

MANAGEMENT AND
ACCOUNTABILITY

8



A. CORPORATE GOVERNANCE

INTRODUCTION

Corporate governance provides a framework for setting our objectives, achieving our outputs, ensuring compliance with relevant policies and legislation and monitoring our performance.

Our senior leadership and senior management committees are expected to model good governance behaviour and to demonstrate a commitment to achieving governance objectives through processes that are transparent and accountable.

SENIOR LEADERSHIP

Secretary: The responsibilities of the Secretary at 30 June 2009 were as follows.



department.

Terry Moran was responsible for providing the overall leadership of the department and shaping its future. He determined priorities and appropriate resource allocations, delivered organisational performance and directs high-priority initiatives. In consultation with the deputy and associate secretaries, the Secretary was responsible for overseeing corporate governance and providing strategic direction in the

Associate and Deputy Secretaries: The responsibilities of the Associate and Deputy Secretaries at 30 June 2009 were as follows.



Duncan Lewis, National Security Adviser and Associate Secretary, responsible for:

- International Division
- Defence Intelligence & Research Coordination Division
- Homeland and Border Security Division, and
- Border Protection Working Group.



David Tune, Associate Secretary, responsible for:

- Social Policy Division
- Families, Immigration and Social Support Division
- COAG Unit
- Industry, Infrastructure and Environment Division, and
- Economic Division



Angus Campbell, Deputy National Security Adviser and Deputy Secretary, responsible for:

- International Division
- Defence Intelligence & Research Coordination Division
- Homeland and Border Security Division, and
- Border Protection Working Group.



Ben Rimmer, Deputy Secretary, responsible for:

- Strategy and Delivery Division, and
- Cabinet Implementation Unit.



Gordon De Brouwer, Deputy Secretary, responsible for:

- Industry, Infrastructure and Environment Division, and
- Economic Division.



Liza Carroll, A/g Deputy Secretary, responsible for:

- Corporate Services Division
- Government Division
- Cabinet Division, and
- Ministerial Support Unit.

First Assistant Secretaries: The responsibilities of the First Assistant Secretaries at 30 June were as follows.



Alex Anderson, A/g Head of the Government Division, was responsible for the provision of policy advice on public administration, parliamentary and electoral matters; legal policy issues; the establishment of royal commissions; the implications of court decisions for the Commonwealth; matters relating to the arts, and culture; policy issues relating to Australian and foreign honours, and the use of Australian national symbols; and policy and legal policy advice on freedom of information and privacy issues.



Sue Ball, A/g Head of the Corporate Services Division, managed the department's human resources, IT, information management and record-keeping services. She was responsible for the provision of support for building, infrastructure and financial operations.



Subho Banerjee, Head of the Strategy and Delivery Division, was responsible for the provision of strategic policy advice to government on a range of domestic policy projects.



John Cairns, Head of the Ministerial Support Unit, was responsible for the provision of support to the Prime Minister, the Cabinet Secretary and other portfolio ministers and the offices of the parliamentary secretaries (the Official Establishments). He was also responsible for the Ministerial Correspondence Unit, departmental liaison officers, and briefing and departmental advice in relation to speeches.



Yael Cass, A/g Head of the Social Policy Division, was responsible for the provision of whole-of-government advice to the Prime Minister on social policy issues, including health and ageing; sport, education, skills and employment assistance; and Indigenous affairs.



Rhondda Dickson, Head of the Industry, Infrastructure and Environment Division, was responsible for the provision of whole-of-government advice to the Prime Minister on issues covering industry, infrastructure, water, heritage, the environment, regional services, transport, climate change, energy and resources, communications, regulatory reform, competition policy, small business and agriculture policy.



Dominic English, Head of the Economic Division, was responsible for the provision of whole-of-government advice to the Prime Minister on domestic and international economic conditions and prospects; developments in financial markets; financial sector policy; workplace relations and wages policy; fiscal policy and budget initiatives; tax and superannuation policy; and Commonwealth–state financial relations.



Dr Rob Floyd, A/g First Assistant Secretary of the Border Protection Working Group, was responsible for the provision of whole-of-government advice to the Border Protection Committee on maritime people smuggling issues and the Border Protection Taskforce chaired by the National Security Adviser.



Martin Hoffman, Executive Coordinator – Strategic Policy and Implementation, was responsible for ensuring delivery of the Government’s strategic policy priorities; oversaw the Cabinet Implementation Unit; and worked with the Strategy and Delivery Division on selected strategic projects, particularly those with a strong implementation and delivery focus.



Ngaire Hosking, A/g Head of the Families, Immigration and Social Support Division, was responsible for the provision of advice, briefing and support to the Prime Minister on work and family issues, such as early childhood education and child care and family impact statements (including on presentation of the government’s decisions in these areas), as well as social inclusion issues.



Rachel Noble, National Security Chief Information Officer, was responsible for the provision of whole-of-government advice and leadership on information management issues across the national security community.



Tony Sheehan, Head of the Homeland and Border Security Division, was responsible for the provision of whole-of-government advice on non-proliferation, counter-terrorism, law enforcement, border security and emergency management issues.



Michael Shoebridge, Head of the Defence, Intelligence and Research Coordination Division, was responsible for the provision of whole-of-government advice on defence and intelligence, and coordinated security-related science and technology research.



Wendy Southern, Head of the Cabinet Division, was responsible for the provision of support to the Prime Minister and the Cabinet on the full range of Cabinet and Cabinet committee business, as well as providing support to the Federal Executive Council.



Patrick Suckling, A/g Head of the International Division, supported the Prime Minister on international affairs, provided a whole-of-government perspective to advice on international issues coming before Cabinet, and coordinated advice to the Prime Minister on foreign affairs, trade and aid policies. In addition, the division was responsible for administering the State Occasions and Official Visits Program.



Paul Tilley, Executive Coordinator – Economic, led special projects within Domestic Policy Group, especially on projects which span divisions and groups within PM&C and involve other departments.

SENIOR MANAGEMENT COMMITTEES

We have a number of committees that help the Secretary control and govern performance and conformance. Our key management and governance committees are the:

- Executive Group
- Senior Management Group
- functional committees, including the:
 - Audit Committee
 - Consultative Committee
 - Health and Safety Committee
 - Security Committee

EXECUTIVE GROUP

The Executive Group comprises the Secretary and associate and deputy secretaries and deals with corporate management decisions and issues across the department. It considers strategic issues that impact on us as a department and monitors our performance and budget in delivering our outcomes.

SENIOR MANAGEMENT GROUP

The Senior Management Group comprises the Executive Group and division heads. The group meets weekly to discuss key business issues for the department, including business priorities and key commitments.

FUNCTIONAL COMMITTEES

Audit Committee

The Audit Committee is chaired by the Deputy Secretary Governance. In addition to the chair, membership comprises two SES and two external independent members.

The Audit Committee is responsible for risk management, including the department's overall control framework including: fraud, control, external accountability responsibilities, compliance with legislation, and internal and external audit activities.

During 2008–09, the Audit Committee, as part of its annual work program, recommended the approval of our annual Certificate of Compliance and also reviewed our:

- Audit Committee charter
- internal audit strategic program
- internal audit reports
- financial statements
- Risk Management Plan
- Fraud Control Plan, and
- Fraud Risk Assessment.

The committee met seven times during the year and invited guest speakers to three of the meetings. The topics presented by the guest speakers addressed divisional risks within the Information Services Branch, Ministerial Support Unit, the Office of Work and Family and Homeland and Border Security Division.



The APS Governance Forum, established in 2009, held its second meeting at PM&C in June.

Consultative Committee

The Consultative Committee is chaired by the Deputy Secretary Governance. Membership includes two SES representatives, staff representatives from each Division and relevant union representatives. The committee is established under the department's Collective Agreement as a direct consultative mechanism with staff. Staff representatives provide advice to management on a range of workplace issues. Staff are encouraged to contribute ideas and raise any concerns they may have about the workplace by talking to their representatives.

During the year the committee met four times and considered a range of issues including workplace health programs, people policy guidelines and the performance management program.

Health and Safety Committee

The establishment of a Health and Safety Committee is a requirement under the *Occupational Health and Safety Act 1991*.

The Health and Safety Committee is chaired by the Assistant Secretary, People and Governance Branch. Membership includes management representatives and a number of representatives from across the department. The committee met four times during the year and made a number of recommendations on a range of OH&S issues.

Security Committee

The role of the Security Committee is to provide advice to the Executive Group on the strategies, policy and development of procedures for physical, personnel, information and information technology security to support our business outcomes.

The Security Committee met on three occasions during the year, discussing a range of issues and producing a number of outcomes, including:

- the review and amendment of the Security Committee Charter
- development and implementation of a Security Awareness Program and Action Plan
- the installation of electronic key safes in all work areas
- development and monitoring of the physical security works program
- the review and amendment of our clear desk policy
- recommendations arising from a Threat and Risk Assessment of the protected network
- recommendations arising from a Threat and Risk Assessment of PM&C protected laptop encryption and wireless devices, and
- a staff survey to gauge the level of security awareness.

Strategic and business plans

Our 2008–09 Business Plan was characterised by four underlying themes:

- maintaining the department's existing strengths in policy coordination and in supporting the Secretary in the day-to-day affairs of government
- supporting the government's ambitious program of reform
- a desire to enhance the strategic policy capability of the department, and
- providing a close focus on implementation and delivery of government programs.

Each division developed their business plan before the beginning of the financial year. They also reported to the Executive Group each quarter on their performance against strategic priority projects, other priority projects, core business activities, business improvement projects, resourcing and risks.

ETHICAL STANDARDS

We are strongly committed to promoting and maintaining the standard of behaviour outlined in the APS Values and Code of Conduct as set out in the *Public Service Act 1999*. The APS Values and Code of Conduct is an integral part of the human resources framework and is the foundation to all human resources policies and procedures. Chief Executive Instructions regulate financial processes. We have a comprehensive policy on the use of the department's electronic facilities, including phone, IT equipment, email and the Internet.

All new starters are provided with information and promotional material such as the Australian Public Service Commission's (APSC) Values and Code of Conduct bookmark in their new starter kit. The importance of the APS Values and the Code of the Conduct is addressed during induction courses. Staff have access to information regarding the APS Values, the Code of Conduct and the Code of Conduct for Ministerial Staff via the Intranet.

During the year we reviewed the guideline *Managing and Determining Suspected Breaches of the APS Code of Conduct*. All staff were consulted through the Consultative Committee and given the opportunity to comment on the guideline.

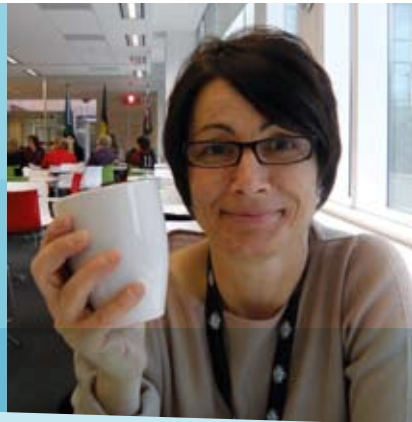
The Assistant Secretary, People and Governance Branch represents PM&C on the Ethics Contact Officer Network (ECONET). The Network plays a key role in supporting the ongoing work of the Ethics Advisory Service launched by the APSC during 2008–09.

PERFORMANCE AGAINST SERVICE CHARTER AND COMPLAINTS

The department is not required to have a service charter in place. PM&C does not deal directly with the public. Our key clients are the Prime Minister, Cabinet and Cabinet Secretary, the level of satisfaction of our clients is a key target reported on under our outputs.

Any complaints are dealt with appropriately as the situation demands, for example, response by a PM&C official, escalation of the matter to a more senior official, appointment of a complaints officer to investigate the matter, mediation avenues, external review etc.

PEOPLE PROFILE TANYA RYNNE



I joined PM&C on 31 March 2009.

I come from an extensive technical career in RAN Communications Systems and have many years experience in managing defence-related telecommunications equipment. After a long and rewarding career in the RAN, I enjoyed a long-term role in Optus/Alphawest in delivering a varied range of projects prior to joining PM&C this year.

While working with Optus/Alphawest I had the opportunity to work with PM&C to assist in establishing the communications services required for the department's new accommodation at One National Circuit and more recently with the integration of its agencies – Old Parliament House, National Water Commission and the Department of Climate Change.

Throughout these times I had the pleasure of working with several staff in the department, some who are still with the department to this day. The camaraderie of the team(s) I worked with then still exists now – and that's what really attracted me to apply for the position I am in today.

I am part of the ICT Service Delivery team working under Information Services Branch in the Corporate Services Division.

The skills developed over a number of years in both a military and civilian environment play a major part in my role as the ICT Project Manager. I work with the ICT Service Delivery team in managing any new – or changing – communications and IT related requirements for the department or its agencies.

I must say that the highlights – and challenges – over the past year have come from the integration of Old Parliament House, National Water Commission and the Department of Climate Change to what is now a shared and common infrastructure for the department and its agencies. All three agencies had differing requirements and included in the mix was their computer environment which needed a little 'revamping' as well – both here and interstate in some cases.

While some of the agency business requirements proved relatively easy to meet, some had certainly provided us challenges that required some 'outside the norm' lateral thinking to deliver. All in all, it was still a great experience to work with such an independent range of current – and growing – business needs for the department and its agencies.

Life at PM&C has re-introduced me to friendships I gained in previous working opportunities and has allowed me to gain some new ones as well. The diverse range of cultures, characters and atmosphere here at PM&C makes my working life a truly wonderful experience.

The challenges – and the many successes – that I have enjoyed has certainly encouraged my professional, and personal, growth as a Project Manager. In the words of Forrest Gump – "My Mama always said, 'Life was like a box of chocolates; you never know what you're gonna get.'"

B. EXTERNAL SCRUTINY

EXTERNAL AUDITS

The department was involved in an Australian National Audit Office (ANAO) audit of the CMAX Communications contract for the 2020 Summit. This audit report (No. 19), inclusive of our response, was tabled in February 2009.

The audit objectives were to:

- examine whether the appointment of CMAX Communications Pty Ltd as a provider of communications support and advice for the 2020 Summit was consistent with the Commonwealth procurement framework and sound principles of public administration, and
- assess the effectiveness of the administration of the CMAX Communications contract by PM&C.

In terms of overall performance, the report concluded that while there was scope for some improvement in our administration of the contract engagement process, there was no evidence of any external pressure being applied to our decision to engage CMAX Communications, or that the fee payable to CMAX was not reasonable in the circumstances.

We noted the report's conclusions and have undertaken a number of actions to improve our procurement and contract management systems. Throughout 2008 we put in place strengthened governance arrangements, including an updated Chief Executive's Instruction on procurement, to reflect recent changes to related legislation. We also undertook a number of internal audits as part of the 2008–09 audit program, providing additional assurance and further opportunities for improving our procurement and contract management processes.

The department was also involved in an ANAO performance audit of representations to the Department of the Treasury in relation to motor dealer financing arrangements, which commenced in June 2009.

We were further involved in the following ANAO cross-portfolio audits:

- *Audits of the financial statements of Australian Government entities for the period ended 30 June 2008.* This audit report (no. 14) was tabled in December 2008
- *the Administration of contracting arrangements in relation to government advertising to November 2007.* This audit report (no. 24) was tabled in March 2009
- *Green office procurement and sustainable office management.* This audit report (no. 25) was tabled in March 2009
- *the Online availability of government entities' documents tabled in the Australian Parliament.* This audit report (no. 37) was tabled in May 2009, and
- *the interim phase of the Audit of financial statements of general government sector agencies for the year ending 30 June 2009.* This audit report (no. 42) was tabled in June 2009.

The ANAO audit reports are available from www.anao.gov.au

OTHER EXTERNAL SCRUTINY

There were no judicial decisions or decisions of administrative tribunals during 2008–09 (specific to this department) that had a significant impact on the operations of the department.

C. MANAGEMENT OF HUMAN RESOURCES

The People and Governance Branch manages and develops human resources and governance related matters and works closely with all areas of the department to achieve our objectives. The Human Resources team within the Branch delivers human resource management advice and services to enable us to attract, develop, manage and retain our staff, to sustain high performance and to maintain a supportive work environment.

The Assistant Secretary People and Governance participates in a number of departmental and inter agency committees to provide specialist human resource input on strategic and operational issues.

Key achievements in 2008–09 included:

- transition of all Senior Executive and EL staff from AWAs to alternate employment instruments
- implementation of a Vacation Employment Program, and
- introduction of a full calendar of health and wellbeing activities including implementation of an onsite school holiday program to support staff with carers responsibilities.

Our People

We have assumed a more strategic focus in key areas such as National Security, strategic coordination of services across the Commonwealth, and oversight for the strategic delivery of the government's Economic Stimulus Plan. We also continue to manage a variety of taskforces such as the Border Security Taskforce, Pandemic Taskforce and Pacific Island Forum taskforce. As a result there has been a significant increase in our staffing levels in 2008–09 to ensure effective and efficient delivery of these outcomes.

As at 30 June 2009, we had a total of 617 staff, including those who are working part time, were non-ongoing or on long term paid leave. This represents a 33 per cent increase from 464 at 30 June 2008. A detailed breakdown across levels is given in Figure 8.1 Workforce profile, ongoing and non-ongoing staff 2007–08 and 2008–09.

Staff Turnover and Retention

Retention of staff continued to be a high priority for us during the year. Recruits are often attracted to the department to gain central agency experience and a broader understanding of the whole of government environment. During 2008–09 our staff turnover rate notably decreased from the previous year. The implementation of a number of corporate programs such as learning and development, health and wellbeing, and targeted recruitment activity may have contributed to this reduction.

Figure 8.1: Workforce profile, ongoing and non-ongoing staff 2007–08 and 2008–09.

Workforce profile	At June 2008			At June 2009		
	Ongoing	Non-ongoing	TOTAL	Ongoing	Non-ongoing	TOTAL
CLASSIFICATION OF JOB						
Secretary	1	0	1	1	0	1
SES Band 3	3	0	3	6	0	6
SES Band 2	9	1	10	13	0	13
SES Band 1	27	2	29	40	1	41
EL2	86	5	91	100	6	106
EL1	117	3	120	163	14	177
PM&C Band 2 (APS4–6)	160	15	175	217	19	236
PM&C Band 1 (APS1–3)	12	4	16	18	4	22
Graduate	19	0	19	15	0	15
Total	434	30	464	573	44	617
Working part time	33	5	38	22	5	27
On long term leave with pay	7	0	7	16	0	16
LOCATION						
Canberra, ACT	427	29	456	555	42	597
Sydney	4	0	4	14	1	15
Other	3	1	4	4	1	5
Total	434	30	464	573	44	617
STAFF AGE PROFILE						
Age <25	36	4	40	33	3	36
Aged 25–34	135	11	146	220	20	240
Aged 35–44	128	8	136	163	7	170
Aged 45–54	103	1	104	112	5	117
Aged 55–64	30	6	36	42	9	51
Aged 65+	2	0	2	3	0	3
Total	434	30	464	573	44	617
EQUAL EMPLOYMENT OPPORTUNITY GROUP PARTICIPATION						
Female	290	17	307	372	20	392
NESB	12	0	12	29	3	32
Indigenous	6	0	6	6	0	6
People with a disability	9	0	9	9	0	9
Proportion of staff volunteering personal data			79%			74%

Figure 8.2: Five-year staff profile at 30 June each year

	2004-05	2005-06	2006-07	2007-08	2008-09
Total staff	370	528	655	464	617
Non-ongoing staff	26	89	204	30	44
COMMENCEMENTS					
Ongoing non-APS recruits					
Graduates	10	18	15	19	15
Other non APS recruits	22	54	42	31	46
Ongoing APS recruits					
Promoted into PM&C	17	19	26	6	10
Transferred into PM&C	68	81	91	71	73
Recruited as non-ongoing	59	179	203	101	65
Total commencements	176	351	377	228	209
RETENTION OF ONGOING STAFF					
Turnover rate	26%	21%	*26%	*33%	24%
Promoted within PM&C	40	52	28	27	44
Non-ongoing transfer out of PM&C	9	18	14	37	9
SEPARATIONS					
Ceased non-ongoing relationship with PM&C	44	43	62	#217	12
Transferred out of PM&C	31	23	55	82	71
Promoted out of PM&C	19	30	19	26	24
Machinery of Government Change	NA	NA	14	26	NA
Resignation or retirement	32	21	42	32	29
Retrenchment	3	2	0	0	2
Invalidity/ death	0	0	2	0	0
Total separations	129	119	194	383	138

* Based on separations of ongoing staff, not including separations due to machinery of government changes

Includes 180 APEC Taskforce staff concluding their contracts

Recruitment

We undertook a substantial number of strategic recruitment processes in 2008-09 to ensure that we attracted and retained high calibre candidates to support the implementation of the government's policy agenda.

Bulk recruitment processes continued to be our primary method of recruitment in 2008-09 with the exception of recruitment for Senior Executive roles. This method provides the flexibility to deliver the most efficient and effective means of recruitment in our fast paced environment.

We undertook 33 bulk recruitment processes to fill immediate vacancies and to establish merit lists to fill future vacancies as they arose. In addition to this we also undertook 47 individual recruitment processes to fill specialist, technical or Senior Executive positions. From these processes we attracted approximately 6,595 applicants from across the Australian community.

The majority of job vacancies are advertised in the press and in the weekly online APSJobs (www.apsjobs.gov.au). More information about individual vacancies is available on our website at www.pmc.gov.au, from a telephone typewriter (TTY) facility or on request from the job contact officer.

Workplace Relations

We ceased offering Australian Workplace Agreements (AWAs) to new staff in November 2007. During 2008–09 all staff on existing AWAs were transitioned to our collective agreement 2007–2010 (CA) or Section 24(1) determinations.

As at 30 June 2009, the terms and conditions of employment for all our Senior Executives were covered by individual Section 24(1) determinations and supplemented by common law agreements. The terms and conditions for all APS and EL level staff were covered by the CA.

Figure 8.3: Trends in the nature of employments agreements

At 30 June	2007	2008	2009
Australian Workplace Agreements (AWAs)**			
SES	50	31	0
% of SES staff covered by an AWA	100	74	0
Non-SES	371	156	0
% of non-SES staff covered by an AWA	61	37	0
Section 24(1) determination (S24)			
SES	0	11	60
% of SES Staff covered by a S24 determination	0	26	100%
Non-SES	0	0	0
Collective Agreement (CA)			
SES	0	0	0
Non-SES	234	265	556
% of non-SES staff covered by CA	39	63	100%
Total staff	655	463	616*

* Total staff does not include the Secretary

** The department stopped offering AWAs to staff, both new and existing, in November 2007. The table includes both ongoing and non ongoing staff.

Figure 8.4: Trends in available base salary ranges by staff classification

At 30 June	2008		2009	
	Min	Max	Min	Max
PMC Band 1 (APS 1–3)	35,282	48,949	36,870	51,152
PMC Band 2 (APS 4–6)	50,538	72,152	52,813	75,399
PMC Band 3 (EL1)	77,555	86,456	81,045	90,347
PMC Band 4 (EL2)	90,269	107,433	94,331	112,268
SES Band 1	124,000	169,000	124,000	169,000
SES Band 2	154,000	209,000	154,000	209,000
SES Band 3	182,000	272,000	182,000	307,000
Secretary	The Secretary's remuneration is as determined by the Prime Minister after taking into account the recommendations of the Remuneration Tribunal.			

Salary ranges reflect our collective agreement and remuneration policy. Allowances may also be payable, for example, to Departmental Liaison Officers, First Aid Officers and APS level staff performing extra duties. Different pay scales may apply to specialist staff, junior staff and non ongoing staff engaged in intermittent or irregular duties.

Minimum and maximum ranges for SES Band 1 and 2 did not change during 2008–09. Although performance pay was rolled in, base salaries did not increase beyond those ranges. SES remuneration is now reviewed on 1 July each year.

Senior Executive Remuneration

Remuneration for Senior Executives is determined with reference to the Australian Public Service remuneration survey conducted by DEEWR. In 2008–09 the standard salaries were \$124,000 to \$168,128 for band 1, \$154,000 to \$209,000 for band 2 and \$182,000 to \$307,000 for band 3. Note 12 to our financial statements gives the number of Executives whose total remuneration falls within each \$14,999 band (starting at \$130,000) and the aggregate remuneration package paid to Senior Executives.

PERFORMANCE MANAGEMENT

Our Performance Management and Development Scheme (PMDS) provides the framework for performance management in the department, both through individual performance agreements (established at the start of each performance appraisal cycle, or when people start working at PM&C) and through a process of regular reviews and feedback exchanges between staff and their managers during the year.

Our scheme ensures that all staff understand their role in the department and the performance standards expected of them. The scheme provides a way of recognising individual contributions and achievements and for identifying and addressing learning and development needs.

In 2008–09, all Senior Executive and EL staff were transitioned from AWAs to alternate employment instruments. In conjunction with this transition, the performance cycle for Senior Executive was reviewed and brought in line with business planning processes to improve accountability.

Following the review of the Senior Executive performance cycle, work commenced on a review of the complete PMDS. Valuable information was collected from management and staff which will provide direction for the development of the scheme in future years.

Performance Bonuses

During 2008–09 we undertook a complete review of remuneration for Senior Executives. As a result, the at-risk-component of Senior Executive salaries was rolled into base salaries with those Senior Executives who were eligible for performance pay receiving a pro rata performance bonus for the period 1 October 2007 to 30 June 2008.

Executive Level (EL) staff may be eligible for a performance bonus if they achieve a performance rating of 'fully effective' or above. EL staff may be eligible for a performance bonus up to 12 per cent of their base salary.

Figure 8.5 outlines the performance bonus payments made during 2008–09.

Figure 8.5 – Performance bonus paid in 2008–09*

Level	Staff paid	Amount paid (\$)	Average (\$)	Range (\$) Min	Range (\$) Max
EL1	105	565,717	5,388	1,151	10,375
EL2	84	580,165	6,907	913	13,492
SES Band 1	40	389,693	9,742	1,981	17,454
SES Band 2	13	196,215	15,093	6,304	23,222
SES Band 3	3	66,304	22,101	15,481	29,117
Total	245	1,798,094	7,339	913	29,117

* Performance bonuses paid to SES in 2008–09 relate to performance in the previous year.

Developing our People

We are committed to providing staff with efficient and effective learning and development opportunities to maximise the capabilities of the department. New staff are provided with extensive induction training sessions, these include:

- A one and a half hour Fast Start session which includes details about departmental information technology, security, financial management, records management, OH&S and Learning and Development offerings.
- An introductory training session to Slipstream which presents an overview of the system used for ministerial correspondence.
- PM&C staff who are new to the Public Service are able to access the APS Induction: "Welcome to the APS" through the intranet.

We strongly encourage all new staff to attend these training sessions as well as

- Giving and Receiving Feedback, and
- Cultural Awareness Training.

Giving and Receiving Feedback workshops strengthen staff skills in the key area of communication which impacts on performance management and interpersonal relationships. Topics covered in these sessions include understanding personal styles and adjusting interpersonal communication; how to manage effective feedback sessions; and clarifying goals and expectations in preparing for performance appraisal meetings.

Cultural Awareness Training is a key component of PM&C's Reconciliation Action Plan. These workshops provide an opportunity for staff to learn more about Aboriginal and Torres Strait Islander cultures. The sessions discuss the importance of land, kinship and community for Indigenous cultures, as well as the impact this nation's history has had on Indigenous culture. The seminar encourages participants to apply the knowledge gained by attending the session in the workplace.

We offer a number of other opportunities such as the Professional Development Opportunity Fund. This fund allows staff to participate in training that is beyond the scope of their current roles. In 2008–09, we supported 49 staff members to pursue many diverse courses from leadership focused courses to project management courses to national networking conferences.

The Study Assistance Scheme offers staff the opportunity to undertake formal academic study that complements the expected professional requirements of the employee's role. We support those partaking in the Study Assistance Scheme by providing study leave and financial reimbursement of successfully completed courses. In 2008–09, 51 staff took part in the Study Assistance Scheme.

Access to individually tailored development sessions through the Career Advisory Panel is also offered to ongoing staff. The panel consists of a number of independent advisers who are available to provide personalised consultations. Coaching sessions can address issues such as resume writing and interview skills; leadership skills; and career development plans. Staff are able to pursue up to three coaching sessions per year and in 2008–09, 80 staff participated in this development opportunity.

In 2008–09 Human Resources worked collaboratively with various areas of the department to deliver the Guest Speaker Series by inviting high profile speakers to present relevant and pertinent subjects to PM&C staff.

Graduate Program

Our Graduate Development Program provides unparalleled opportunities for Graduates to work on, and learn about, the big issues of government in a rewarding and challenging environment.

The Program is designed to build on the existing knowledge of Graduates, refine their skills and develop expertise within the APS and the department. These outcomes are achieved by providing extensive professional development opportunities covering such topics as:

- APS induction
- policy formulation and advice
- introduction to the Senate
- legislation and APS decision making
- Budget processes
- essential business writing, and
- current developments in public administration.

Graduates participate in a rotation scheme that places each individual in three separate divisions over the course of the 11 month program, ensuring graduates have maximum exposure to various facets of the department. To further assist the development of graduates, they are provided with access to mentors such as their managers, previous graduate cohorts or members of the Graduate Support Group.

In July 2008, the process to select graduates for 2009 began with 525 highly competitive applications received. In early February 2009, 15 graduates began the development program within the department. In 2008, we had 18 graduates.

In early March 2009, the graduates gave their support to a charity, the Leukaemia Foundation, by participating in the World's Greatest Shave and raised a total of \$9,401.

Terry Moran with the 2008 Graduates. Not present is Andreas Heger.



Graduate Support Group

The Graduate Support Group (GSG) provides guidance and support to graduates and their supervisors on development and performance issues and advises senior management on issues relating to the graduate development program. Membership of the GSG for 2009 includes a range of representatives from senior executive and executive level staff from various divisions as well as a representative from the 2008 Graduate Program. The membership of the group is designed to provide an even representation of divisions across the department.

2008–09 Vacation Employment Program

In December 2008, we launched a new initiative, the Vacation Employment Program (VEP). This program is designed to allow current university students to gain some experience in the department by working during their summer vacation.

The program provides an avenue to encourage students to continue employment with the department once their studies have been completed, either through the Graduate Program or general level entry.

In November 2008, we received 655 applications from students across the country. In December 2008, ten students began a ten week placement within various sections across the department.

Key components of the 2008 VEP included:

- ten weeks paid employment during the summer vacation period
- the students were required to have at least a credit average, and
- the ability to obtain a security clearance at the minimum 'protected' level.

VEP offered students a unique opportunity to provide advice and support to the department in the effective development and delivery of policy across the whole-of-government.

OCCUPATIONAL HEALTH AND SAFETY

We are committed to providing and maintaining a safe and healthy workplace and meeting its responsibilities under the *Occupational Health and Safety Act 1991* (OH&S Act) and the *Safety, Rehabilitation and Compensation Act 1988* (SRC Act).

For further information regarding our Health and Safety performance please refer to Chapter 8, Section E – Occupational Health and Safety.

Health and Wellbeing

We are committed to providing a program of health and wellbeing activities for all staff to minimise injury and illness and to raise awareness of work-life balance issues. Through the Consultative Committee, staff provided input to the development of a full twelve month calendar of activities in 2008–09. These activities included:

- lunchtime exercise programs, such as boxing and circuit
- quit smoking support
- flu vaccinations
- access to the employee assistance program
- weight management programs – Weight Watchers at Work was introduced for the first time in 2008–09 with 17 staff taking up the initiative
- lunchtime seminars covering various health related topics such as stress management, men's health, work-life balance, and positive psychology

- awareness campaigns on health issues such as organ donation, breast cancer, prostate cancer and depression, and
- encouraging walking

An internal newsletter was developed and distributed to all staff to encourage participation in the activities. Once again, in 2008–09 our flu vaccination program was well subscribed with 261 staff participating, a slight increase from last year. Access to our employee assistance program decreased slightly, with 27 staff seeking assistance in 2008–09 compared with 36 in 2007–08.

Work-Life Balance

Our collective agreement 2007–2010 reinforces our commitment to balancing our work and other life demands. The following work-life balance initiatives were available for staff during 2008–09:

- access to the employee assistance program for staff and their immediate family members
- access to a family assistance information service that can help staff source any type of dependent care, health or lifestyle service
- an on-site school holiday program run in conjunction with YMCA
- an on-site nursing mothers room and carers room, and
- a dedicated intranet page which provides information on the department's family friendly policies and initiatives

Staff also have access to a range of provisions outlined in the collective agreement that assist them in achieving work-life balance, including flexible working hours, working from home opportunities, access to part-time work and job sharing. More information about the pay and conditions we offer is in our collective agreement which is available on our website at www.pmc.gov.au

PRODUCTIVITY GAINS

We continue to work towards achieving the productivity initiatives that are an integral part of the CA 2007–2010. These measures include an organisation review that is aimed at enhancing our ability to deliver high quality, responsive support and advice to the Prime Minister and the government. Through innovative development of people, structures and processes the aim is to deliver results that will improve our collective and individual productivity.

SPECIAL PROFILE PUBLIC SERVICE MEDAL RECIPIENTS

The Public Service Medal recognises outstanding service by employees of the Australian Government and state, territory and local government employees. 'Outstanding service' could be shown through:

- service excellence to the public, or to external or internal clients
- innovation in program, project or policy development
- leadership, including as a member of a team, or
- the achievement of more efficient processes, improved productivity or better service delivery.

Within the Commonwealth Public Service no more than 30 PSMs are awarded each year. Further information on the Public Service Medal is available at <http://www.itsanhonour.gov.au>

Two PM&C employees received the Public Service Medal in 2009. They were:

- Jacqui McRae for outstanding public service in managing the planning, operational readiness and delivery phases of the Australia 2020 Summit and APEC 2007, and
- David Tune for outstanding public service in the development of significant economic and social policy reforms in a way that models whole-of-government service.

WITHIN THE COMMONWEALTH
PUBLIC SERVICE NO MORE THAN
30 PSMS ARE AWARDED EACH YEAR.



JACQUI MCRAE, PSM

Jacqui McRae was the operations manager for both the Australian 2020 Summit and APEC 2007 with the role of scoping and planning the events and putting together the start up teams for both projects. Both projects had their own particular challenges and interests. APEC 2007 was a year-long event, involving not only the Leaders Forum in Sydney, but also a series of 10 ministerial and senior officials meetings held in locations across Australia managed by a team of some 300 people. The planning for this complex set of events took more than three years, with detailed planning of the Leaders Forum and later ministerial meetings needing to occur at the same time as the delivery of other ministerial meetings. The Australia 2020 Summit had to be planned and delivered in nine weeks from beginning to end and involved the selection of some 1000 delegates and the development of meeting support structures.

Jacqui had the following to say about receiving the PSM "It has been an incredible honour to receive the medal on behalf of all those who worked on APEC 2007 and the 2020 Summit. In particular, I would like to acknowledge the support and encouragement I received from the APEC 2007 Taskforce Heads – Ms Ruth Pearce and Mr Alan Henderson and the Summit's Project Director Ms Linda Hornsey."



DAVID TUNE, PSM

David has had a long involvement in reform of Commonwealth-state relations – firstly in the Treasury and, more recently, in PM&C. He has been involved in developing the new architecture for financial relations between the Commonwealth and the states and also played a key role in the development of many of the policy reforms contained in the new National Agreements and National Partnership agreed by COAG in late 2008.

"Working with a wide range of other Commonwealth agencies and with colleagues in state and territory governments to develop and negotiate the reforms was an incredibly challenging, but rewarding experience", said David. "It is not often that a public servant gets the opportunity to work on such a broad canvas and to then follow that through into the detail of individual agreements. It involved a very wide range of talented people and I feel privileged to have been able to make a contribution. The award of the PSM was a great honour. I see it also as recognition for the broad range of colleagues that worked with me over a number of years."

D. COMMONWEALTH DISABILITY STRATEGY

The Commonwealth Disability Strategy aims to ensure that people with disabilities can participate fully in community life. It challenges agencies to consider how they approach and report on their performance in terms of five broad roles. Three of these roles – the regulator, purchaser and provider roles – are not applicable to us. In the 2008–09 Annual Report we are required to report on our role as policy adviser. Our performance in relation to our employer role is reflected in the 2008–09 State of the Service Report.

Our policy adviser role

The role of policy advisers is to initiate and develop government policy. This role helps government to achieve positive outcomes for the community as a whole and involves consideration of support for different groups within the community, including people with disability.

In 2008–09, we engaged with a range of agencies across government to help develop and implement several significant policy initiatives that support people with disability and their carers. We played a lead role in progressing the new National Disability Agreement that was agreed by COAG in November 2008. The extra Commonwealth funding under the National Disability Agreement will provide more than 24,800 additional disability places for individual and in-home support, accommodation and respite care.

We have been closely involved throughout 2008–09 in several other key areas of government action to support people with disabilities, including:

- The Pension Review, which led to increases in the 2009–10 Budget to the Disability Support Pension and the Carer Payment, as well as introduction of an annual Carer Supplement.
- Australia's ratification in July 2008 of the United Nations Convention on the Rights of Persons with Disabilities.
- Development of the National Disability Strategy, which will provide direction and focus at a national level for the development of disability legislation, policy and standards which deliver a whole-of-government, whole-of-life approach to disability planning. The draft Strategy is due to be finalised by the end of 2009.
- Establishment of Job Services Australia, which from 1 July 2009 replaces Australian Government general employment services, and development of a new model for disability employment services which will commence from 1 March 2010 following intensive consultation with stakeholders during 2008–09.
- Working with the states and territories on harmonising disability parking permit schemes across Australia and providing national coverage for carer companion card schemes.

We encourage a whole-of-government approach to policy development and program effectiveness for people with disabilities. We aim to ensure that new or revised policies/programs:

- are developed in consultation with people with disabilities if they might impact in different ways on the lives of people with disabilities
- assess the direct impact on the lives of people with disabilities before decisions are made, and

- are complemented by communication strategies that are developed and sufficiently resourced to inform people with disabilities.

In our policy co-ordination role, we actively ensured that development of key government policies, priorities and reforms impacting on people with disabilities took place with close regard to feedback from the disability sector and other key stakeholders. As a key point of connection between government agencies and the Cabinet we seek to ensure that all the proposals lodged for consideration by Cabinet are clear about:

- what community consultation has occurred to date
- how proposals are likely to impact on the community, and
- how and when any decision is to be communicated.

In collaborating with other government agencies to communicate initiatives of government, we also aim to ensure that the decisions or initiatives are communicated via a diverse range of formats to make them readily available to people with disabilities.

SOCIAL SNAPSHOT

HARTLEY ABILITY CYCLE CHALLENGE

For the second year PM&C staff took to their bikes in support of Hartley Lifecare. Participation by PM&C was made possible with the support of staff across the department and through the generous contribution from our major corporate sponsor, NEC, who provided \$15,000. This major fundraising activity builds awareness in the community of the many issues confronting people with physical and complex disabilities and raises funds to help provide high-quality residential, recreational, respite and transitional services for both children and adults with complex needs.

Following the launch of our team by the Secretary, Team PM&C NEC kitted up in their new uniform for what was a long and tough but truly rewarding cycle challenge. Over three days from 28 to 30 November 2008, and enduring inclement conditions, the team rode from Canberra to Mt Kosciuszko and back to Canberra.

The 181 kilometre stage from Canberra to Jindabyne had it all – lovely Spring sunshine, a siesta after lunch before heavy rain and wind lashed the riders. In true PM&C style team members rode on. Jubilation set in with their arrival at the warm lodge in Jindabyne. The second stage provided everyone with the chance to put their hill training into practice as they aimed for Charlotte Pass. Thick cold fog blanketed the mountains as riders from all teams focused on getting to the foot of Mt Kosciuszko and completing the return trip of 90 kilometres. A sense of achievement was felt as the bunch made good time along the undulating hills of the Monaro highway during the third stage. The entry into Canberra signalled personal success for participants as well as the knowledge that people with physical and complex disabilities would benefit from the team's effort. This represents a major fundraising activity in which the department is involved with the proceeds going to a local charity that assists local people.



Photo: (from left to right) Alison East, Henry Thomson, George Powell, Greg Burge, John Geering, Lee Steel, Anthony Swan, Simon Mackenzie, Marcus Wong. Not present is Joseph Solomon and the support crew of Larissa Arney and Michael Parry.

E. OCCUPATIONAL HEALTH AND SAFETY

In accordance with the *Occupational Health and Safety Act 1991*, we are committed to providing a safe and healthy work environment. In 2008–09 we continued to implement strategies to encourage prevention, early intervention and management of health and safety issues as well as increase awareness generally through a range of health and wellbeing programs.

Our Health and Safety Committee meets quarterly to facilitate discussion between management and staff and to advise on health and safety issues in the workplace. Staff are encouraged to participate by talking with their elected Health and Safety Representatives who use the forum to raise and manage ongoing health and safety matters. The Health and Safety Representatives also conduct annual inspections to help identify and rectify potential workplace hazards.

In August 2008, we revised our Occupational Health and Safety (OH&S) Guidelines and the Health and Safety Management Arrangements. These arrangements outline how OH&S issues will be managed in the workplace. In addition, we reviewed the Fitness for Duty and Return to Work Guideline to provide staff with practical advice for the management of illness and injury as it relates to the workplace. This includes support mechanisms for staff returning to work after an injury or illness. The review of these documents was conducted in consultation with staff through the OH&S and the Consultative Committees.

We implemented a twelve month calendar of health and wellbeing initiatives to minimise injury and illness in the workplace and raise awareness of health related issues. The program included onsite fitness classes, weight management programs, lunchtime awareness seminars and promotion of national health related campaigns such as Organ Donor Awareness Week.

In addition, as a preventative measure staff were offered the annual flu vaccination and opportunity for a workstation assessment. During 2008–09, 261 staff received the flu vaccination and 172 individual workstation assessments were conducted.

In response to the H1N1 Influenza staff received regular updates and information to reduce the risk of flu symptoms spreading. We also took preventative measures to ensure staff travelling overseas were provided with access to face masks and hand sanitiser if requested.

Our First Aid Officers play a vital role in supporting staff when they are injured. We have 9 fully trained First Aid Officers who are located throughout the building to ensure immediate assistance is available when required. In addition, a number of staff in Community Cabinet are also trained First Aid Officers to ensure assistance is available during meetings we hold with the public.

Incident reporting and investigation is a high priority and action is taken to rectify hazards as they occur. During 2008–09, 17 incident report forms were received most relating to slips/ trips/ falls and sprains. Of the 17 incidents reported, 1 compensation claim was submitted and this claim was accepted.

As required under section 68 of the *Occupational Health and Safety Act 1991* (the OH&S Act), there was 2 notifications of an accident or dangerous occurrence during the year. There were nil directions or notices issues to us under the OH&S Act (section 29, 45, 46 and 47).

Table 8.6: Health and Safety Performance

	2007–08	2008–09
Proactive Measures		
Workstation assessments	124	172
Flu vaccinations	220	261
Wellbeing Indicators		
Staff receiving employee assistance	36	27
Bullying and harassment	0	0
Incident reporting		
Notifications of accidents and dangerous occurrences (s68 occurrences)	1	2
Directions or notices issued to PM&C under the Occupational Health and Safety Act (s29, 30, 45, 46, 47)	0	0

F. PURCHASING

Our procurement policies and practices reflect the principles set out in the Commonwealth Procurement Guidelines. We focus on:

- value for money
- encouraging competition
- efficient, effective and ethical use of government resources
- accountability and transparency, and
- compliance with other Australian Government policies.

Our Chief Executive's Instructions on procurement reflect these principles and the need for compliance with Commonwealth policy by all staff when choosing procurement methods, sourcing potential suppliers or entering into contracts. As part of these arrangements, in 2008–09 we published details of:

- publicly available business opportunities with a value of \$10,000 or more on AusTender (www.tenders.gov.au)
- actual contracts or standing offers awarded with a value of \$10,000 or more on AusTender (www.tenders.gov.au), and
- actual contracts or standing offers with a value of \$100,000 or more on our website (www.pmc.gov.au), as required by Senate Order 192.

All major contracts for activities previously performed in-house included a requirement for contractors to allow access to their premises by the Australian National Audit Office. Information on expected procurement in 2009–10 is published in our annual procurement plan, which is available at www.tenders.gov.au. This outlines our planned procurement for the coming year, giving prospective suppliers the opportunity to plan for potential work with us.

Performance of Purchaser/Provider Arrangements

We are not appropriated funds to deliver outcomes through purchaser/provider arrangements, accordingly a nil response is provided against this annual reporting requirement.

Assets Management

Our strategic business is to provide advice to, and support for, the Prime Minister and the Cabinet. Asset management is not a significant aspect of this role and accordingly we are providing a nil response against this annual reporting requirement.

G. CONSULTANTS

Consultants are engaged to provide professional, independent and expert advice or services where we need specific expertise or where independent assessments or input are considered desirable. We select consultants in the same way that we procure other goods and services. Details of trends in consultancies are shown in table 8.7.

In 2008–09 we spent a total of \$1.71 million on consultancies: \$120,209 on three existing consultancies and \$1.59 million on twenty-five new consultancy contracts.

Some basic information about consultancy contracts let during the year to a value of \$10,000 or more appears in Figure 8.8.

More information about our expenditure on consultancies is available on the AusTender website at www.tenders.gov.au.

Table 8.7: Trends in consultancies*

	2005–06	2006–07	2007–08	2008–09
No. of existing consultancies	4	11	4	3
No. of new consultancies	69	97	15	25
Total consultancies	73	108	19	28
Total expenditure	\$3.5m	\$4.4m	\$0.7m	\$1.7m

* Historical data is taken from the previous year's annual reports and may understate consultancy expenditures and values to some extent due to definitional changes. It also includes activity related to APEC 2007 between 2005 and 2007.

SOCIAL SNAPSHOT

David Leermakers and Jo Jackson, pictured below with certificates of appreciation from various charities, are members of the PM&C charity committee along with Kate Judd. Our staff have always demonstrated and continue to demonstrate strong support for charitable causes. Despite being a small sized agency (617 staff), in 2008–09 \$9,401 was raised for the Leukemia foundation, in addition to around \$5,000 for various other charities along with donations of linen and four pallet loads of non-perishable items for the Victorian bushfire appeal.



CONSULTANCIES LET WITH A VALUE OF \$10,000 OR MORE

Many individuals, partnerships and corporations provide services to agencies under contracts for services. However, not all contractors are consultants for the purposes of annual reporting. More information on what constitutes a consultancy is available from www.finance.gov.au/publications/fmg-series/15-guidance-on-procurement-publishing.html#appendixc

The contract price includes the goods and services tax, where appropriate. It is the original agreed contract price unless actual expenditure has gone over this price due to changes in project scope, or if no fixed price could be set. In this case, we have marked the price with an asterisk (*) and shown the actual expenditure.

The selection process nominated for each contract is consistent with the processes outlined in the Commonwealth Procurement Guidelines. Following is a brief explanation of each process:

- Open tender (OT) — a procurement procedure in which a request for tender is published inviting all businesses that satisfy the conditions for participation to submit tenders. Public tenders are sought from the marketplace using the Australian Government AusTender internet site.
- Select tender (ST) — a procurement procedure in which the procuring agency selects potential suppliers to be invited to submit tenders.
- Direct source (DS) — a form of restricted tendering, available only under certain circumstances defined in the Commonwealth Procurement Guidelines, with a single potential supplier or suppliers contracted.
- Panel (P) — an arrangement under which a number of suppliers, usually selected through a single procurement process, may each supply property or services.

The justification for the decision to use a consultancy is one of the following:

- A. Need for independent research or assessment
- B. Need for specialised or professional skills
- C. Skills currently unavailable within department.

This is the key used in the 'Justification' column in Figure 8.8.

Figure 8.8 – Consultancies with a value of \$10,000 or more.

Consultant name	Description	Contract price	Selection method	Justification
OUTPUT GROUP 2 – SOCIAL POLICY				
Queensland University of Technology	Research to inform potential reform of the not-for-profit sector	\$21,000	DS	B
University of New South Wales	Research into policy proposals to address the needs of jobless families	\$30,000	DS	B
Open Mind	Research on communicating social inclusion	\$79,964	ST	B
Peter Noonan Consulting Pty Ltd	Strengthening the purchasing of local capacity for high level research and development for the APS	\$61,998	DS	B
OUTPUT GROUP 3 – INTERNATIONAL AND NATIONAL SECURITY POLICY				
Noetic Solutions Pty Ltd	National security education and training scoping study	\$319,660	OT	A
Mr J Ferguson	Develop report and analyse options for collaborative rugby union initiatives in the Pacific	\$20,000	ST	B
Frankadvice Pty Ltd	Planning and strategy for information management within the Australian national security community	\$49,500	ST	B
Martin Brady	Review of the operation of connectivity in the national security community	\$44,000	ST	B
Allen Consulting Group	Development of a contextual differences framework	\$76,500	ST	B
Allen Consulting Group	Application of contextual differences to national agreements	\$26,248	DS	B
OUTPUT GROUP 4 – STRATEGIC POLICY				
McKinsey and Company	Provide strategic Australian industry policy advice	\$990,000	DS	B
Regina Hill Effective Consulting Pty Ltd	Specific advice on development for the Australia 2020 plan	\$15,492	DS	B
Australian Government Solicitor	Probity advice	\$15,268	ST	B
CORPORATE (NOT ATTRIBUTABLE TO ANY SPECIFIC OUTPUT)				
Australian Government Solicitor	Probity advice	\$47,950	ST	B
Allan Gilbert Henderson	Review matters relating to the allocation of staff employed under the Members of Parliament (Staff) Act	\$39,600	ST	A
Blake Dawson	Legal Services	\$50,000	ST	B

H. FREEDOM OF INFORMATION

The *Freedom of Information Act 1982* (FOI Act) gives individuals the right to view documents held by Australian Government ministers and agencies, with some exceptions. Section 8 of the Act requires us to report on:

- our organisation and functions (for more information, see Chapter 2)
- any arrangements for outside participation in policy formulation or administration (see Chapter 2)
- the types of documents we hold (see below), and
- our freedom of information (FOI) procedures, facilities and contact details.

DOCUMENTS WE HOLD

The types of documents we hold include:

- submissions to, and the official records of, the Cabinet, its committees and the Federal Executive Council
- documents of Royal Commissions and other major inquiries
- representations to the Prime Minister and the Cabinet Secretary on various aspects of government activity
- working files, including departmental correspondence, analysis and advice
- internal administrative records, such as personnel files, staffing and financial records, and office procedures
- cables
- papers relating to new and amending legislation, drafting instructions and draft legislation
- briefing papers and submissions prepared for the Prime Minister, the Cabinet Secretary and the Parliamentary Secretary to the Prime Minister
- documents relating to meetings (such as agendas, minutes and reports)
- copies of questions in the parliament, together with related replies
- tender documents, and
- government policy statements, communiqués, guidelines and media releases.

Our annual report and selected other documents relating to the department are available on our website at www.pmc.gov.au

More information about the classes of personal information we hold is available from the Office of the Privacy Commissioner at www.privacy.gov.au/government/digest

HOW TO LODGE AN FOI REQUEST

If you want to view one or more documents, you must send us a request in writing – by mail, fax or email. You need to provide an address in Australia where we can send you notices under the Act, and you also need to include:

- the \$30 application fee (a cheque or money order made out to the Collector of Public Monies), and
- as much detail as possible about the document(s) you want to access.

It would also be useful if you could provide a phone number in case we need to clarify your request.

If access is granted to the documents under the FOI Act, you will be provided with either a copy of the document(s) or the opportunity to inspect them at our Canberra office. You may have to pay a copying charge.

You can apply to the National Archives of Australia for access to records that are more than 30 years old. Under the *Archives Act 1983*, special access may be available to:

- former Governors-General, Ministers and Secretaries who want to refresh their memories of records they personally dealt with while in office
- authorised biographers of the above people
- people connected to government who have placed their personal records in the custody of the National Archives of Australia, and
- people researching major works that are considered to be of national importance.

MORE INFORMATION

For more information, contact our Freedom of Information Coordinator in one of the following ways:

FOI Coordinator
Department of the Prime Minister and Cabinet
PO Box 6500
CANBERRA ACT 2600

Email: foi@pmc.gov.au

Phone: (02) 6271 5849

Fax: (02) 6271 5776

I. ADVERTISING AND MARKET RESEARCH

In accordance with section 311A of the *Commonwealth Electoral Act 1918*, this section contains information about advertising and market research.

All Australian Government departments and agencies subject to the *Financial Management and Accountability Act 1997* are required to place their advertising through the Central Advertising System. The Australian Government operates this system to:

- consolidate government advertising expenditure
- secure optimal media discounts and value-added benefits, and
- make sure that Australian Government departments and agencies do not compete against one another for media time and space.

More information about the Central Advertising System is available at www.finance.gov.au/Advertising/index.html

In 2008–09 PM&C spent a total of \$659,011 on the placement of advertising by HMA Blaze, the master media placement agency appointed through the Central Advertising System until 31 May 2009. Adcorp Australia Limited was appointed the master media placement agency as of 1 June 2009. PM&C made one payment to Adcorp Australia Limited for \$7,253 during 2008–09, which is below the individual reporting threshold.

Table 8.9: Expenditure on market research and media advertising organisations in 2008–09

Firm	Service Provided	Payments made in 2008–09
Market Research Organisations		
N/A		
All market research organisations		\$Nil
MEDIA ADVERTISING ORGANISATIONS		
HMA Blaze Pty Ltd	Recruitment and other non-campaign advertising*	\$659,011
All media advertising organisations		\$659,011

*May include payments under \$10,900 which is the indexed threshold for mandatory reporting specified in section 321A the *Commonwealth Electoral Act 1918*.

J. ENVIRONMENTAL PERFORMANCE REPORTING

ECOLOGICALLY SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PERFORMANCE

The following summary of our environmental management activities and performance is provided in accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (the EPBC Act).

As stated in our Environmental Policy Statement, we are committed to the principles of sustainable development. We recognise our responsibility to the Australian Government and the wider community to make a contribution to minimise the impact of our operations on the environment.

During 2008–09 we continued to demonstrate environmental responsibility by minimising the negative impacts we have on the environment through efficient use of resources, effective waste management and pollution prevention.

Our decision-making processes effectively integrate long-term and short-term economic, environmental and social considerations.

Our Environmental Policy Statement and Chief Executive Instructions (CEI's) in relation to procurement provide documentary evidence of our commitment to ecologically sustainable development (ESD).

a. How the activities of, and the administration of legislation by, the Department accorded with the principles of ESD—section 516A(6)(a)

Our advice to the Prime Minister takes into account the impact on the environment, the community and the Budget, and includes environmental impact statements where biodiversity and ecological integrity is identified as being at risk. These concepts are particularly relevant when advice is provided on such things as the impact of climate change, water reform and alternative energy.

b. How the outcomes specified for the Department in an Appropriations Act contribute to ESD (see paragraph 516A(6)(b))

The department's planned outcome is sound and well coordinated government policies, programs and decision making processes. As highlighted above our advice takes into consideration ecologically sustainable development where there is a potential risk to the environment. This is achieved through consultation with relevant Commonwealth, state, industry and community groups.

c. The effect of the Department's activities on the environment (see paragraph 516A(6)(c))

Our building at One National Circuit was built in accordance with the Australian Building Greenhouse Rating (ABGR) scheme (now the National Australian Built Environment Rating System (NABERS)) to have an energy rating of 4.5 stars. In February 2009 One National Circuit was awarded a 4.5 star rating for base building and a 4 star rating for whole of building.

In May 2009 One National Circuit was awarded 5 stars for water efficiency.

External view of One National Circuit.



Figure 8.10: National Australian Built Environment Rating System (NABERS) for One National Circuit, Barton

	Base Building	Whole Building	Water
NABERS rating	★★★★	★★★★	★★★★★

Environmental Management System (EMS)

Our continual commitment to the environment is reflected through our Environmental Management System, based on the Australian Standard ASNZS ISO 14004:1996. This System identifies key aspects of our business that impacts upon the environment, and provides for a range of initiatives to monitor and alleviate the impact.

In 2008–09, our major environmental impact related to the consumption of energy and goods, as well as waste generated by staff in the course of day-to-day activities.

Energy Usage at One National Circuit

During 2008–09 our initiatives to decrease electricity usage has resulted in a reduction of 7.17% for tenant light and power and a reduction of 6.47% in base building electricity even though staff¹² occupancy has increased by 33%.

Figure 8.11: Energy Usage Trend Information

	2007–08	2008–09	% Change
Tenant Light and Power	1,552,203 kWh	1,440,933 kWh	7.17% reduction
Base Building electricity	933,454 kWh	873,035 kWh	6.47% reduction
Natural Gas Consumption	1,651 GJ	2,094 GJ	26.83% increase

Carbon Footprint

To establish a baseline for us to monitor our impact on the environment an initiative to assess our carbon footprint in accordance with the Greenhouse Gas (GHG) Protocol for the two full years since occupying One National Circuit was undertaken.

Even though staff increased by 33%, our greenhouse gas emissions only increased by 17.41 % from 2007–08 to 2008–09. Our net GHG emissions for 2007-08 were calculated to be **4,408** tonnes carbon dioxide equivalents (CO₂-e). In 2008-09 our net emissions increased to **4,940** tonnes CO₂-e.

¹² Includes ongoing, non-ongoing and in-operative staff, but does not include secondees, contractors and casuals.

Figure 8.12: Emissions Trend Information

	2007–08	2008–09	% Change
Emissions in tonnes of carbon dioxide equivalent	4,208 CO ₂ -e	4,940 CO ₂ -e	17.41% increase

The main findings of the assessment were:

- Electricity consumption and supply together were the largest contributors to our total emissions; 60.34% in 2007-08 and 48.22% in 2008-09.
- Emissions from electricity decreased from 2,212 tonnes CO₂-e in 2007-08 to 2,059 tonnes CO₂-e in 2008-09, a decrease of 7% year on year.
- A significant change was a 64% increase in the number of kilometres flown (air travel) during 2008–09 which reflects both increased staff and increased activities undertaken. Air travel contributed 1,539 tonnes CO₂-e to our emissions in 2007-08. This increased in 2008-09 to 2,421 tonnes CO₂-e
- Emissions from natural gas increased from 85 tonnes CO₂-e in 2007-08 to 107 tonnes CO₂-e in 2008-09
- Refrigerant emissions were static at 87 tonnes CO₂-e each financial year
- Waste to landfill emissions decreased from 5.3 tonnes CO₂-e in 2007-08 to 2.5 tonnes CO₂-e in 2008-09, a 53% decrease.

Figure 8.13: Trends in Our Emissions by Source

Emission Item	2007–08	2008–09	% Change
Electricity	50 %	40 %	↓ 10 %
Air Travel	35 %	47 %	↑ 12 %
Waste to Landfill	0 %	0 %	0 %
Supply of Electricity	10 %	8 %	↓ 2 %
Extraction of Natural Gas	1 %	1 %	0 %
Extraction of Diesel	0 %	0 %	0 %
Extraction of Petrol	0 %	0 %	0 %
Natural Gas	2 %	2 %	0 %
Diesel from Generator	0 %	0 %	0 %
Air Conditioning	2 %	2 %	0 %
Petrol from Pool Vehicles	0 %	0 %	0 %
Fridges	0 %	0 %	0 %
	100%	100%	

Leased Vehicles

During 2008–09 the proportion of our leased vehicle fleet which met the Greenhouse Vehicle Guide (GVG) rating target of 10.5 increased to 64%. In 2008–09 pool vehicles averaged a GVG rating of 12.6. The whole fleet averaged a GVG rating of 11.2.

Our high use of ethanol-based fuels was maintained with a slight increase to 44.5% of fuel purchased.

Figure 8.14: Trends in Leased Vehicle Targets

	2007–08	2008–09	% Change
% fleet meeting GVG target	51.35%	64%	↑ 12.65%
E10 usage	44.0%	44.5%	↑ 0.5%

d. The measures the Department is taking to minimise the impact of our activities on the environment—section 516A(6)(d)

As part of the EMS we set goals at the beginning of each financial year and then report achievements against those goals at the end of the financial year. The achievements for 2008–09 are as follows:

Figure 8.15: Performance against Environmental Goals

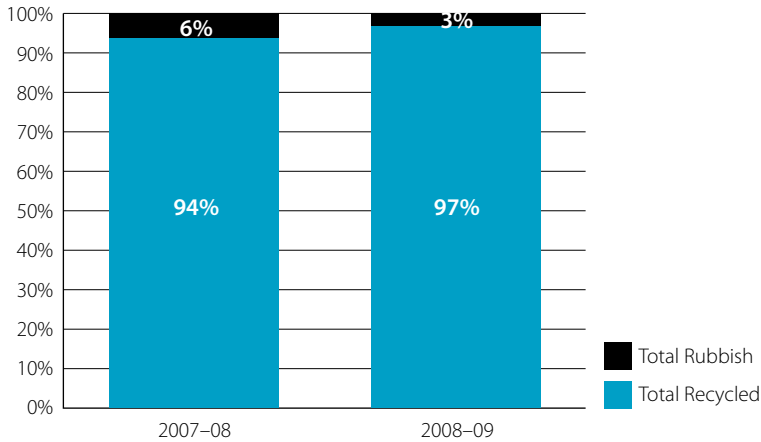
Goal	Outcomes Achieved
Reduce waste going to landfill	<ul style="list-style-type: none"> • 97% recycled waste from One National Circuit. • Increased staff awareness on the importance of recycling via screensavers, posters and emails. • Recycled mobile phones.
Reduce energy consumption and greenhouse emissions	<ul style="list-style-type: none"> • Awarded NABERS energy ratings of 4.5 stars for base building and 4 stars for whole of building. • Tenant light and power electricity consumption decreased by 7.17% on 2007–08 levels despite staff numbers increasing. • In 2008–09 pool vehicles averaged a GVG rating of 12.6. The whole fleet averaged GVG rating of 11.2. • The following cost effective energy initiatives were undertaken: <ul style="list-style-type: none"> – Installed new desktop computers through the department with more energy efficient features – Installed light switches in breakout areas so lights can be switched off when not required – Implemented after hour light sensors in all work areas so only lights within immediate area are activated when staff are present – Implemented energy reporting by zone to identify any anomalies – Virtualised IT servers to reduce the number of servers the department operates, and – Participated in Earth Hour 2009.
Reduce water wastage	<ul style="list-style-type: none"> • In February 2009 the department was awarded a 5 star NABERS water consumption benchmark. • Raised staff awareness of the importance of reporting leaking taps, toilets and facilities via computer screensavers. • Continued using rainwater storage tank in basement to flush toilets and water gardens whenever water in tank.
Purchase environmentally sound products and appliances	<ul style="list-style-type: none"> • Planet Protect Identification products were purchased for security passes and retractable reels made from 100% recycled material. • All appliances purchased had the highest environmental rating for that product type. • Environmental criteria included in all tender documentation and contract templates issued to industry.

Waste Management

We introduced, as part of our cleaning contract, the measurement of all waste and recycled material being removed from One National Circuit. This was done in order to provide visibility of proportion of waste being recycled in order to minimise associated waste production through efficient consumption of resources and recycling of waste products.

During 2008–09 we reduced the amount of total waste generated by 6% and also achieved a 3% increase in the percentage of waste recycled by recycling 97% of all our waste.

Figure 8.16: Waste Management Breakdown Trends



The major component of recycled waste was paper – both office paper and paper towelling – which comprised 75% of all material recycled.

Figure 8.17: Trends in the Breakdown of Recycled Waste

Recycling Item	2007-08	2008-09	Change
Paper	35,077. kg	39,174 kg	↑
Towelling Paper etc	41,137.5 kg	35,641 kg	↓
Commingled	4,474.5 kg	4,763.5 kg	↑
Cardboard	12,213 kg	10,252 kg	↓
Printer Cartridges	563.1 kg	538 kg	↓
Compost	1951 kg	2,539 kg	↑
Polystyrene	30.2 kg	32.6 kg	↑

Water

One National Circuit is highly water efficient and in 2009 the building received an NABERS 5 star efficiency rating for water.

The building has a 70,000 litre water tank in the basement that services all the toilets and the gardens at One National Circuit. The building also has water conservation measures such as dual flush toilets, waterless urinals and low-flow showers.

We continued to promote staff awareness of responsible water use including the reporting any leaks or defective plumbing promptly.

e. The Department’s mechanisms for reviewing and increasing the effectiveness of its environmental management strategies— section 516A(6)(d)

EMS Management Review

At the end of each EMS cycle, an EMS Management Review is conducted that reviews the system’s suitability to manage the department’s environmental risks and the effectiveness of environmental management activities. The next cycle of EMS procedural application is based on this information, ensuring that future actions benefit from lessons learnt in previous cycles

K. DISCRETIONARY GRANTS

DISCRETIONARY GRANT PROGRAMS ADMINISTERED BY THE DEPARTMENT

In 2008–09 we administered the following discretionary grant programs:

The Research Support for Counter Terrorism (RSCT) program is managed by the National Security Science and Technology (NSST) Unit within the Defence, Intelligence and Research Coordination Division. The program was first announced as part of the Further Enhancing Protective Security arrangements section of the Investing in Australia's Security package in 2004-05. More information about the RSCT program is available at <http://www.pmc.gov.au/nsst/>

The Australiana Fund is classified as a discretionary grant. A grant-in-aid was provided to the Australiana Fund (the Fund) to enable the Fund to obtain professional assistance to meet the objectives set out in its memorandum of association. The grant also ensures that money raised by the Fund is available for the acquisition of Australian objects for placement or display. The Official Establishments Unit manages the grant-in-aid to the Fund. The 2008–09 grant-in-aid was \$117,700 (including GST). Information about the grant-in-aid is available at <http://www.pmc.gov.au/accountability/grants/index.cfm>