous' performance of the public service in the process of legislative development. The Committee recommended that the public service should be 'renewed' and 'reinvigorated'.
- ⁷Minister of Finance, Peter Costello, provided by the Department of Finance and Administration (DoFA) to the Committee of Enquiry into the Role of the Public Service (1994).
- ⁸For a full discussion of the role of the public service in the process of legislative development, see the Committee of Enquiry into the Role of the Public Service (1994).



Additional information

Notes on contributors

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Anne Tiernan is a Postdoctoral Fellow with the Centre for Governance and Public Policy at Griffith University.

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