

**Dr Gordon de Brouwer**  
**Commissioner**

Professor Glyn Davis AC  
Secretary  
Department of the Prime Minister and Cabinet  
1 National Circuit  
Barton ACT 2600  
By email [glyn.davis@pmc.gov.au](mailto:glyn.davis@pmc.gov.au)

Dear Glyn

**Secretary of the Department of Climate Change, Energy, the Environment and Water –  
Selection process**

I am writing to update you on the outcomes of the Secretary of the Department of Climate Change, Energy, the Environment and Water selection process to support your consultation with Ministers and report to the Prime Minister in accordance with section 58 of the *Public Service Act 1999* (PS Act).

**Selection process**

Thank you for inviting me to lead the panel for the selection process. The panel of four had diverse experience and was gender balanced: Ms Alison Frame, Secretary of the Department of Veterans' Affairs, Mr Steven Kennedy, Secretary to the Treasury and Ms Jenny Wilkinson, Secretary of the Department of Finance joined me to assess the relative merits of the candidates.

Five candidates were invited to participate. The invited candidates came from diverse backgrounds including two SES Band 3s, an APS Agency Head and two former state public servants.

Four candidates accepted the invitation to participate in the selection process and were interviewed on Thursday 29 May 2025. The panel considered candidates against the selection criteria, specifically looking for:

- strategy and delivery expertise along with the systems leadership capability required to lead across a large government portfolio
- capacity to advise and support multiple Ministers concurrently
- commitment to person-centred approaches and the ability to work in genuine partnership with communities, government and non-government organisations
- exemplary personal leadership attributes including integrity, judgement and political acumen along with strong people and financial management skills to lead at scale.

The four candidates interviewed were s 22 Mr Mike Kaiser  
(suitable, preferred), s 22 The attached

Panel Selection Report includes further details on their suitability including an overview of their written pitch for the role and comments from their referees.

### Recommendation

Based on the selection process, the panel recommends s 22, 47C  
Mr Mike Kaiser 47C for appointment to the role. s 22 Mr Kaiser both demonstrated the experience and capability required to be principal policy adviser to the Portfolio Ministers; lead a large and complex organisation; and work well with the Department's diverse stakeholder group.

s 47C, s 22

Mr Kaiser would offer excellent people leadership and stakeholder acumen. Mr Kaiser would also bring a broader perspective to the role from his experience working in other jurisdictions and sectors.

s 22, 47C

I am happy to discuss at your convenience.

Yours sincerely



Dr Gordon de Brouwer  
4 June 2025

Attachment A

# Overview Secretary of the Department of Climate Change, Energy, the Environment and Water

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**Position title:** Secretary

**Engagement type:** 5 year term on a full-time basis

**Total Remuneration:** \$910,270

**Location:** Canberra, Australia

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## About the role

The Secretary is the principal official policy adviser to two Cabinet Ministers, the Hon Chris Bowen, Minister for Climate Change and Energy and Senator the Hon Murray Watt, Minister for the Environment and Water and one Assistant Minister the Hon Josh Wilson MP, Assistant Minister for Climate Change and Energy.

As the Agency Head, the Secretary leads more than 5000 staff and is accountable for the Department's performance under the *Public Governance, Performance and Accountability Act 2013*. The Secretary works in close partnership with twelve agencies across the portfolio, including the Murray-Darling Basin Authority, Bureau of Meteorology, Clean Energy Finance Corporation and a number of large regulators.

As a member of the Secretaries Board, the Secretary plays a key stewardship role across the Australian Public Service.

These roles and responsibilities are outlined in the *Public Service Act 1999*.

## About the organisation

The Department leads national efforts in addressing climate change, managing energy policy and protecting Australia's environment and water resources. The Department plays a central role in integrating environmental sustainability with economic and social priorities, advising the Australian government on how to balance development with long-term stewardship of natural resources.

The Department's key purpose is to:

- help address climate change and build a more innovative, future ready energy system
- protect our unique environment, biodiversity and heritage
- manage Australia's water resources for industry and regional communities
- advance Australia's interests in the Antarctic and Southern Ocean.

These are multi-faceted issues of critical importance to Australia's future way of life. They are nationally and internationally significant and require considered and innovative policy thinking.

Most policy areas overseen by the Department require a Whole-of-Australian-Government perspective and systems thinking. The Department's responsibilities intersect particularly closely with Foreign Affairs and Trade in relation to its role leading Australia's climate diplomacy; with First Nations' interests across most of the Department's activities; and with regional and place-based policy programs intersections with the activities of other departments and agencies including Industry and Infrastructure. The Department also shares a number of responsibilities with state and territory governments requiring it to work closely across the Federation to deliver reform.

The Department oversees a number of programs and projects that can involve specialist expertise across a variety of locations nationally and internationally. Activities include complex climate change and energy policy programs, environmental and heritage conservation programs, management of water resources, and responsibility for Australia's Antarctic presence and our Commonwealth National Parks. The Department also has specialist capability, including science capability, in a range of areas such as Antarctica; climate;

marine environments and threatened species and an internationally dispersed workforce, working in a range of different work environments, such as office-sites or year-round stations in external territories.

Regulatory activities of the Department span protection of the environment, biodiversity, and threatened species, to oversight of investment in national infrastructure projects, to engagement with First Nation's people in relation to preservation of cultural heritage sites. The broader portfolio has significant regulatory responsibility.

The Department also engages in large-scale commercial negotiations with private sector entities, on matters such as renewable energy investment.

The Department's work is wide reaching and requires a collaborative approach to deliver its work. Key stakeholders include First Nations peoples, industry, business, community, state and territory governments, and international governments and organisations.

## Appointment and Eligibility

Departmental Secretaries are appointed under Section 58 of the *Public Service Act 1999*. The Governor-General appoints the Secretary on the recommendation of the Prime Minister.

A Secretary holds office on a full-time basis. The Act provides that appointment is for five years, but that period can be shorter if requested. The Act also provides that a Secretary can be reappointed.

To be eligible, candidates must:

- be an Australian citizen;
- be eligible to work for the Australian Public Service; and
- be able to commence work in January or within a reasonable period.

Individuals shortlisted to undertake further assessment will be asked to complete a Private Interests Declaration. The individual appointed to the role will be required to successfully undergo a security clearance vetting process at Negative Vetting Level 2 at a minimum.

## Remuneration

The Remuneration Tribunal and the Secretary of the Department of the Prime Minister and Cabinet share responsibility for the remuneration arrangements for most Departmental Secretaries. The Tribunal determines the general classification structure for the office of Secretary and the classification of each individual office. This is published in the [\*Remuneration Tribunal \(Departmental Secretaries—Classification Structure and Terms and Conditions\) Determination\*](#) which is updated from time to time. The determination also contains provisions relating to leave, travel, geographic relocation and loss of office for Secretaries. The Secretary of the Department of the Prime Minister and Cabinet, in consultation with the President of the Tribunal and the Australian Public Service Commissioner, assigns each Secretary to a specific pay point in the classification structure determined by the Tribunal. The [\*current instrument of assignment\*](#) is published on the Prime Minister and Cabinet website.

The Secretary of the Department of Climate Change, Energy, the Environment and Water is assigned to Level 3, pay point 2 in the classification structure, providing for total remuneration of \$910,270 per annum.

## Diversity

Setting the standard for equity, inclusion and diversity is a key element of the Australian Government's APS Reform agenda. The Australian Public Service is committed to better reflecting the Australian community by increasing the diversity within our senior leadership cohort. We encourage and welcome applications from all genders, First Nations peoples, people with disability, people from culturally and linguistically diverse backgrounds, and the LGBTIQ+ community. Reasonable adjustments including access, equipment or other practical help will be supported through the appointment process.

## Selection Criteria

Suitable candidates will have extensive experience as a senior executive of a public, private or for purpose organisation. They will demonstrate:

- Strategy and delivery expertise along with the systems leadership capability required to lead across a large government portfolio.
- The capacity to advise and support multiple Ministers concurrently.
- The ability to engage and work in genuine-partnership with industry, government and non-government organisations, communities, and internationally.
- Exemplary personal leadership attributes including integrity, judgement and political acumen along with strong people and financial management skills to lead at scale.

Suitable candidates will model the APS Values and the Secretaries Charter of Leadership Behaviours. In addition, candidates who have prior experience leading an organisation will be highly regarded.

## Application

To support your application, please submit the following to **s 22** by COD on Tuesday evening 27 May 2025:

- A maximum three page CV. This should include two professional referees and details of relevant qualifications and experience.
- A 1000 word expression of interest articulating your understanding of the challenges and opportunities facing the sector and the portfolio and how your experience in relevant senior leadership positions will support you to contribute in the role.

## Contact

If you have any questions about the process please email **s 22** to schedule a suitable time for this conversation.