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15 September 2025

Productivity Commission
(e) 5pillars@pc.gov.au

Submission to the Productivity Commission's Five Pillars of Productivity Inquiry

Dear Sir/Madam,

Thank you for the opportunity to provide a submission in response to the Productivity Commission's consultation on the Five Pillars of Productivity and accompanying priority reform areas.

Having analysed all five interim reports and a number of other documents, I am pleased to advise that it appears possible to significantly enhance the productivity impacts of the draft recommendations.

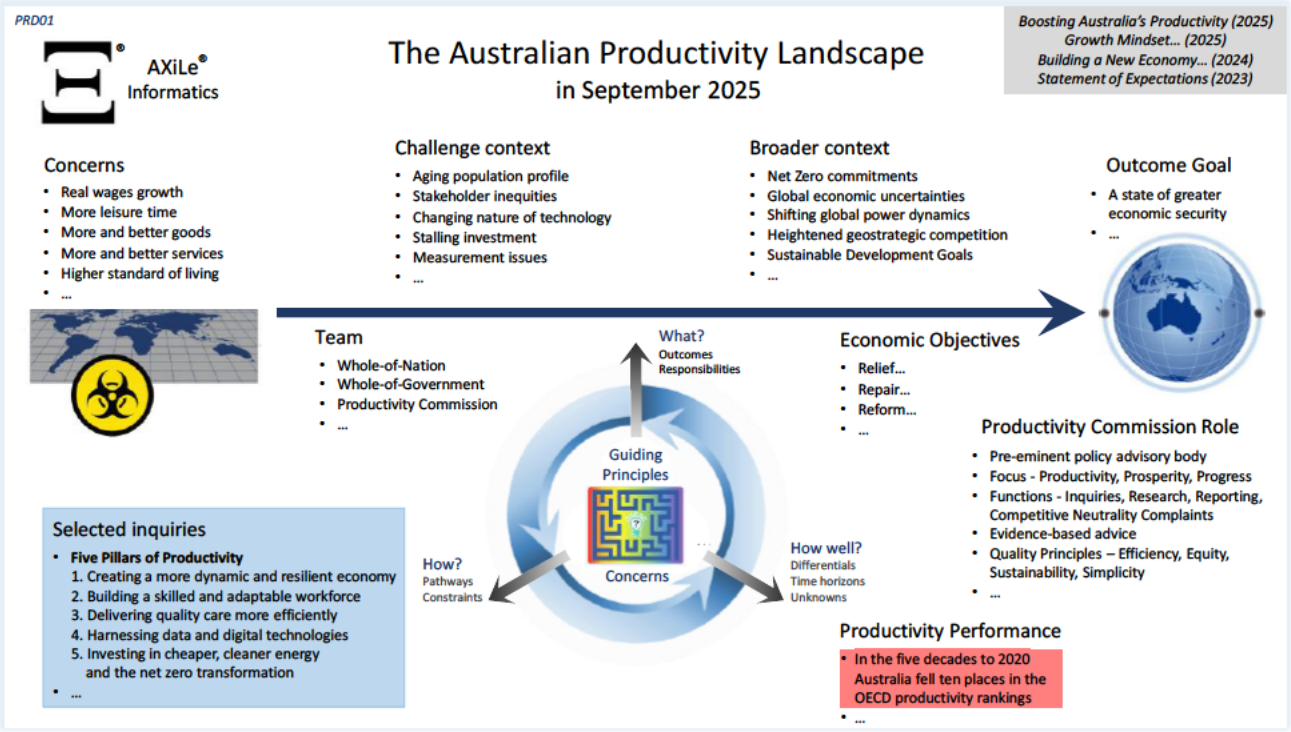
My proposed enhancement is based on a proven enterprise planning, integration, and transformation framework that can help the Government better mitigate risk whilst obtaining the desired outcomes faster and more easily. By integrating and streamlining the stock of regulations, this enhancement could help generate further improvements to productivity over time.

I have attached a brief concept outline with links to more detailed documents. If you have any questions about this submission, I would be delighted to provide more information.

Yours sincerely,

Dr Heather Brindley
MICCPM, MACS Snr
Director, AXiLe Informatics
[redacted]

1. Today's Productivity Landscape



About PRD01

PRD01 summarises the key concepts and themes of the current Productivity Landscape. The infographic was compiled from the Productivity Commission's five interim reports and various other documents (1-3).

Features of interest

Australia's "Productivity Crisis" has developed over several decades and despite many different reform initiatives.

- The evidence suggests that these previous initiatives have been mostly unsuccessful.
- The current draft recommendations do not appear to differ greatly from those of previous initiatives.
- This suggests the Five Pillars Inquiry will also struggle to achieve its desired outcomes.

Each of the interim reports references a siloed and/or fragmented Productivity Landscape.

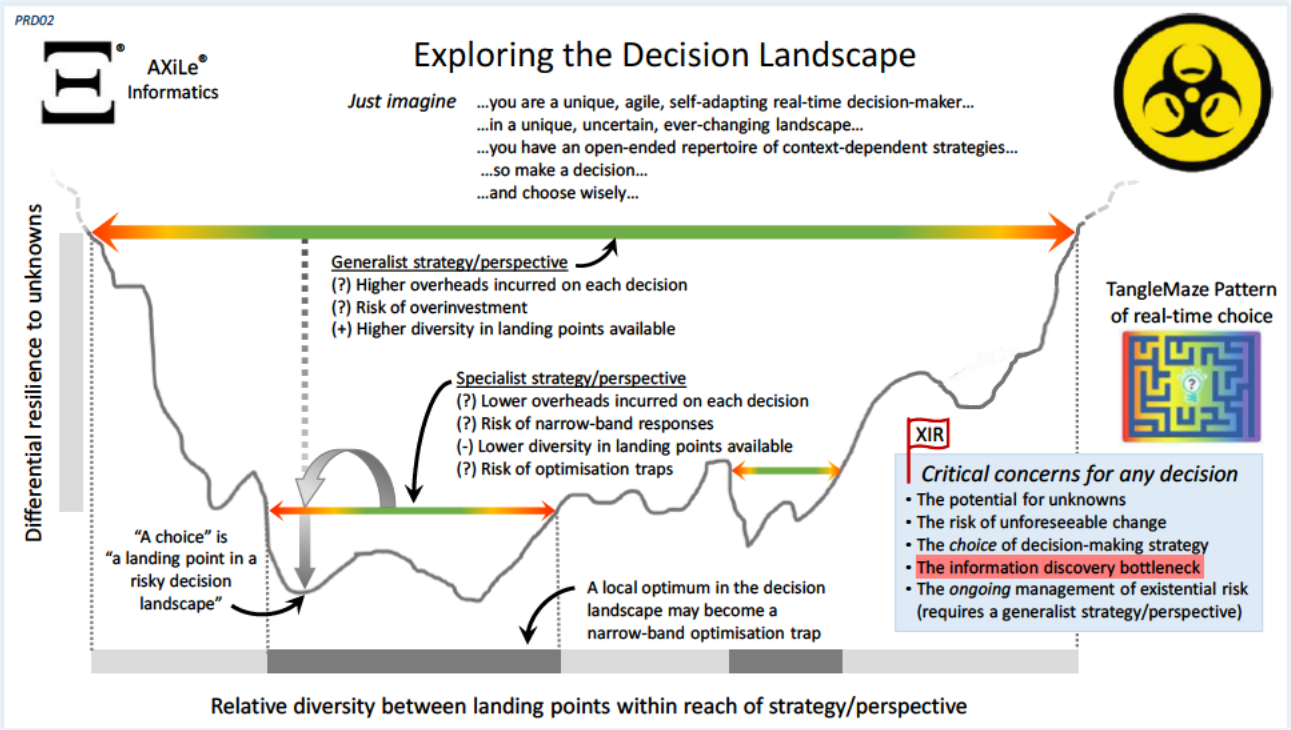
- Remarkably, this problem is exactly mirrored by the existence of the five separate inquiries themselves.
- Fortunately, there is a well-proven Remediation Strategy for this Malady Pattern (4,5).

Recommendation

The Remediation Strategy should be used to enhance the draft recommendations - see below for more details.

Section / Title		Content Description
1	Today's Productivity Landscape	A graphical summary of the interim reports and related documents
2	The Decision Landscape	Graphical analysis of the critical concerns for any decision
3	Proposed Enhancement	Mapping between Draft Recommendations and Wellbeing Framework
4	Evaluation Highlights	Key findings from the evaluation of the Proposed Enhancement
A	Supplemental Material	Concept provenance, its relevance to economic productivity, and more examples of Landscapes.
B	References	Citations and links

2. The Decision Landscape



About PRD02

PRD02 highlights the critical concerns for any decision. Discovery is a real-time bottleneck, because no-one can ask a specific question about their unknown unknowns (6-8). It is likely that many policy and productivity siloes exist because the discovery bottleneck acts as a critical constraint on end-to-end and cross-domain systems thinking.

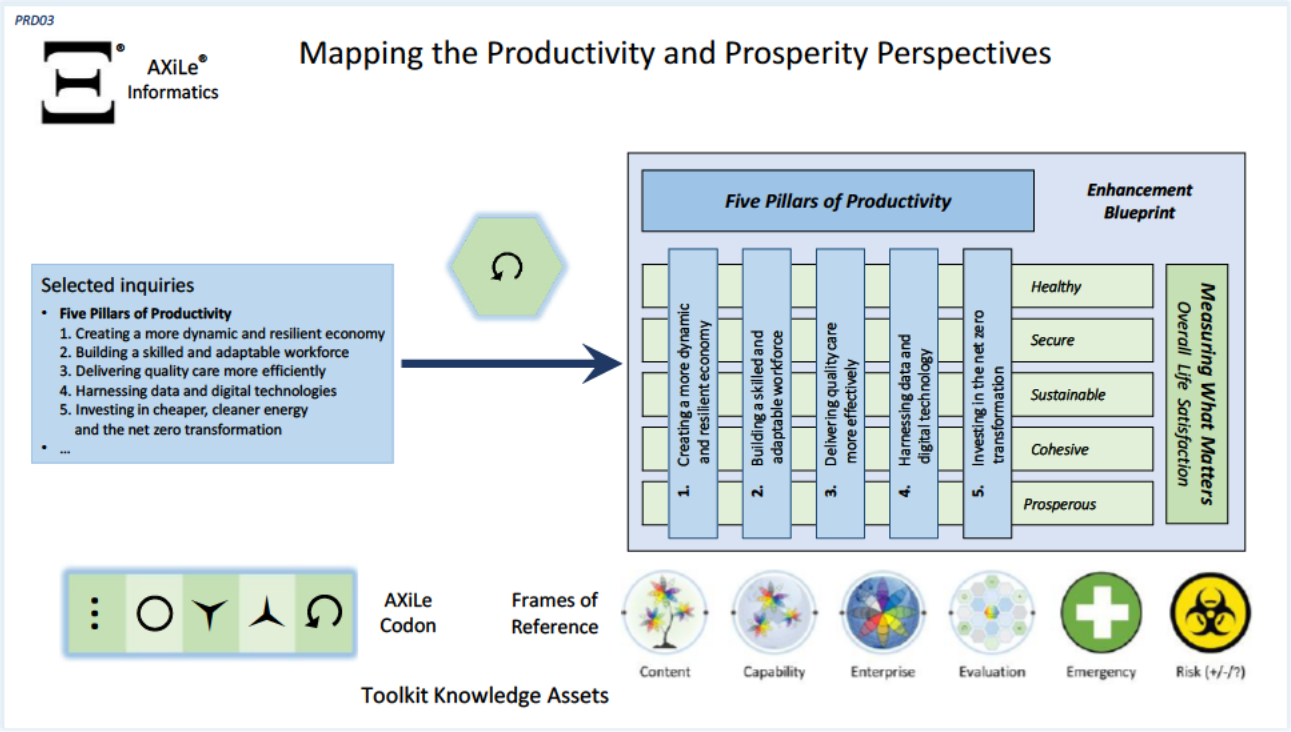
Features of interest

The Productivity Commission has noted that "*new ideas…are the feedstock of growth*" (1).

- There has been a significant decline in the rate of generation of breakthrough scientific ideas (9).
- Australia's productivity problem is not unique – countries around the world have experienced a decline in productivity growth

The above observations provide more support for the recommended enhancement.

3. Proposed Enhancement



About PRD03

PRD03 is a first-cut prototype mapping between the Five Pillars of Productivity and the Wellness Framework "Measuring What Matters" (1,10). Construction of the output mapping was facilitated by the toolkit knowledge assets shown at the bottom of the diagram.

Features of interest

The Enhancement Blueprint leverages the Wellness Framework concept of overall life satisfaction.

- This concept aligns with and maps to the patterns of Needs, Satisfiers, and Satisfaction Transactions described in Section A. Supplemental Material.
- The output mapping draws on the alignment between Economic Transactions and Satisfaction Transactions.

4. Evaluation Highlights

Perspectives

The net impact of the proposed enhancement and its ease of implementation can be examined at different levels and from various perspectives, including:

- At the level of the draft recommendations and information requests for each individual inquiry.
- At the level of the Five Pillars of Productivity Inquiry.
- From the perspective of the broader remit and work done by the Productivity Commission itself.
- From the perspective of Australia's stock of regulations and the people who need to comply with the implemented reforms.

Observations

Focus / Perspective	Differential Observation
Individual inquiries	
Creating a more dynamic and resilient economy	The discovery and innovation focus of the proposed enhancement can help to grow the entire economy, thereby increasing tax revenue and making reform more palatable.
Building a skilled and adaptable workforce	The graphical power and representational simplicity of the supporting knowledge assets can help people learn throughout their entire lives. For example, mature workers could move between roles more easily. For example, young people could be motivated to learn by the prospect of making breakthrough discoveries of all kinds.
Delivering quality care more effectively	The supporting knowledge assets include a fully personalised model of physical and mental medicine and healthcare. Elders could monetise their experience by generating innovative ideas. The draft recommendation for a Preventative Framework generalises to an all-risk Framework. The proposed enhancement already links to an extensively-tested Framework of this kind.
Harnessing data and digital technologies	The enhancement is based on human knowledge, not technology. Even those people without access to technology can benefit substantially. A knowledge-based approach is faster, lower risk, and vastly cheaper than Artificial Intelligence. The MFP impact of the enhancement will subsume (and therefore exceed) that of Artificial Intelligence. The enhancement makes it possible to use a flexible, federated data strategy rather than mandating either a centralised or decentralised approach.
Investing in cheaper, cleaner energy and the Net Zero transformation	The discovery and innovation focus of the proposed enhancement can help Australians invent new approaches to achieving Net Zero. The housing recommendation aligns to the need for shelter and a habitable environment. This enables the mapping to sustainability.
Coordination between Inquiries	
Gaps and overlaps between Inquiries	This analysis identified significant gaps and overlaps between different inquiries which this enhancement could help reduce. In particular, there is considerable overlap with the Strategic Examination of Research and Development which could be reviewed and integrated.

Focus / Perspective	Differential Observation
Productivity Commission	
Statement of Expectations	The Productivity Commission could extend the enhancement strategy to other inquiries, research and reporting. Shorter reports making greater use of graphical representations would align with the guidance in the recent Statement of Expectations.
Stock of Regulations	
"Regulatory Reform Maturity Model"	The enhancement can be implemented throughout Australia's stock of regulation in a stepwise manner. This would deliver on the Productivity Commission's goals of real wages growth, more leisure time, more and better goods and services, and higher standards of living.

Bigger Picture

Modelling work related to the proposed enhancement has been evaluated in various ways including the following.

Benchtest

Development Testing (11)

StageGate Review (4)

Conference Presentation

Abstract for the 2022 Global Health Security Conference held in Singapore (12)

Hackathon

2025 GovHack Challenge (13)

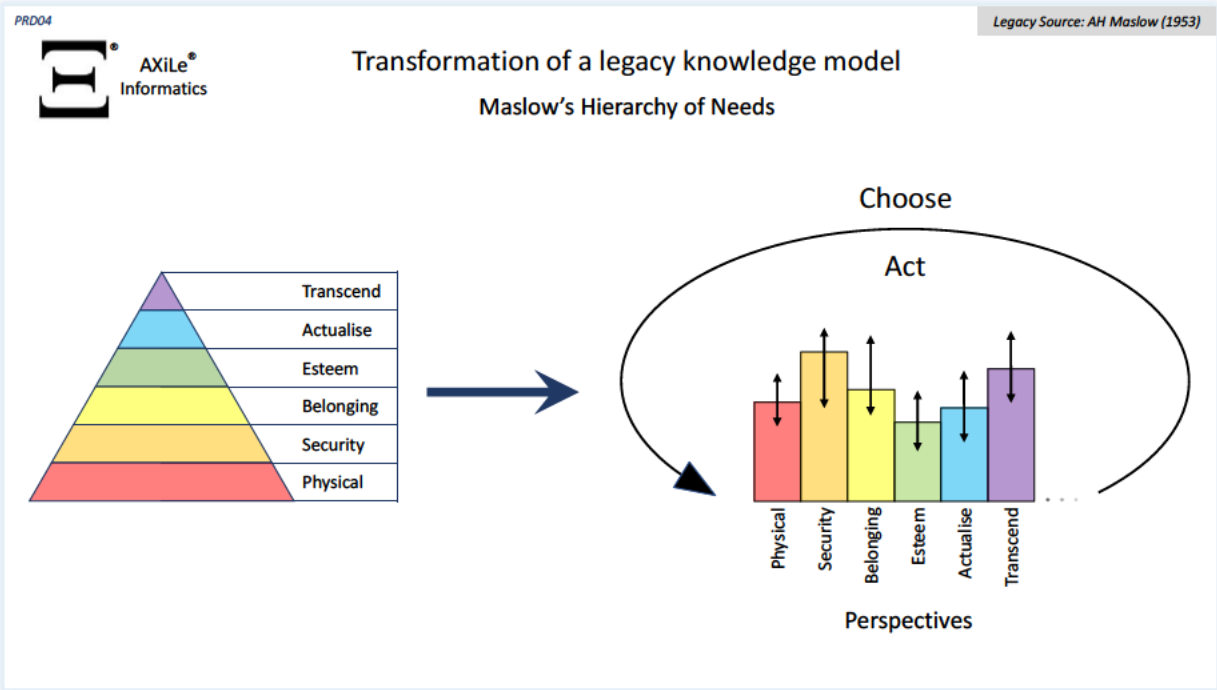
Informal feedback

in-person and online presentations and public workshops with personnel from Government, Industry, and other organisations (11).

A. Supplemental Material

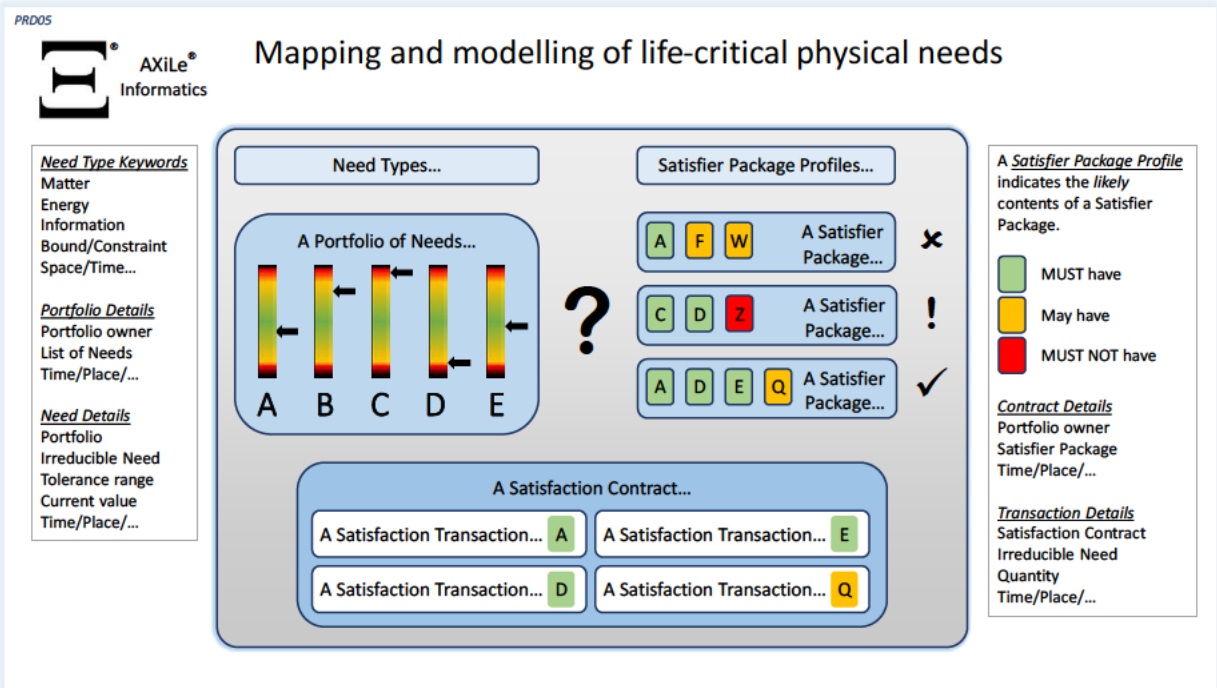
A1. Original Discovery

A new conceptual model of real-time choice provides a consistent way of mapping between different knowledge domains (7,8).



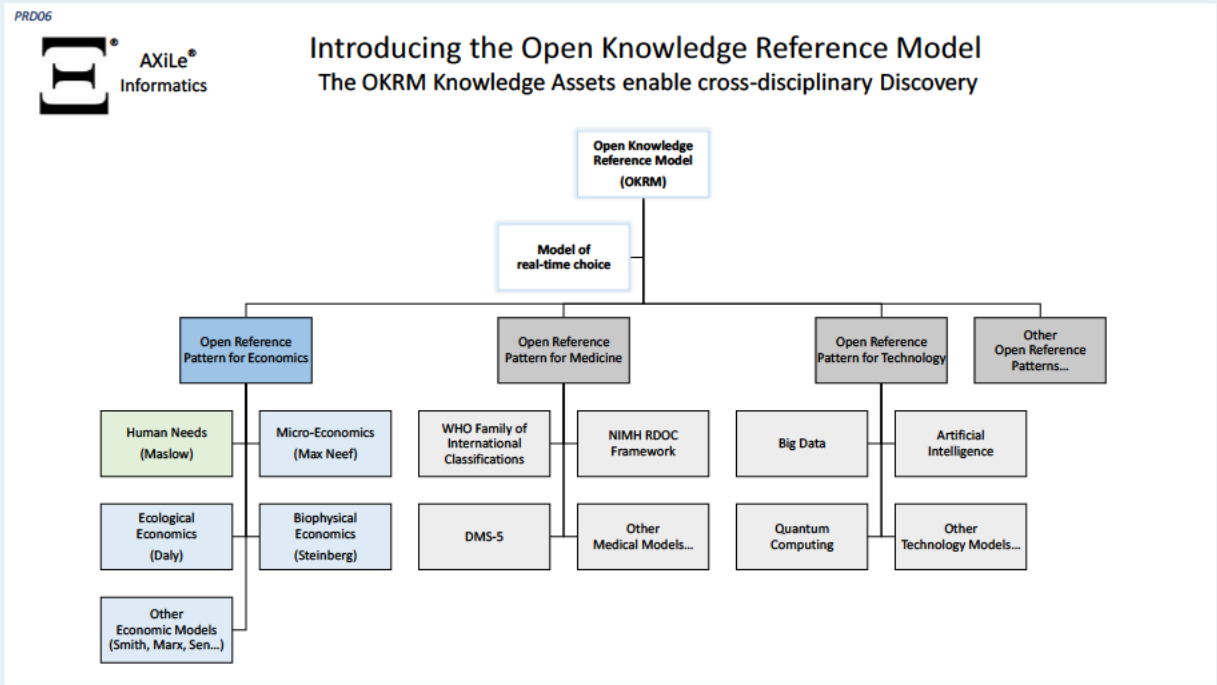
A2. Satisfaction Transactions

The dynamic patterns and time-varying profiles of the life-critical physical needs establish the schema of the state-based transaction model (14).



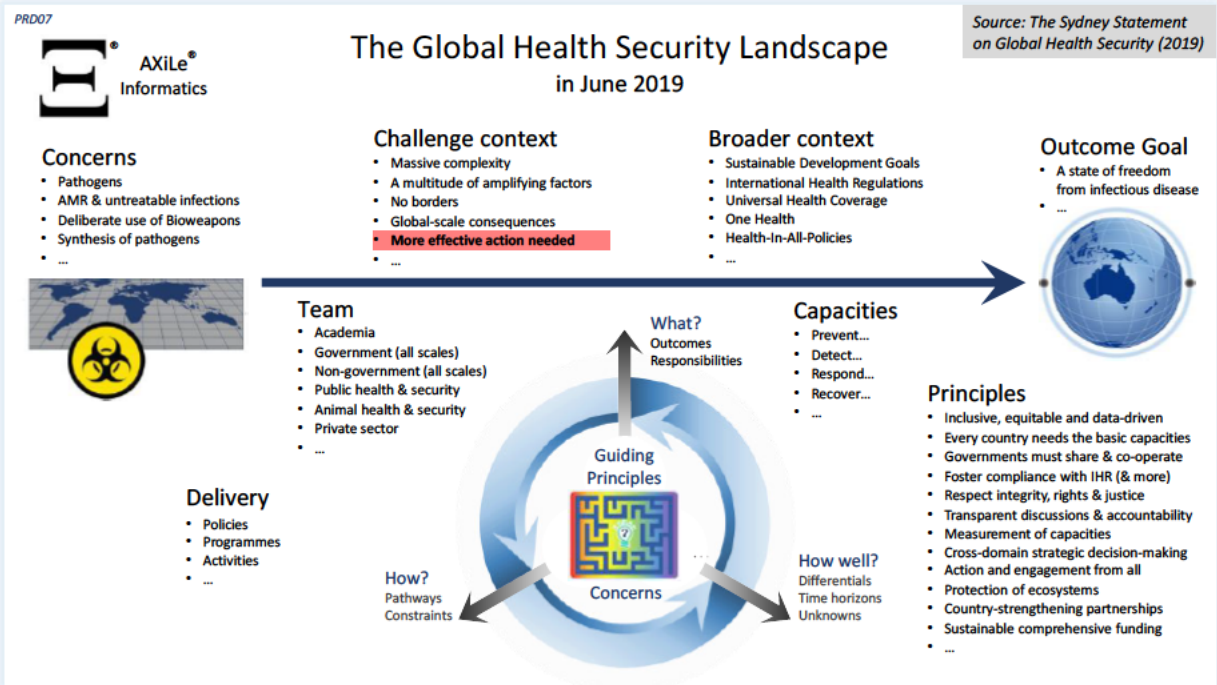
A3. Economic Transactions

Open knowledge assets enable the pattern-based mining and mapping of domain-specific conceptual models (4,15).



A4. Global Health Security Landscape

Example of a decision landscape in the Healthcare domain (12).

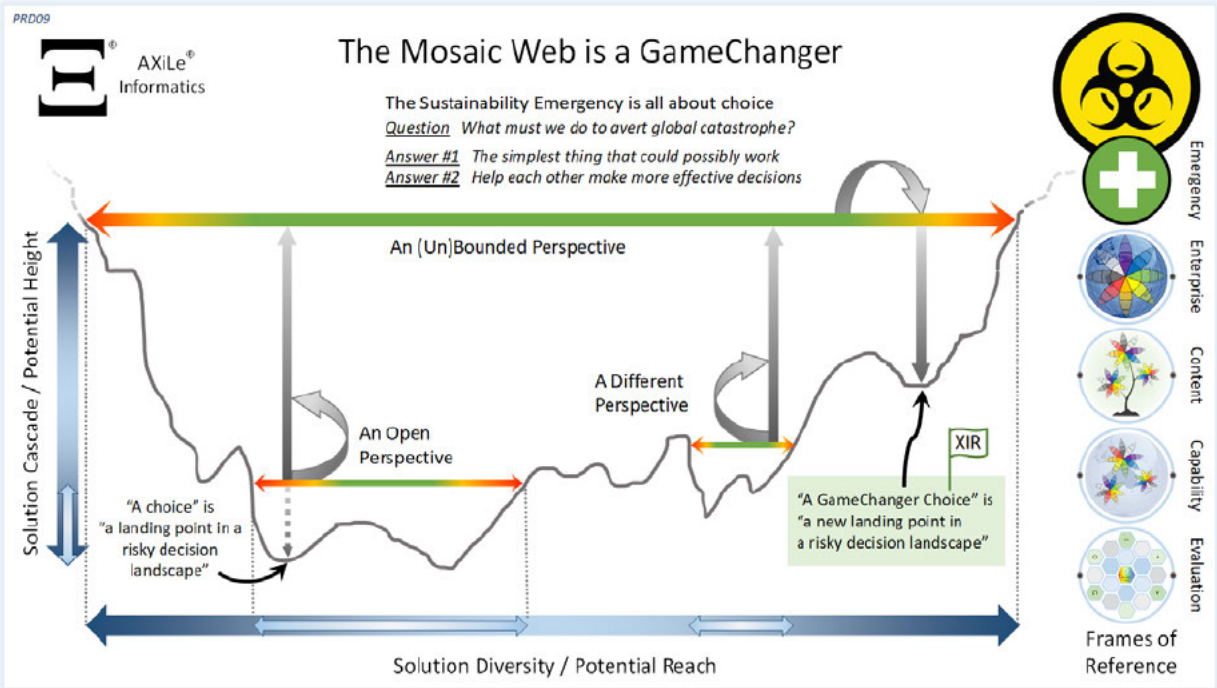


A5. National Defence Landscape

Example of a decision landscape in the National Security domain (17).

A6. Sustainable Futures Landscape

Example of a decision landscape in the Sustainable Futures domain. The landscape showcases the transformative potential of the Mosaic Web Open Knowledge Initiative (4).



B. References

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(2) jimchalmers.org/latest-news/speeches/building-a-new-economy-on-five-pillars-of-productivity/

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