



Australian Government

**Australian Public Service
Commission**



**MEMORANDUM OF UNDERSTANDING ON COOPERATION
BETWEEN
THE AUSTRALIAN PUBLIC SERVICE COMMISSION OF THE
COMMONWEALTH OF AUSTRALIA
AND THE
PUBLIC SERVICE DIVISION OF
THE REPUBLIC OF SINGAPORE**

The Australian Public Service Commission of the Commonwealth of Australia, and the Public Service Division of the Republic of Singapore (hereinafter collectively referred to as "the Participants" and individually as a "Participant"),

BUILDING ON the close cooperation and partnership between the Participants undertaken pursuant to the Memorandum of Understanding on Cooperation between the Australian Public Service Commission of the Commonwealth of Australia and the Public Service Division of the Republic of Singapore dated 25 June 2015,

DESIRING to encourage further cooperation between the public services of both countries, as well as to share and exchange best practices in areas of common interest,

Have reached the following understandings:

**PARAGRAPH 1
OBJECTIVE**

This Memorandum of Understanding (hereinafter the "MOU") aims to strengthen the partnership between the Participants by facilitating a broad range of collaborative activities between both countries' public service officers, with a view to learn from one another's experience in transforming the respective public services to be future-ready.

PARAGRAPH 2

SCOPE OF JOINT ACTIVITIES

Activities involving the Participants' areas of expertise

1. The collaborative activities that the Participants may undertake include, but are not limited to:

- i. Study visits between public service agencies in Australia and Singapore, which share areas of common interest;
- ii. Participation by one country's public service agencies in the other country's public service agencies' learning, development and benchmarking programmes where appropriate; and
- iii. Talent attachments of public service officers between Singapore and Australia (including both Federal and State Public Services) in areas of common interest.

2. The Participants and the relevant public service agencies from both countries will endeavour to cooperate and share experiences and best practices in areas of common interest, which may include, but are not limited to:

(a) Workforce and workplace reform within the public services of each country, with a particular focus on:

- i. **Workforce Strategy** – Approaches and initiatives to be taken to develop a future workforce through competency and capability building, reskilling, improving mobility to develop talent, as well as strengthening employee value proposition;
- ii. **Human Resources (“HR”) Operating Model** – Leveraging on technology tools and designing policy levers to transform the delivery of public sector HR services to achieve more effective HR outcomes;
- iii. **Workforce Mobility during a Crisis** – Policies and processes to support the agile movement of the workforce where required to build up organisational preparedness and ensure business continuity during a crisis;

- iv. **Inclusivity and Diversity** – Initiatives that build a gender-diverse workforce, which is supportive of mature public officers, persons with disabilities as well as public officers with diverse backgrounds, viewpoints and experiences;
- v. **Leadership Succession and Career Transition for Senior Leaders** – HR policies that support leadership renewal and yet maximise career opportunities for employees at senior levels;
- vi. **Employee Experience, Health and Wellness** – Structures, policies and programmes that improve the employee experience, to build a flexible, joyful, and productive work environment; and one that supports the physical, mental and social well-being of public service officers;
- vii. **Digital Workplace** – Initiatives to build public service officers' digital capabilities and to improve their digital workplace experience.

(b) Building up workforce capabilities within the public services of each country in key cross-cutting functions, with a particular focus on:

- i. **Service Transformation** – Developing specialised insights into building an integrated and multi-channel experience with public services, across digital and non-digital channels, with the aim of improving service delivery to citizens and businesses;
- ii. **Regulatory Transformation** – Catalysing regulatory reviews to streamline rules and processes for citizens and to reduce regulatory burdens on businesses;
- iii. **Citizen Engagement and Communication** – Developing capabilities within public service to better engage and partner citizens to co-create and co-deliver public service policies and services; and
- iv. **Finance and Procurement** – Cross-sharing on strengthening accountability and inculcating a value-for-money mindset across the public sector workforce.

Activities where the Participants broker wider public service engagement

3. The Participants may act as the main liaison points between the public services of their respective countries to facilitate the engagement of each country's public service agency counterparts for areas of common interest covered in this MOU.
4. For matters outside a Participant's areas of public service expertise, while the Participants may introduce the relevant public service agencies in its country to the other Participant's public service agencies, the relevant public service agencies will be responsible for any activities conducted as between them.

PARAGRAPH 3 FUNDING

1. The precise funding arrangements for collaborative activities will be jointly determined by the relevant public service agencies in Australia and Singapore on a project-by-project basis.
2. Unless otherwise mutually decided by the relevant public service agencies, the following terms will apply to the collaborative activities:
 - (a) the cost of travel, accommodation, salary, subsistence and other local and incidental expenses incurred by a country's public service agency in connection with the implementation of the collaborative activity will be borne by that country's public service agency; and
 - (b) where a country's public service agency requests documents or materials in connection with a collaborative activity from the other country's public service agency, any expenditure incurred to prepare or transmit such documents or materials will be borne by the requesting country's public service agency.

PARAGRAPH 4 INTELLECTUAL PROPERTY

1. Without prejudice to any other agreement or arrangement between the Participants, and unless otherwise mutually determined, all intellectual property contained in any materials developed or owned by the Participants and their public service agencies will remain vested in the respective Participants and public service agencies.

PARAGRAPH 5 CONFIDENTIALITY

1. Neither Participant will disclose, provide or allow access to confidential information that is supplied by the other Participant in the course of the activities contemplated under this MOU, including information or knowledge designated as confidential by the other Participant, without the consent of the other Participant.
2. Notwithstanding the above, a Participant may reveal information:
 - (a) Which is in the public domain or is already publicly known or available at the time of its disclosure otherwise than through an act of negligence of that Participant; or
 - (b) If prior written consent of the disclosure has been obtained from the other Participant.

PARAGRAPH 6 SETTLEMENT OF DISPUTE

1. Any dispute arising from or relating to this MOU will be amicably resolved by the Participants through mutual consultations.

PARAGRAPH 7 AMENDMENTS

1. This MOU may be amended at any time with the written consent of the Participants. Such amendments will come into effect on such dates as may be determined by the Participants in writing.
2. This MOU (including any amendments made pursuant to paragraph 7.1) does not, and is not intended to create any legally binding obligations for either Participant under domestic or international law.

PARAGRAPH 8 COMMENCEMENT, DURATION AND TERMINATION

1. This MOU will commence on the date of signature for a period of five (5) years. Three (3) years after commencement, the Participants may mutually decide to review the MOU to ascertain whether the content of the MOU remains relevant and focused.

2. Three (3) months prior to the expiration of the five (5) year period referred to at paragraph 8.1, the Participants intend to review this MOU and determine the future direction and duration of this MOU.

3. Either Participant may terminate this MOU upon providing ninety (90) days' prior written notice to the other Participant.

4. The termination or expiry of this MOU will not affect the validity or existence of any projects or activities undertaken pursuant to this MOU, unless otherwise mutually determined by the Participants.

Signed in duplicate in Australia on the 31 day of August 2020
and in Singapore on the 31 day of August 2020



FOR THE AUSTRALIAN PUBLIC
SERVICE COMMISSION OF THE
COMMONWEALTH OF AUSTRALIA

MR PETER WOOLCOTT AO
AUSTRALIAN PUBLIC SERVICE
COMMISSIONER



FOR THE PUBLIC SERVICE
DIVISION OF THE REPUBLIC OF
SINGAPORE

MR LOH KHUM YEAN
PERMANENT SECRETARY
PUBLIC SERVICE DIVISION
PRIME MINISTER'S OFFICE