

Index

- Abbott, Tony, 94
- ad hoc inquiries, 114, 116, 131, 183, 185, 204
- advisory information
 - circulation of, 83
- advisory mechanisms
 - longer-term vs. shorter-term, 165
- advisory units
 - deinstitutionalisation of, 131
 - functions of, 48
 - independent, 119, 131
 - influence of, 113, 117, 131
 - outside of government, 41, 42
 - policy advisory systems and, 131
- advisory work
 - ad-hoc style of, 208
 - evolution of, 6
 - nature of, 4
- alternative advice from within
 - government
 - categories of, 114
 - definition of, 113
 - influence of, 113
 - solicited vs. unsolicited, 113
- anglophone administrative tradition
 - as facilitator and constraint of
 - change, 21
 - communication patterns, 22
 - crisis of, 211
 - managerialism of, 21
 - networks of, 22–3
 - politicisation of, 21
 - pragmatism of, 20–1
 - reforms of, 23
 - similarities in, 154
- anglophone countries
 - division between state and non-state
 - part of society, 22
 - government tradition of, 19
 - political appointments in, 64
 - similarities between, 17, 23, 182
- Arden, Jacinda, 175, 183
- audit offices
 - growing influence of, 128, 166
- AusTender (tender tracking system), 144
- austerity programs, 197
- Australia
 - 2010 Blueprint for reform, 186
 - administrative tradition, 20
 - central agencies, 67
 - public service responsiveness, 137
 - committee inquiries, 126
 - debates about political control, 137
 - Department of the Prime Minister and Cabinet, 68
 - departments, 28
 - electoral cycle, 184
 - governance crisis, 211
 - Hawke government, 33
 - Howard government, 65, 70, 93, 137
 - law commission, 130
 - Member of Parliament (Staff) Act, 34
 - policy capability, 76, 78–9, 80, 197
 - policymaking, 56, 201
 - political appointments, 33, 65
 - post-austerity measures, 197
 - productivity commission, 129
 - professional networks, 73
 - public inquiries, 122
 - public management reform, 24
 - public sector reform, 26, 78, 94, 137
 - royal commissions, 120, 209
 - Rudd coalition government, 94
 - system of government, 102, 185
 - think tank community, 135, 145, 185
 - treasury's role, 69
 - Whitlam government, 33, 93
 - working groups, 123

- Australian ministers' offices
 - public service employees, 102
 - functions of, 103
 - ministerial styles, 63
 - policy roles, 60
 - staff, 33, 34, 86, 101
 - written and verbal policy advice, 103
- Australian policy advisory system
 - centralisation of, 184
 - chaotic nature of, 185
 - contestability of, 185
 - externalisation of, 145, 184
 - failure of, 200
 - flexibility of, 208
 - introduction of, 33
 - political advisers in, 185
 - politicisation of, 184
 - public service's role within, 185, 186
 - reliance on consultants, 135, 143, 144, 145, 185
 - volatility of, 184
- Australian Prime Minister's Office
 - cabinet policy unit (CPU), 93
 - chiefs of staff, 95
 - leadership, 110
 - model of, 31
 - partisan advisers, 93, 110
 - power of, 70, 93
 - public servants in, 110
 - size of, 93
 - staff, 94
 - states of transition, 31, 94–5
- Australian Productivity Commission, 131
- Australian public service, 185
 - cap on, 143
 - policy role, 78, 197
 - spending on, 144
- Barker, Anthony, 43
- Bentham, Justin, 150
- Berg, Caspar van den, 154
- Blair, Tony, 74, 87, 88, 192
- Brexit crisis, 76, 92, 140, 154, 192, 198, 212
- British government
 - cabinet committees, 90
 - Cabinet Office, 140
 - centralization of, 88
 - coalition for, 89
 - distribution of ministerial activities, 87
 - partisan advisers, 89, 91
 - policy team, 91
 - under David Cameron, 89, 136, 137
 - under James Brown, 88–9
 - under Theresa May, 90, 155
 - under Tony Blair, 87
- Brown, Gordon, 88, 89
- bureaucracy
 - information sharing, 61
 - neutrality of, 18
- Burney, Derek, 111
- Butts, Gerald, 98, 99, 148
- C.D. Howe Institute, 148
- Cameron, David, 71, 89, 91, 175
- Canada
 - administrative tradition, 20, 24
 - central roles in policy coordination, 68, 70
 - Clerk of the Privy Council, 187
 - departments, 28
 - electoral cycle, 184
 - fiscal policy, 202
 - Harper government, 97, 106, 107, 146
 - law commission, 130
 - management consulting, 146
 - Martin government, 96
 - Parliamentary Budget Officer (PBO), 127
 - Phoenix pay problem, 201
 - policy community, 196
 - policy development, 59, 62
 - political appointment system, 65, 66
 - power of government, 71, 186
 - Privy Council Office, 68, 71
 - public administration, 24, 25
 - public sector reform, 77
 - Recruitment of Policy Leaders and Advanced Policy Analysts programs, 188
 - response to global financial crisis, 153
 - royal commissions, 120
 - separation of public service and political sphere, 66
 - sources of policy advice, 25
 - think tanks, 147–8, 188

- treasury's roles, 69
- Trudeau government, 97, 106, 147
- Canada 2020, 148
- Canadian Centre for Management Development (CCMD), 188
- Canadian Federation of Independent Business (CFIB), 203
- Canadian ministers' offices
 - advisers, 106, 107
 - chief of staff position for, 33
 - deputy minister position, 63–4
 - expansion of, 33
 - mandate letters, 61
 - ministerial styles, 63
 - partisan advisers, 106
 - policy work, 106, 107
 - power of ministers, 66
 - staff, 86, 101, 106
 - written briefing system, 106
- Canadian National Round Table on the Environment and the Economy, 129
- Canadian policy advisory system
 - adaptability of, 212
 - capacity gaps, 188
 - consultants, 146
 - contestability within, 187
 - evolution of, 95–7
 - externalisation dynamics, 150, 188
 - prime minister's role in, 187
 - recruitment programs, 188
 - reliance on central advisory units, 186
 - stability of, 186, 188
 - vs. New Zealand policy advisory system, 188
- Canadian Prime Minister's Office (PMO)
 - centralization of, 110
 - control over government, 95
 - dealings with Trump administration, 98
 - external advisers, 99
 - functions, 31
 - organizational structure, 96
 - partisan advisers, 95, 96, 97, 110, 111
 - policy shop, 97, 99
 - staff, 31, 33, 95, 98
- Canadian Treasury Board Secretariat, 30
- central agencies
 - centralization of power of, 164
 - cross-country comparison of, 164
 - functions of, 28, 29, 71–2
 - specialisation of, 28
 - supporting role of core executives, 26
- Centre for International Governance Innovation, 152
- Centre for Policy Alternatives, 148
- commissions of inquiry
 - cross-country comparison, 121
 - prime ministers' use of, 132
 - vs. royal commissions, 120
- Conservative Party (UK), 150
- consultants
 - areas of expertise, 144
 - as advisory sources, 75, 143, 156
 - cost of, 138
 - cross-country comparison of use of, 135, 156
 - data about, 138, 156
 - government spending on, 144, 145, 156
 - number of, 144, 172
- contestability, 87
 - as dimension of Westminster PAS, 10, 180, 181, 200
 - forms of, 181
 - of ministers, 77
 - of policy advisory systems, 87, 108, 155, 168, 181, 185, 187, 190
 - of public service advice, 13, 181
 - search for greater, 149
 - sources of, 185
- core executive
 - in policy advisory process, 26–7, 180, 207
- Credlin, Peta, 94
- Cummings, Dominic, 92
- desk fatigue, 162
- Deloitte, 147
- Dent, Helen, 138
- departments
 - as policy advisers, 7
 - external engagements, 83
 - functions of, 28
 - hierarchy, 72, 73

- departments (cont.)
 - numbers of, 28
 - policy capability of, 77
 - role of heads of, 51, 61, 64
- Diamond, Patrick, 150
- Eichbaum, Chris, 48
- English, Bill, 175
- European Union
 - impact on policy advisory system, 154
- external policy advice
 - capacity gaps and, 140
 - characteristics of, 134
 - cross-country comparison, 135, 137, 142–3
 - rationale for, 137, 150
 - shift to, 157
 - solicitation of, 135
 - spending on, 139, 156
 - stakeholder management, 151
- externalisation of policy advisory system
 - as pressure on government, 135
 - characteristics of, 47, 169
 - cross-country comparison, 172
 - definition of, 46
 - dimensions of, 75
 - extensiveness of, 181
 - forms of, 172, 173, 174
 - pressure for, 158
 - rationale for, 46, 136, 137, 149
- fiscal institutions, 127
- Fraussen, Bert, 145
- Frost, David, 92
- global financial crisis (GFC), 136, 153, 160
- Gomery Commission, 166
- Gove, Michael, 92
- governance
 - modes of, 53
 - pace of contemporary, 2
 - vs. government, 53, 167
- government
 - collaboration in, 67, 72
 - coordination in, 67, 68, 75
 - cross-country comparison, 26
 - impositional, 186
 - organization of, 113
 - policy advisory bodies within, 128–9
 - polymaking within, 72
 - power of, 164
 - pressure for transparency, 2
 - transition advice, 204
 - vs. governance, 53, 167
 - vs. inner government, 113
- government control
 - category of, 46
 - government policy reviews and inquiries, 131, 132
- Griffith, Andrew, 92
- Group of Twenty (G20), 152
- Hall, Peter, 49, 159
- Halligan, John, 41, 42, 46, 52, 139
- Halpin, Darren, 145
- Harper, Stephen, 71, 97, 114, 136, 171, 183
- Hazell, Robert, 89
- Hill, Fiona, 90
- Hipkins, Chris, 142
- Horizons Canada, 210
- Howard, John, 93
- Hustedt, Thurid, 49
- implementation
 - as core function of public officials, 60
 - in Australia, 126, 186, 197, 201, 212
 - in Canada, 201
 - departments' role, 7, 28, 79, 82
 - impact of policy advisory system, 168
 - joint, 72, 73
 - in New Zealand, 71, 194
 - in the United Kingdom, 58, 60, 71, 88, 90, 126, 201, 212
 - in Westminster tradition, 57, 164, 212
- independent review process, 122, 124
- inner government, 113
- inquiry agencies, 118
- Institute for Research on Public Policy (Canada), 148, 173
- instrumentalism in political culture, 19–20, 21, 25
- interdepartmental committees (IDCs), 56, 59, 73
- international agreements
 - constraints of, 152

- international governmental organization (IGO), 152, 153
 international policy advice, 152, 153, 154–5
- Johnson, Boris, 32, 92, 192
- Keating, Paul, 103
 knowledge brokers, 40
 Kunkel, John, 95
- Lansley, Andrew, 202
 law commissions, 130–1
 Law Reform Commission of Canada, 130
 Lister, Edward, 92
 Lowy Institute for Public Affairs, 152
- Maley, Maria, 102
 management consulting, 146
 managerialism, 5, 60, 77, 78
 Marsh, David, 145
 Martin, Paul, 96
 Maude, Francis, 108, 136
 May, Theresa, 91, 175, 183
 McDonald-Laurier Institute, 148
 McKinsey and Co., 147
 McNair, Mike, 98, 100
 Mendelsohn, Matthew, 66, 148
 ministerial advisers, 34, 35, 72, 84, 85
 ministers
 agents of, 60
 contestability of, 76
 instruments of inquiry, 114
 intolerance to challenges, 199
 policy advice to, 161, 193
 policy roles of, 58, 59, 61
 styles, 63
 ministers' offices
 as component of advisory systems, 32
 cross-country comparison, 34, 101–2, 112
 policy advisers, 102, 111
 policy contestation, 86, 96, 101, 112, 136
 staff, 15, 33, 86, 101
- Mirza, Munira, 92
 Morrison, Scott, 95
 Morse, Amyas, 122
 Mottram, Richard, 89
- Mowat Centre for public policy, 148
 Mulroney, Brian, 33, 59
- networks
 forms of, 72, 73
- New Public Management (NPM)
 reform
 association with anglophone countries, 5, 26
 early identification of, 23
 effect of, 50, 52, 53, 70, 128, 188
 radical form of, 190
- New Zealand
 appointment system, 65, 74
 Better Public Services review, 74
 boundary between state and non-state parts of society, 22
 central agencies, 67, 100
 civil service responsiveness, 137
 coalition politics, 104, 105
 Department of the Prime Minister and Cabinet (DPMC), 68, 78, 82, 100, 189
 departments, 28
 electoral cycle, 184
 independent working groups, 123
 law commission, 130
 ministerial offices, 34, 86, 103, 104–5
 ministerial roles, 59, 60
 Parliamentary Budget Officer (PBO), 127
 policy improvement frameworks, 195
 policy making capacity, 70, 78
 prime minister's office, 32, 100, 110, 189
 productivity commission, 129
 professional networks, 73
 programs for developing the policy profession, 194
 proportional representation system, 104, 160
 public inquiries, 116
 public management model, 23, 24, 26, 189, 190
 public sector reform, 69, 100, 137
 public service, 140, 197, 200
 royal commissions, 120
 size of government, 189
 State Sector Act, 191

- New Zealand (cont.)
 State Services Commission (SSC), 30, 65, 68, 142
 treasuries' roles, 69
- New Zealand policy advisory system
 adaptability of, 212
 advice to ministers, 193
 attempts at enhancing policy advice, 194
 consultants, 135, 140, 142
 cost of advice, 142
 externalisation of, 140
 focus on addressing policy capability, 190
 ministers' role in, 189
 negotiated, 189
 partisan advisers, 105
 politicisation of, 189
 purchase advisers, 51
 vs. UK policy advisory system, 190
- New Zealand State Services Commission, 29
- non-governmental organizations (NGOs), 153
- non-public service, 15
- non-Westminster countries, 205, 206
- OECD countries
 advisory systems, 205
- Office of the Auditor General, 128
- Oliver, Joe, 203
- Palmer, Geoffrey, 100
- Parkinson, Martin, 143
- parliamentary budget office (PBO), 117, 127
- parliamentary committees, 125, 126
- parliamentary inquiries, 114, 125, 127
- Parsons, Wayne, 167
- partisan advisers
 and policy advisory system, 165
 characteristics of, 84
 codes of conduct for, 166
 gatekeeping, 104
 importance of, 91, 169
 institutionalization of, 86
 use of technology, 109
 verbal advising, 109
- Peters, B. Guy, 43, 47
- Pierre, John, 47
- Podger, Andrew, 94
- policy actors, 7, 37
- policy advice
 ad-hoc style of, 208
 alternative forms of, 37
 changes in the provision of, 62
 competencies of, 40
 competition in, 79
 content of, 38, 43
 cross-country comparison, 182
 externalised models of, 54, 55, 56
 fragmentation of, 10
 ideal types models of, 53–5
 in the traditional system, 55, 56
 internalised model of, 54, 55
 knowledge brokers as actors of, 40
 limits of, 3
 long-term, 43, 45, 81, 82
 outsourcing of, 46, 136
 procedural aspects of, 44, 45
 proximate decision makers as actors of, 40
 public services and, 52
 quality of, 61
 short-term, 43, 45
 speaking truth to power model of, 167
 supplies of, 42
 types of, 43–4
 units of, 38, 42, 75
 verbal and written, 161
 weaknesses of, 200
 within government system, 26–7
- policy advisers
 location of, 38, 40, 41
 per minister, number of, 191
 prime ministers' chiefs of staff as, 111
 relationship to policy actors, 7
 role of, 6, 7
 types of, 37
- policy advisory system (PAS) change
 abrupt fashions of, 176
 analysis of, 49–50
 characteristics of, 49, 159
 controversy over, 174
 cross-country comparison, 12, 174–5
 decline of dominant advisers, 163
 directed, 176
 emphasis on service delivery and implementation, 164

- first order, 161–3
- gradual, 12, 160, 176
- incremental, 48
- internal, 176
- long-term, 160
- macro-level, 167
- reversals in, 166
- second order, 163–5, 166, 174, 175, 210
- shift to generalist advisory work, 163
- technology and, 162, 175
- third order, 167–9, 174, 175
- trajectories of, 11, 50, 160
- transformational, 48
- types of, 49, 159
- policy advisory systems (PAS)
 - alternative conception of, 3
 - analysis of, 2, 14, 37, 38–9
 - benefits of, 1
 - capability and relationship issues, 193
 - common patterns in, 131, 132
 - complexity of, 10
 - components of, 7
 - content dimensions of, 43, 45
 - contestability of, 155, 168, 181
 - coordination of, 10
 - cross-country comparison, 4, 12, 15–16, 111–12, 205
 - definition of, 3, 4
 - emergent, 13
 - evolution of, 52, 156, 178
 - flexibility of, 11, 159, 160
 - fragmentation of, 157
 - government control of, 41, 42, 175
 - government transitions and, 204
 - impact on governance, 1, 205
 - implications for policymaking, 9
 - in non-Westminster countries, 3, 205
 - international policy and, 154
 - literature on, 14
 - malleability of, 45
 - management of, 203–4
 - non-democratic, 206
 - operational trends in, 6, 11
 - organisation of, 14
 - partisan advisers and, 165
 - post truth politics and, 4, 168
 - pressure for more open, 176
 - public service and, 10, 12
 - reforms of, 52, 160, 167, 175
 - societal interests and, 9, 168
 - stability and change over time, 8, 39
 - structure of, 6
- policy capability
 - assessment of, 80
 - decline of, 77
 - definition of, 77
 - in Australia, 80, 81
 - in Canada, 77
 - in New Zealand, 78
 - of departments, 77
 - staff skills and, 80
 - views of, 80–1
- policy coordination, 67, 68
- policy improvement frameworks, 195
- policy innovation, 194
- policymaking
 - central actor in, 72
 - evidence-based, 45, 202
 - pace of, 201
 - pre-emptory behaviour by ministers in, 202
 - pressure for democratic, 155
 - weaknesses in, 81, 201
 - within government, 56, 72
- policy professionalisation, 194, 195–6
- policy tsars, 123, 124, 125
- policy without evidence, 80
- policy-based evidence, 80, 202
- political appointment systems, 64, 65–6
- political control, 115
- politicisation of policy advisory system
 - applications of, 115
 - characteristics of, 169, 171
 - definition of, 47, 57
 - development of, 181
 - drivers of, 171
 - forms of, 169, 170, 171
 - intensity of, 184
 - ministerial partisan advisers and, 84
 - political appointments and, 64, 169
 - rationale for, 115
- Pollitt, Christopher, 25
- post-truth, 176
- Powell, Jonathan, 87
- Prager, Jean-Andre, 92
- Prasser, Scott, 43
- prime minister's department (PMD), 68

- prime minister's office (PMO)
 - cross-country comparison, 30–2, 86, 110, 112
 - influence of, 112
 - leadership, 207
 - organization of advisory functions in, 110
 - partisanship of, 31
 - power of, 70–1
 - staff, 86
- Prince, Michael, 53, 157, 167
- productivity commissions, 129
- professional networks, 73
- proximate decision makers, 40
- public inquiries
 - advisory vs. investigative, 119
 - appointed under ministerial authority, 122
 - characteristics of, 118
 - cross-country comparison, 119
 - independence level, 120
 - influence of, 133
 - statutory basis of, 118
- public policy system, 2, 8
- public sector innovation (PSI) labs, 194
- public sector organisations, 35
- public sector reform, 22, 23, 25, 53, 60, 69, 90
- public servants
 - career of, 56
 - changes in the use of, 51
 - in policy advising, 199
 - institutional guidelines for, 83
 - interviews with, 14
 - pressures on, 18
 - professional values of, 83
 - relations with ministers, 199
- public service advice, 52, 134, 163
- public service agreements, 74
- public services
 - advisory function of, 18, 42, 52, 81, 82, 83, 198–9
 - capability of, 1
 - capacity of, 48, 52, 82, 137–8
 - collaborative nature of, 52, 72
 - decline of influence of, 155
 - evolution of, 1, 16, 42, 80
 - externalisation of, 11, 76
 - future of, 81, 207
 - movement towards generalist, 163
 - policy role of, 58, 78
 - priorities of, 81
 - size and composition of, 8
- responsiveness of officials, 136–7
- review and inquiry agencies, 117, 118, 119
- Rhodes, R.A.W., 19
- Richardson, Jeremy, 186, 193
- royal commissions
 - average lengths for, 120
 - cross-country comparison, 120–1
 - vs. commissions of inquiry, 120
- Rudd, Kevin, 94, 138, 183
- Saint-Martin, Denis, 139
- Shaw, Richard, 48
- Sinodinos, Arthur, 95
- Smith, Martin, 88
- SNC Lavalin scandal, 99
- state
 - conception of, 4, 19
- Stone, Diane, 145, 152
- Telford, Katie, 97, 98
- Thatcher, Margaret, 23, 59, 135, 192, 201
- think tanks
 - cross-country comparison of, 147–8
 - ecology of, 148
 - formal representations to government, 148
 - funding of, 148
 - growing number of, 156
 - influence of, 147, 148
- Tiernan, Anne, 47, 102, 153
- Timothy, Nick, 90
- treasuries, 69
- Trudeau, Justin
 - policymaking, 98, 203
 - preference for verbal briefs, 97
 - reliance on external advisers, 173
 - return to cabinet government, 98, 99, 187
- Trudeau, Pierre, 33, 68
- Trump, Donald, 98
- Turnbull, Malcolm, 94, 95

- Uhrig inquiry, 115
 United Kingdom
 appointment system, 65
 Cabinet Office, 68, 69
 central agencies, 68, 70
 civil servants, 56, 59, 192, 195
 Committee of Public Accounts, 74
 constitution, lack of written, 20
 Contestable Policy Fund (CPF), 149
 Council of Economic Advisers, 108
 departments, 28, 198
 development of policy profession,
 192, 194
 electoral cycle, 184
 executive minister, 60
 extended ministerial offices (EMOs),
 108, 149
 global financial crisis and, 153
 governance, 68, 211
 law commission, 130
 management consulting, 146
 National Audit Office, 122, 128, 138
 Office for Budget Responsibility
 (OBR), 127
 Open Policy Making, 193
 Open Public Services, 76
 policy lab, 194
 policy making, 201
 policy professionalisation, 195–6
 policy tsars, 123, 124
 post-austerity measures, 197
 professional networks, 73
 public inquiries, 120
 public management model, 24, 25
 public sector reform, 25, 69, 92, 108
 public service agreements, 74
 reform program, 25, 76
 royal commissions, 120
 Spending Review process, 74
 think tank community, 56, 135, 149
 treasuries' roles, 69
 What Works Network, 202
 United Kingdom ministers' offices
 capacity for policy advice within, 109
 civil service and, 192
 creation of expanded, 108
 heads of, 107
 hybrid nature of, 107, 191
 interaction between departments
 and, 109
 partisan advisers, 108
 political appointees of, 107
 reform of, 108
 staff, 34, 86
 style, 63
 verbal advising, 109
 United Kingdom policy advisory system
 characteristics of, 191
 consultants, 138, 139, 141
 flexibility of, 208
 hybrid nature of, 82
 politicisation dynamic of, 191
 specialized advisory units, 70
 temporary staff, 141
 trends in, 192
 United Kingdom Prime Minister's
 Office (No 10)
 capacity and influence of, 32, 68
 civil servants, 110
 link to think tanks, 149
 partisan advisers, 110
 policy advisers, 34, 87, 88, 191
 policy unit, 90–1
 relations with Cabinet Office, 68, 69
 staff, 87
 Veit, Sylvia, 49
 Weller, Patrick, 47, 102
 Wernick, Michael, 99
 Westlake, Sheridan, 92
 Westminster model of government
 alternative to, 19
 anglophone administrative tradition
 and, 17, 19
 beliefs and practices, 18
 centralisation in, 86
 constraints of, 5
 contestability of, 10
 coordination of, 10
 criticism of, 19
 features of, 18
 flexibility of, 45
 fundamental features of, 17
 implications of, 21–2
 information sharing in, 61
 partisanship in, 1
 pragmatism of, 5
 pressure for transparency, 2
 study of, 4, 5

- Westminster policy advisory systems
 ability to manage advisory sources, 181
 at ministerial level, 184
 capacity building, 207
 challenges of, 210–11
 characteristics of, 6, 12
 competitiveness of, 209
 contestability of, 181, 200
 coordination of, 211
 cross-country comparison, 8, 182–3, 209
 dimensions of, 13, 180
 direction of change of, 13
 externalisation of, 181
 flexibility of, 181, 208, 212
 future of, 206–8, 213–14
 in the twenty-first century, 179–81
 influence of Westminster principles on, 205, 206, 213
 instability of, 208–10
 institutionalisation of new advisory bodies, 209
 locational approach, 41
 main elements of, 179, 193
 politicisation dynamics, 181, 201
 pressure for transparency, 179
 prime minister's role in, 183
 public service and, 198–9
 quality of, 200
 shifts in advisory practices in, 42
 short- vs. long-term policy advice considerations, 182, 210
 tensions in, 210, 211
 tradition variation, 178, 182, 212
 uncertain environment of, 208
 WhatsApp, 109, 162, 176
 wicked policy problems, 47
 Wilson-Raybould, Jody, 99