

Executive summary

Silas Palmer is a skilled senior government administration professional with expertise in policy design and implementation, operations, public sector governance and strategic communications and engagement. Mr Palmer has more than 14 years public sector experience across legislative and executive branches of state government, with direct experience advising senior executives in central and line agencies, portfolio departments and statutory authorities.

Work history

Senior Adviser to Head of Transport Services

2022-2024

Department of Transport and Planning | Office of the Deputy Secretary, Transport Services

- Advised the Deputy Secretary, Secretary and transport-portfolio on public policy and policy implementation matters.
- Provided summaries, prioritisation and analysis of briefings to the Deputy Secretary, Transport Services.
- Prepared and edited Ministerial briefings and cabinet submissions improving clarity, readability and recommendations often pressured by time and policy ambiguity.
- Resolved challenging and unusual public policy problems on behalf of the Deputy Secretary working with departmental senior executives, Office of the Secretary, legal teams and the Department of Premier and Cabinet.
- Analysed upcoming cabinet items from across government; coordinated with authors and the cabinet team, prepared comments and inputs for the Deputy Secretary and Secretary.
- Developed and coordinated Transport Services responses to corporate reporting and for Parliamentary Accounts and Estimates Committee (PAEC).

Senior Strategic Adviser

2021-2022

Suburban Rail Loop Authority (SRLA), Planning and Precincts Division

- Advised on policy design of \$250 million Community Infrastructure and Open Space fund; worked across teams to establish smaller 'community projects' fund to deliver the program benefits concurrently with infrastructure.
- Established grants management function, including procurement and integration of grant management system, recruitment of team, documentation and audit of new business processes.
- Delivered the Precincts Open Space Strategy, overseeing detailed development of policy framework for open space in precincts.
- Established Public Open Space Expert Panel, a key mitigation of open space impacts in the Environment Effects Statement.
- Procured panel experts and inducted members, including planning site tours and preparing program of paper reviews, technical reviews and a review of the framework.

Senior Adviser to Chief Executive Officer

2019-2021

Suburban Rail Loop Authority (SRLA)

- Led policy coordination organisation-wide supporting the CEO and Executive General Managers.
- Contributed improvements to the structure and program logic of key documents, including the business case for the project.
- Led coordination with Department of Premier and Cabinet on key issues, upcoming cabinet submissions and decisions.
- Defined interim organisational reporting and risk processes at establishment and established the Advisory Board.
- Coordinated briefings and approvals for the Office of the CEO including weekly meetings with Minister and board chair.
- Led SRLA's cabinet coordination function: analysis of upcoming policy proposals from across government, drafting and coordinating comments and inputs.
- Regularly produced high quality briefs, reports, board papers and other submissions under high pressure and tight deadlines.
- Supported establishment of SRLA's corporate functions, including financial management, recruitment, procurement, and accommodation.

Senior Adviser, Planning and Coordination

2018-2019

Department of Premier and Cabinet/Latrobe Valley Authority (Department of Jobs, Precincts and Regions)

- Supported policy coordination as a central agency officer; shadowed central coordination in line department officer.
- Led two workstreams on project redesigning \$50 million business support fund to target investment towards jobs.
- Economic Policy development, including high-level design of \$266 million package of support to the Latrobe Valley following closure of Hazelwood Power Station.
- Designed a demonstration program of specialist electric vehicles in the Latrobe Valley.

Senior Engagement Officer

2017-2018

Department of Premier and Cabinet, Office of the Deputy Secretary Economic Policy and State Productivity

- Worked with the Premier's and Ministers' offices on policy and communications opportunities with high degree of influence, political awareness and trust.
- Supported local MP engagement during establishment of the Latrobe Valley Authority; organised CEO engagement forums and informal engagement.
- Developed and delivered program of stakeholder engagement for a \$73.1 million regional sporting infrastructure program with local and state government, construction industry and LV community stakeholders.
- Supported DPC's secretariat role for cabinet committee and the Latrobe Valley IDC including attending cabinet committees, coordinating and developing papers and producing accurate minutes.

Electorate Officer to Martin Foley MP

2014-2017

Parliament of Victoria, Legislative Assembly

Senior EO position responsible for a key Ministers office in a marginal seat:

- Produced electorate communications, including email, direct mail, social media, events, advertising and digital.
- Recruited, trained and supervised large team of volunteers from diverse communities.
- Coordinated office's role in complex and sensitive matters, e.g. Fishermans Bend reforms.
- Led conversations on constituent issues between the electorate team and ministerial and departmental teams.
- Represented member in project control groups and advisory panels; identified and escalated delivery issues and advised MP.

Electorate Officer to Johan Scheffer MP

2010-2014

Parliament of Victoria, Legislative Council

- Analysed reports and legislation, prepared briefings and speaking notes for Parliament.
- Represented MP in community, assisting community groups and constituents to inform policy development.
- Produced electorate communications, including media, print and digital.
- Monitored media coverage, prepared media releases and managed local media relationships.
- Located and nurtured strategic relationships with NGOs and community groups.

Client Liaison

2008-2009

Directioneering Victoria Pty Ltd

- Managed the administrative team of bespoke private-sector outplacement company.
- Developed and documented office systems; administered financial systems and supported team of approximately 20 consultants.
- Delivered candidate networking and client marketing events contributing to tripling of monthly revenue.

Manager/Shift Supervisor/Crew Trainer

2003-2008

McDonald's St Kilda

- Delivered McDonald's brand promise in context of store systems changes affecting 120+ staff
- Responsible for staff and management resource planning, stock and inventory management, people systems (training, performance management, recruitment, etc.) as well a shift supervision and ordinary restaurant functions.

Qualifications & Education

Monash University | Bachelor of Arts (*Public Policy/Gender Studies*)

2016

Other qualifications include: Certificate IV in Business (Frontline Management); Certificate III in Multimedia; Certificate III in Retail Operations; Responsible Service of Alcohol; Full Driver's License (car/motorcycle).

Volunteering

Health Promotion Volunteer (current- ad hoc) | Thorne-Harbour Health

President (2018-2022) and **Secretary** (2017-2018) | Melbourne Chargers Rugby Union Football Club