



Australian Journal of Political Science >

Volume 41, 2006 - [Issue 3](#)

1,133 22

Views | CrossRef citations to date | Altmetric

0

Original Articles

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

Anne Tiernan

Pages 309-324 | Published online: 20 Nov 2006

🗨️ Cite this article 🔗 <https://doi.org/10.1080/10361140600848937>

Sample our
Politics & International
Relations Journals



>> [Sign in here](#) to start your access
to the latest two volumes for 14 days

📄 Full Article

📊 Figures & data

📖 References

🗨️ Citations

📊 Metrics

📄 Reprints & Permissions

Read this article

🔗 Share

Abstract

John Howard, Prime Minister for nearly a decade, leads a disciplined Cabinet and, save for a few recent rumblings, a united and orderly backbench. He runs a tightly controlled political and policy agenda that unmistakably bears his personal stamp. How can John Howard's authority be understood and explained? While undoubtedly the product of his personality and working style, his formidable political skills, experience and renowned personal discipline, it may also be attributable to the substantial and sophisticated advisory infrastructure developed to support his prime ministership. This article surveys the key institutions that provide advice and support for John Howard's prime ministership, and assesses their effectiveness.

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 1968 and Alan Carmody in 1976 (see Weller [2001](#), 24, 72).

⁴Government Personal Staff as at 1 February 2004–1 February 2005. Answers to questions on notice, Finance and Administration portfolio. Senate F&PA Legislation Committee's consideration of Additional Estimates, 21 February 2005.

⁵Keating had, on average, three media staff plus a speechwriter (Department of Administrative Services Ministerial Directory October 1992, March 1994, April 1995, October 1995).

⁶Government Personal Staff as at 1 February 2005.

⁷Ministerial Senior Staff Salaries, 30 January 2004—additional information provided by DoFA to the F&PA Committee's consideration of Additional Estimates, 20 February 2004.

⁸For a current list see <<http://www.pmc.gov.au/initiatives/index.cfm>>.

Additional information

Notes on contributors

Anne Tiernan

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

Related Research Data

[A Healthy Public Service is a Vital Part of Australia's Democratic System of Government The Sir Robert Garran Oration, 19 November 1997, Canberra](#)
Source: Australian Journal of Public Administration

[Administering the Summit](#)
Source: Unknown Repository

[Prime Ministers, Presidentialism and Westminster Smokescreens](#)
Source: Political Studies

[Backup for ministers](#)
Source: Politics

[Australian Liberals and the Moral Middle Class](#)
Source: Unknown Repository

[B. Guy Peters. R.A.W. Rhodes og Vincent Wright \(eds.\). Administering the Summit, Administration of the Core Executive in Developed Countries, Houndmills: Macmillan, 2000, 275 s., £ 47,50; Kevin Theakston, Leadership in Whitehall, London: Macmillan, 1999,](#)

Related research

People also read

Recommended articles

Cited by
22

Information for

Authors

R&D professionals

Editors

Librarians

Societies

Opportunities

Reprints and e-prints

Advertising solutions

Accelerated publication

Corporate access solutions

Open access

Overview

Open journals

Open Select

Dove Medical Press

F1000Research

Help and information

Help and contact

Newsroom

All journals

Books

Keep up to date

Register to receive personalised research and resources by email



Sign me up



Copyright © 2025 Informa UK Limited [Privacy policy](#) [Cookies](#) [Terms & conditions](#)

[Accessibility](#)

 Taylor and Francis Group

Registered in England & Wales No. 01072954
5 Howick Place | London | SW1P 1WG