

Appendix 1. The study

Original questions and objectives

A set of research questions provided the starting point for this study:

- Where did this organisation come from and why did it emerge? What were the specific circumstances under which Centrelink emerged and how can this be interpreted in terms of organisational creations?
- What is Centrelink? Given its multi-faceted character, how can it be characterised in organisational and management terms?
- How does this organisation operate? What is the extent of its internal and external relationships?
- What provides the organisational dynamic? What factors account for its capacity to evolve and change rapidly?
- What is its future? How does it ensure that it is a sustainable enterprise in the public sector?
- What can we learn from this management experiment? Given its uniqueness, what international comparisons and benchmarking are possible? What lessons are there for Australian and international public and private organisations?

Interviews, 2001–04

Bartos, Stephen, Deputy Secretary, Department of Finance and Administration

Bashford, Graham, Deputy Chief Executive Officer, Business, Centrelink

Blunn, Tony, Former Secretary, Department of Social Security

Conn, Paul, General Manager, Business Planning, Centrelink

Fraser, Don, Member of Board of Management, Centrelink

Gillies, Christina, Member of Board of Management, Centrelink

Hickey, Paul, Deputy Chief Executive Officer, Business Capability, Centrelink

Pascoe, John, Chair of Board of Management, Centrelink

Rogers, Vic, Chief Auditor, Centrelink

Rosalky, David, Secretary, Department of Families and Community Services

Ross, Sheila, Chief Customer Experience Manager, Centrelink

Shergold, Peter, Secretary, Department of the Prime Minister and Cabinet

Silkstone, Brian, National Manager, Centrelink

Tannahill, Leslie, National Manager, Strategic Services, Centrelink

Thame, John, Member of Board of Management, Centrelink

The Centrelink Experiment

Treadwell, Jane, Deputy Chief Executive Officer, Digital Business/Chief Information Officer

Vardon, Sue, Chief Executive Officer, Centrelink

Wadeson, John, General Manager, Major Projects, Centrelink

Walker, Norman, General Manager, Centrelink

Williams, Marcia, Senior Executive, Centrelink

Zanetti, Carmen, National Manager Strategy, Centrelink