

OTHER INFORMATION

10



CORRECTIONS TO MATERIAL ERRORS IN 2007–08 ANNUAL REPORT

NATIONAL ARCHIVES OF AUSTRALIA

The National Archives of Australia was transferred to the PM&C portfolio on 1 May 2008. Due to an oversight it was not included in the list of PM&C portfolio agencies in the 2007–08 Annual Report.

MARKET RESEARCH

In PM&Cs 2007–08 Annual Report, we stated that no market research had been undertaken during the reporting period. This was an omission. The table below provides information on market research undertaken by Eureka Strategic in the year 2007–08.

Firm	Service Provided	Payments made in 2007–08
MARKET RESEARCH ORGANISATIONS		
Eureka Strategic	Market Research	\$42,046.96
All market research organisations		\$42,046.96

INDEX OF COMPLIANCE WITH MANDATORY JCPAA REQUIREMENTS

Description	Page no.
Letter of Transmittal	3
Table of Contents	6
Index	251
Glossary	249
Contact Officer(s)	2
Internet home page address and Internet address for report	2
Review by Secretary	10
Summary of Significant Issues	4
Overview description of department	14
Role and functions	15
Organisational structure	17
Outcome and output structure	20
Where outcome and output structure differ from PBS	21
Portfolio structure	26
Review of performance in relation to outputs and outcomes	30–113
Actual performance in relation to performance targets set out in PBS/PAES	30–113
Performance of purchaser/provider arrangements	140
Where performance targets differ from the PBS/PAES	30–113
Narrative discussion and analysis of performance	30–113
Performance against service charter customer service standards, complaints data, and the department's response to complaints	122
Discussion and analysis of the department's financial performance	154–160
Agency resource statement and summary resource tables by outcomes	156–157
Developments since the end of the financial year that have affected or may significantly affect the department's operations or financial results in future	N/A
Statement of the main corporate governance practices in place	116
Names of the senior executives and their responsibilities	116–119
Senior management committees and their roles	119–122
Corporate and operational planning and associated performance reporting and review	121
Secretary certification of compliance with Commonwealth Fraud Control Guidelines	3
Policy and practices on the establishment and maintenance of appropriate ethical standards.	122
How nature and amount of remuneration for SES officers is determined	129
Significant developments in external scrutiny	124
Reports by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman	124
Assessment of effectiveness in managing and developing human resources to achieve objectives	125
Workforce planning, staff turnover and retention	125
Impact and features of collective agreements, determinations, common law contracts and AWAs	128
Training and development undertaken and its impact	130

Description	Page no.
Occupational health and safety performance	138
Productivity gains	133
Statistics on staffing	126
Collective agreements, determinations, common law contracts and AWAs	128
Performance pay	129
Assessment of effectiveness of assets management	140
Assessment of purchasing against core policies and principles	140
Consultants	141
Absence of provisions in contracts allowing access by the Auditor-General	140
Contracts exempt from the AusTender	140
Report on performance in implementing the Commonwealth Disability Strategy	136
Financial Statements	154–237
Occupational health and safety (section 74 of the Occupational health and Safety Act 1991)	138
Freedom of Information (subsection 8(1) of the Freedom of Information Act 1982)	144
Advertising and market research (section 311A of the Commonwealth Electoral Act 1918)	146
Ecologically sustainable development and environmental performance	147–151
Grant Programs	152
Correction of material errors in previous annual report	240

LIST OF PHOTOGRAPHS/ ACKNOWLEDGEMENTS

Unless stated otherwise photographs were taken by PM&C.

Photograph	Page No.
Annual Report Team	2
Terry Moran	10
The Prime Minister and Terry Moran	15
Some members of the Senior Leadership Group	16
Sue Rymer	34
Ron Perry	38
Telepresence Facility. Photo courtesy of Cisco Australia and New Zealand	40
Drought ravaged Darling River between Tilpa and Wilcannia. Photo courtesy of the Department of Water, Heritage and the Arts	42
Front Cover of Closing the Gap on Indigenous Disadvantage: The Challenge for Australia	46
Kinglake SES Volunteers with the Prime Minister. Photo courtesy of Mountain Monthly.	51
PM&C School Holiday Program participants Sarah and Hanah	53
Warrick Whatman and family with the Prime Minister. Photo courtesy of News Ltd.	55
Tanya Kemp from the RSPCA	57
Malinda Cole	68
Human Resources Recruitment Team	75
Martin Hoffman	77
Ryan Winn setting up the Beenleigh community cabinet meeting	84
Colleen Mahony and Fiona Wright	88
Andreas Heger	90
Ayesha Perry	94
The Lodge	96
Kirribilli House	96
Her Excellency Quentin Bryce AC Governor-General of the Commonwealth of Australia	100
His Excellency Michael Jeffrey AC CVO MC (retd)	100
The Prime Minister and King Juan Carlos of Spain	102
The Prime Minister and the Rt Hon Grand Chief M T Somare, Prime Minister of Papua New Guinea	103
The Prime Minister's XI versus New Zealand Cricket Match	104
Governor-General Michael Jeffery, Mrs Marlena Jeffery, the Prime Minister, Ms Thérèse Rein and His Holiness Pope Benedict XVI	105
The Prime Minister and Ms Thérèse Rein with 2009 Australian of the Year Awards National Finalists	105
The Prime Minister with other APEC leaders	105
The Prime Minister and President Barack Obama	107
The Prime Minister and the President of Indonesia Susilo Bambang Yudhoyono	107
Mrs Sarah Brown, the Prime Minister, Ms Thérèse Rein and the British Prime Minister Gordon Brown	107

Photograph	Page No.
PM&C Social Club Book Fair	109
Mr Terry Moran and Ms Barbara Belcher	110
Government Division farewells Barbara Belcher	111
Ms Marielle Smith	114
APS Governance Forum	120
Tanya Rynne	123
2008 Graduates	131
Jacqui McRae	135
David Tune	135
Hartley Ability Cycle Challenge	137
Mr David Leermakers and Ms Joanne Jackson	141
External view of One National Circuit	148

LIST OF FIGURES

No.	Figure	Page No.
2.1	Organisational Chart at 30 June 2009	17
2.2	Staff Distribution at 30 June 2009	19
2.3	Our Outcome and Outputs	22
2.4	Items of Correspondence Processed	23
2.5	Trends in Performance relating to Parliamentary Questions	24
2.6	Trends in Numbers of Questions on Notice	25
2.7	Trends in Freedom of Information Requests and Performance	25
2.8	Portfolio Agencies at 30 June 2009	27
7.1	Trends in Services to Cabinet and other Decision Makers	83
7.2	Trends in Ceremonial and Hospitality Services	106
8.1	Workforce Profile Ongoing and Non-Ongoing Staff 2007–08 and 2008–09	126
8.2	Five-year staff profile at 30 June each year	127
8.3	Trends in the Nature of Employment Agreements	128
8.4	Trends in Available Base Salary Ranges by Staff Classification	128
8.5	Performance Bonus paid in 2008–09	129
8.6	Health and Safety Performance	139
8.7	Trends in Consultancies	141
8.8	Consultancies with a value of \$10,000 or more	143
8.9	Expenditure on Market Research and Media Advertising Organisations in 2008–09	146
8.10	NABERS Rating for One National Circuit	148
8.11	Energy Usage Trend Information	148
8.12	Emissions Trend Information	149
8.13	Trends in our Emissions by Source	149
8.14	Trends in Leased Vehicle Targets	149
8.15	Performance Against Environmental Goals	150
8.16	Waste Management Breakdown Trends	151
8.17	Trends in the Breakdown of Recycled Waste	151
9.1	PM&C Resource Statement	156
9.2	PM&C Output and Administered programs in 2008–09	157
9.3	Trends in Departmental Finances	158
9.4	Trends in Administered Finances	159

LIST OF ABBREVIATIONS

A/g	Acting
AAO	Administrative Arrangements Order
AAT	Administrative Appeals Tribunal
ACRE	Australian Centre for Renewable Energy
ACT	Australian Capital Territory
AIC	Australian Intelligence Community
AIFS	Australian Institute of Family Studies
ANAO	Australian National Audit Office
AO	Officer of the Order of Australia
APEC	Asia–Pacific Economic Cooperation
APS	Australian Public Service
APSC	Australian Public Service Commission
AS	Assistant Secretary
ASIB	Australian Social Inclusion Board
AUSPIC	Australian Government Photographic Service
AWA	Australian Workplace Agreement
CA	Collective Agreement
CAC Act	<i>Commonwealth Authorities and Companies Act 1997</i>
CBRN	chemical, biological, radiological and nuclear
CCS	Carbon Capture and Storage
CEO	Chief Executive Officer
CERHOS	Ceremonial and Hospitality Branch
CIO	Chief Information Officer
CIU	Cabinet Implementation Unit
COAG	Council of Australian Governments
CPGs	Commonwealth Procurement Guidelines
CPRS	Carbon Pollution Reduction Scheme
CRA	COAG Reform Agenda
CRC	COAG Reform Council
CSC	Conspicuous Service Cross
CVBTF	Commonwealth Victoria Bushfire Taskforce
DEEWR	Department of Education, Employment and Workplace Relations
DEWHA	Department of Environment, Water, Heritage and the Arts
DLO	Departmental Liaison Officer
DSC	Distinguished Service Cross
ECONET	Ethics Contact Officer Network
EL	Executive Level
EU	European Union
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs
FAS	First Assistant Secretary
FFA	Football Federation Australia
FIA	<i>Families in Australia</i> Report

FIFA	Fédération Internationale de Football Association
FISS	Families, Immigration and Social Support Division
FOI	freedom of information
GCU	Government Communications Unit
GFC	Global Financial Crisis
GSG	Graduate Support Group
GST	Goods and Services Tax
HBS	Homeland and Border Security Division
HHF	Health and Hospitals Fund
IDC	interdepartmental committee
IGA	Intergovernmental Agreement
II&E	Industry, Infrastructure and Environment Division
IT	Information Technology
JCPAA	Joint Committee of Public Accounts and Audit
MOU	Memorandum of Understanding
MP	Member of Parliament
MSU	Ministerial Support Unit
NADC	National Australia Day Council
NBN	National Broadband Network
NCTC	National Counter-Terrorism Committee
NHCA	National Intelligence Coordination Committee
NSA	National Security Adviser
NSC	National Security Committee
NSS	National Security Statement
NSW	New South Wales
OECD	Organisation for Economic Cooperation and Development
OH&S	occupational health and safety
PBS	Portfolio Budget Statements
PIF	Pacific Islands Taskforce Forum
PM&C	Department of the Prime Minister and Cabinet
PMDS	Performance Management and Development Scheme
PMO	Prime Minister's Office
PPP	Productivity Places Program
PSM	Public Service Medal
QoN	Question on Notice
RSCT	Research Support for Counter Terrorism
RSPCA	Royal Society for the Protection of Cruelty to Animals
SA	South Australia
SCNS	Secretaries' Committee on National Security
SDD	Strategy and Delivery Division
SES	Senior Executive Service
SGIA	Secretaries' Group on Indigenous Affairs

SIU	Social Inclusion Unit
SPD	Social Policy Division
SRC Act	<i>Safety, Rehabilitation and Compensation Act 1988</i>
TTY	Telephone Typewriter
VC	Victoria Cross
VEP	Vacation Employment Program
YMCA	Young Men's Christian Association

GLOSSARY

Administrative Arrangements Order (AAO): An order issued from time to time by the government and signed by the Governor-General which establishes the matters or outcomes to be dealt with by each department of state, and the Acts to be administered by each minister.

Administered items: Revenues, expenses, assets and liabilities that the government controls, but which an agency or authority manages on the government's behalf.

Agency: A department of state, department of parliament and prescribed agency under the *Financial Management and Accountability Act 1997*.

Asia-Pacific Economic Cooperation (APEC): The premier forum for facilitating economic growth, cooperation, trade and investment in the Asia-Pacific region comprising 21 Member Economies.

Australian Workplace Agreement (AWA): An agreement between an employer and an employee about the terms and conditions of employment, made under the *Workplace Relations Act 1996*.

Collective Agreement (CA): A collective agreement relating to employment conditions made directly between an employer and a group of employees.

Chief Executive's Instruction provides operational guidance for accountability requirements under the *Financial Management and Accountability Act 1997*.

Commonwealth Procurement Guidelines (CPGs): The CPGs establish the core procurement policy framework and articulate the Government's expectations for all agencies subject to the *Financial Management and Accountability Act 1997* and their officials when performing duties in relation to procurement.

Council of Australian Governments (COAG): The peak intergovernmental forum in Australia, comprising the Prime Minister, State Premiers, Territory Chief Ministers and the President of the Australian Local Government Association.

Equity: Also known as net assets, it is the residual interest in the assets of an entity after deduction of its liabilities.

First Ministers: The Prime Minister, state Premiers and territory Chief Ministers.

Inoperatives: Staff on paid leave greater than three months (maternity leave, long service leave, annual leave) and staff on leave without pay (external temporary transfers, overseas travel or study) and other temporary employment in the interests of the APS.

Non-ongoing employee: An Australian Public Service employee who is employed for a specific term or task, or for duties that are irregular or intermittent as per paragraph 22(2)(a) of the *Public Service Act 1999*.

Outcomes and outputs structure: This structure reflects and agency's business and enables sound performance reporting to parliament. Outcomes are the results, impacts or consequences of actions by the Australian Government affecting the Australian

community. Outputs contribute to outcomes. They are the goods or services produced by agencies on behalf of the government and are specified by price, quantity or quality.

Portfolio Budget Statements (PBS): These statements explain the provisions of the Appropriation bills (Budget Bills), that is, where appropriated funds are to be spent.

Portfolio agencies: The different government agencies which are accountable to a minister. For a list of the Prime Minister's portfolio agencies see Chapter 2.

Price of outputs: The government's contribution to the department's direct costs in producing required outputs and associated indirect costs, such as corporate overheads. It does not include, for example, revenue from independent sources.

Reasonable adjustment: The principle of providing an employee with a disability with services and/or facilities to assist them in carrying out the inherent requirements of their employment, where this does not impose unjustifiable hardship on the employer.

ALPHABETICAL INDEX

A

Administrative Arrangements Order (AAO), 86
Advertising, 146
Agreement between Australian and European Union on the processing and transfer of European Union-sourced passenger name record data by air carriers to the Australian Customs Service, 109
Annual Statement to Parliament on Closing the Gap, 45, 48
APEC 2007 Summit, 135
APEC Leaders' meeting, 60
APEC Privacy Framework, 109
Apology to Australia's Indigenous People, 46, 47, 93
Archives Act 1983, 108, 145
Associate and Deputy Secretaries, 116–17, 119
Attorney-General's Department, 51, 54, 66
Audit Committee, 119, 120
AusTender, 140, 141
Australia 2020 Summit, 74, 75–6, 124, 135
Australia Day Achievement Awards, 75
Australia's Future Tax System, 49
Australian Bravery Decorations Council, 92
Australian Building Greenhouse Rating (ABGR) scheme *see* National Australian Built Environment Rating System (NABERS)
Australian Competition and Consumer Commission, 35
Australian Consumer Law, 35
Australian Customs and Border Protection Service, 65–6, 109
Australian Defence Force (ADF), 51, 64
Australian Federal Police (AFP), 65, 66
Australian Flags, 93
Australian General Service Medal for Korea, 86, 92
Australian Government Branding Guidelines, 93
Australian Government Disaster Relief Payment, 51
Australian honours system, 92–3
Australian Intelligence Community (AIC), 69
Australian National Anthem, 93
Australian National Audit Office (ANAO), 124, 140
Australian National Flag, 93
Australian of the Year, 93, 104

Australian Public Service (APS)
Code of Conduct, 14, 122
guidelines, 122
School Holiday Program, 53
values, 122
Australian Public Service Commission (APSC), 76, 122
Code of Conduct, 122
values, 122
Australian Social Inclusion Board (ASIB), 52, 56, 57
Aviation Green Paper, 35, 65
Awards and Culture Branch, 92

B

Battle of Long Tan, 5
Belcher, Barbara, 110–11
Better Support for Carers inquiry, 54
Biosecurity reform, 36
Black Saturday Bushfires *see* Victorian bushfires
Border protection, 65–6
Border Security Taskforce, 125
Bradley Review of Australian Higher Education, 45, 48
Broadband and communications, 35
Budget, 5, 49, 54, 81, 82, 136
Bushfires, 4, 10, 50, 51, 112
Victorian Royal Commission into, 51
Business Enterprise Centre Network, 35
Business Regulation and Competition Working Group, 35, 56

C

Cabinet Handbook, 81
Cabinet Implementation Unit, 76
Cabinet Secretariat, 81
Cabinet Secretary, 108, 109, 112, 144
Cabinet support, 80–4
services to, 83
Carbon Footprint, 148
Carbon Pollution Reduction Scheme (CPRS), 40
Career Advisory Panel, 130
Carers, 54, 136
Ceremonial and Hospitality Branch, 61, 98, 101–7, 113
Chemical Biological Radiological and Nuclear (CBRN) Security Sub-Committee, 65

- Chief Executive Instructions (CEIs), 140, 147
 Clarke Inquiry, 65
 Clean Energy Initiative, 5, 11, 33
 Climate change, 11, 33
 Climate Change and Water Working Group, 37
 Closing the Gap on Indigenous Disadvantage, 5, 11, 28, 45, 46–7
 Annual Statement to Parliament, 45, 48
 COAG Business Regulation and Competition Working Group agenda, 88
 COAG Health Reform Agenda 2008, 48
 COAG Indigenous Reform Agenda 2008, 48
 COAG National Disaster Arrangements Working Group, 50
 COAG Reform Agenda (CRA), 10, 30, 31, 37, 45, 56
 COAG Reform Council (CRC), 31, 37
 COAG Review of Hazardous Materials, 63, 69
 COAG Review of Ministerial Councils, 41
 COAG Senior Officials Group, 31
 Energy Efficiency, on, 35, 40
 COAG Unit, 31–2, 36–7, 38
 COAG Working Group on Indigenous Reform, 46, 48, 53
Commonwealth Authorities and Companies Act 1997 (CAC Act), 26, 93
 Commonwealth Disability Strategy, 136–7
Commonwealth Electoral Act 1918, 146
Commonwealth Flag Network, 93
 Commonwealth Victorian Bushfire Taskforce (CVBTF), 51
Commonwealth Water Act 2007, 36
 Communications Team, 97, 100
 Community Cabinet 81–2
 meetings, 82
 special profile, 84
 Community Cabinet Secretariat, 81–2
 Community engagement, 11–12
 Community Response Taskforce, 52, 57
 Compact with Retrenched Workers, 48
 Compact with Young Australians, 48
 Competition and consumer policy, 35
 Complaints, 122
 Consultancies with value of \$10,000 or more, 142–3
 Consultants, 141–2
 Consultative Committee, 119, 121
 Corporate governance, 116–23
 Council of Australian Governments (COAG) 4, 11, 35, 40, 42, 44, 46, 48, 49, 50, 51, 53, 54, 56, 66, 76, 135
 website, 31
 Working Groups, 37, 45, 46
 Counter–terrorism, 64, 65, 69, 70–1
 Counter–Terrorism White Paper, 69
 CPRS White Paper 5, 33
 Crisis and emergency management, 66–7
 Critical Infrastructure Protection Review, 66
 Cross–Jurisdictional Review Forum, 36
 Cultural Awareness Training, 130
 Customs, 36
- ## D
- Defence, Intelligence and Research
 Coordination Division, 60, 61, 63, 152
 Defence White Paper, 5, 64
 Department of Climate Change, 40, 41
 Department of Defence, 66, 92
 Department of Education, Employment and Workplace Relations (DEEWR), 48, 54, 129
 Department of Environment, Water, Heritage and the Arts, 33, 40, 42
 Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), 40, 45, 46, 48, 51, 54, 56
 Department of Finance and Deregulation, 35, 40, 54, 56, 88, 100
 Department of Foreign Affairs and Trade, 60, 65
 Department of Health and Ageing, 49
 Department of Human Services, 51
 Department of Immigration and Citizenship, 66
 Department of the Prime Minister and Cabinet (PM&C), 40, 41, 66, 137, 146
 agencies, in, 27
 functions, 15–16
 mission statement, 14
 portfolio, 26–7
 role, 15
 values, 14
 Department of Resources, Energy and Tourism, 33, 40
 Department of the Treasury, 37, 40, 54
 Department of Veterans' Affairs, 54
 Departmental Liaison Officers, 97, 98, 99–100
 Deputy Secretaries' Group on Supporting Young Children and their Families, 54

Deputy Secretaries' Interdepartmental
Committee on Pandemic Prevention
and Preparedness, 67
Disability, 37, 50, 136–7
Disability Reform Working Group, 45
Disaster recovery, 50
Discretionary grants, 152

E

Early childhood development, 53–4
Early Years Learning Framework, 53
East Kimberley Development Package, 35
Ecologically sustainable development (ESD),
147–51
Economic and Industry policy, 20, 30–42
Economic Division, 30–1
Education, 4, 37, 49
Education Investment Fund, 45, 49
*Electoral Reform Green Paper – Donations,
Funding and Expenditure*, 5, 89
Emergency Management Australia, 51
Emergency (Victorian Bushfires) Declaration
2009 (No. 1), 112
EMS Management Review, 151
Energy efficiency, 35
special feature, 40–1
Energy Efficiency Homes Package, 35, 41
Enhancing Regulatory Reform Biannual Report,
35
Environment and heritage, 35
*Environment Protection and Biodiversity
Conservation Act 1999 (EPBC Act)*, 35, 147
Environmental Management System (EMS),
148–9
Environmental performance reporting, 147–51
Environmental Policy Statement, 147
Ethical standards, 122
Ethics Advisory Service, 122
Ethics Contact Officer Network (ECONET), 122
European Union, 109
Exchange of Criminal History Information on
People Working with Children, 88
Executive Council Secretariat, 81
Executive Group, 18, 119, 121
Exercise Mercury 08, 71
External audits, 124
External scrutiny, 124

F

Fair Work Bill, 33
Families, Immigration and Social Support (FISS)
Division, 44, 51, 52
Families in Australia: 2008 report (FIA), 5, 52, 54
Family Impact Statements, 54
Federal Executive Council, 15–16, 144
Federal Financial Relations,
Intergovernmental Agreement (IGA), 36, 37
Fiji, 60
*Financial Management and Accountability Act
1997*, 87, 146
First Assistant Secretaries, 117–19
Fiscal Policy Branch, 32
Floods, 10, 50
Flu vaccinations, 132, 133
Football Federation Australia (FFA),
FIFA World Cup 2018 or 2022 hosting bid, 49
*For your information: Australian privacy law and
practice*, 109
Force 2030, 64
Foreign Intelligence Coordination Committee,
64, 69
Fraud Control Plan, 120
Fraud Risk Assessment, 120
Free Trade Agreements, 109
Freedom of information, 25, 144–5
policy, 112
reform, 85, 108
website, 112
Freedom of Information Act 1982 (FOI Act), 25,
108, 144, 145
Freedom of Information Amendment (Reform)
Bill, 108
Freedom of information and privacy policy, 11,
108–12
Freedom of Information (Removal of
Conclusive Certificates and Other
Measures) Bill 2008, 108
Functional committees, 120–1

G

G20, 4, 11, 32, 60
Gershon Review, 76
Global Carbon Capture and Storage (CCS)
Institute, 5, 11, 35
Global Financial Crisis, 4, 32, 45, 48, 57, 60, 81
Government Division, 85–94, 108–9, 112

Governor-General, 5, 81, 100
 former, allowances and support to, 100
 Graduate Development Program, 131
 Graduate Support Group, 131, 132
 Grants, 152
 Great Barrier Reef
 intergovernmental agreement, 35
 Greenhouse Gas (GHG) Protocol, 148
 Greenhouse Vehicle Guide (GVG) rating, 149
 Guest of Government,
 program, 102–3
 visits to Australia, 102
 Guest Speaker Series, 130

H

H1N1 Human Swine Flu, 4, 10, 138
 Deputy Secretaries' Interdepartmental
 Committee on Pandemic Prevention
 and Preparedness, 67
 Pandemic Emergency Taskforce, 10, 66–7,
 125
 Hartley Ability Cycle Challenge, 137
 Hazardous materials, 63, 69
 Health and Ageing Working Group, 37, 45, 48
 Health and Hospitals Fund (HHF), 45, 49
 Health and Safety Committee, 119, 121, 138
 Health and Safety Management Arrangements,
 138
 Health and Safety Performance, 139
 Homeland and Border Security Division (HBS),
 51, 61, 63, 120
 Homeland and Border Security Policy
 Coordination Group, 64, 66, 71
 Homeland and Border Security Review, 11, 63,
 64, 67, 69
 Honours and Awards Secretariat, 92
 Housing Working Group, 37, 45, 50
 Human resources management, 125–35
 Human Rights and Equal Opportunity
 Commission, 54

I

*Independent Review of Australia's Quarantine
 and Biosecurity Arrangements – One
 Biosecurity – A Working Partnership*, 36
 Indigenous disadvantage, 46–7, 48
 Indigenous Economic Participation national
 partnership, 48
 Indigenous Policy Branch, 46

Indigenous Reform Working Group, 37, 45, 48,
 53
 Indigenous remote housing, 50
 Industry and innovation, 35
 Industry, Infrastructure and Environment
 Division, 30, 31
 Information Handling and Coordination Team,
 97, 99
 Information Services Branch, 120
 Infrastructure, Business Regulation and
 Competition Working Group, 37
 Infrastructure, transport, regional and local
 government, 35
 International and National Security policy, 20
 International Commission on Nuclear
 Non-Proliferation and Disarmament, 65
 International Conference of Data Protection
 and Privacy Commissioners, 109
 International cooperation on economic policy,
 32
 International Division, 61, 62
 International engagement, 11, 109
 International policy, 60–2
 International Renewable Energy Agency, 60
 International research programs, 70
 International Strategy Unit, 62
 International Students Taskforce, 65
 International Whaling Commission, 36
 Investing in Australia's Security 2004–05, 152
 Iraq Status of Forces Agreement/Troop
 Withdrawal, 64
It's an honour, 92, 93

J

Job Services Australia, 136
 Jobs and Training Compact, 11, 45, 48
 Jobs Fund, 45, 48

K

Kirribilli House, 95, 96

L

Leased vehicles, 149
 Legal actions, 89
 Legal policy issues, 88
Legislation Handbook, 87
 Leukaemia Foundation, 88, 131, 141
 Lobbying Code of Conduct, 86–7
 Lodge, The, 95, 96

M

Macroeconomic policy, 32
Management and accountability, 115–52
Management of Chemicals of Security Concern, 69
Managing and Determining Suspected Breaches of the APS Code of Conduct, 122
Maritime security, 65–6, 69
Maritime Security Enforcement programs, 63, 69
Market research, 146
Members of Parliament (Staff) Act 1984, 86
Memorandum of Understanding (MoU) on Murray–Darling Basin Reform, 42
Migration, 50
Ministerial correspondence, 23
Ministerial staff,
 Code of Conduct for, 122
Ministerial Support Unit (MSU), 12, 61, 97–100, 120
Murray–Darling Basin, 4, 11, 36, 42
Murray–Darling Basin Reform, 42
 Intergovernmental Agreement (IGA), 36, 42
 Memorandum of Understanding (MoU), 42
Mutual Recognition Schemes report, 36
My Community Google map, 39

N

Nation Building–Economic Stimulus Plan, 35, 41, 50
 website, 39
Nation Building Funds, 35
Nation Building Plan, 4
National Access Regime, 35
National Agreement on Skills and Workforce Development,
National Archives of Australia, 145
National Australia Day Council (NADC), 26, 85, 93
National Australian Built Environment Rating System (NABERS), 147
National Broadband Network, 35
National Building–Economic Stimulus Plan, 5, 10, 31–2, 35
National Compact with the Non–Profit Sector, 56
National Counter–Terrorism Committee, 64, 65, 71
 performance, 71

 role of, 71
National Counter–Terrorism Plan, 71
National Day of Mourning–Together for Victoria, 93, 103
National Disability Agreement, 50, 136
National Disability Reform Agenda, 50
National Disability Strategy, 136
National Disaster Relief and Recovery Arrangements, 51
National Early Childhood Development Strategy, 53
National Education Agreement, 48
National Energy Efficient Initiative (Smart Grids), 11, 33
National Health and Hospitals Reform Commission, 45, 49
National Health Care Agreement (NHCA), 48
National Indigenous Reform Agreement, 48
National Intelligence Collection Management Committee, 64–5
National Intelligence Coordination Committee (NICC), 64, 69
National Pandemic Emergency Committee, 67
National Partnership Agreement on Closing the Gap in Indigenous Health Outcomes, 48
National Partnership Agreement on Early Childhood Education, 53
National Partnership Agreement on Energy Efficiency, 41
National Partnership Agreement on Hospitals and Health Workforce Reform, 48
National Partnership Agreement on Indigenous Early Childhood Development, 53
National Partnership Agreement on Nation Building–Economic Stimulus Plan, 50
National Partnership Agreement on Preventative Health, 48
National Partnership Agreement on the Nation Building and Jobs Plan: Building Prosperity for the Future and Supporting Jobs Now, 37
National Partnership Agreements to Close the Gap on Indigenous Disadvantages, 47
National Passenger Facilitation Committee, 36
National Police Service Medal, 92
National Quality Agenda for Early Childhood Education and Care, 53
National Reform Agenda, 31, 37
National Renewable Energy Target, 33
National security, 4, 71, 125

National Security Adviser, 4, 11, 61, 64
 appointment of, 69
 Deputy, 66
 National Security and International Policy
 Group, 10, 11, 61, 69
 National Security Chief Information Officer
 (CIO), 64, 67
 National Security Committee of Cabinet, 64, 81
 National Security Executive Development
 Program, 69
 National Security Legislation Monitor, 65
 National Security policy, 63–71
 National Security Science and Technology
 (NSST) Unit, 152
 National Security Statement, 4, 11, 61, 64, 65
 National Strategy on Energy Efficiency, 4, 35
 National symbols, 93
 National Youth Participation Requirement, 48
 Non-proliferation, 65
 Northern Territory Emergency Response
 (NTER), 49, 88
 NTER Review Board, 49

O

Occupational Health and Safety (OH&S), 121,
 132–3, 138–9
Occupational Health and Safety Act 1991, 121, 132,
 138, 139
 Occupational Health and Safety (OH&S)
 Guidelines, 138
 OECD Working Party on Information Security,
 109
 Office of Parliamentary Counsel, 87
 Office of the Commonwealth Coordinator–
 General, 10, 31–2, 39
 Office of the Privacy Commissioner, 144
 Office of Work and Family, 52, 120
 Official Establishments Trust, 95
 Official Establishments Unit, 95, 98, 152
 Official visits, 102, 105–7
 One National Circuit, 147, 150
 energy consumption at, 148–9
 Operation Sunlight, 87
 Order of Australia, 92
 Organ Donor Awareness Week, 138
 Organisation for Economic Cooperation and
 Development (OECD), 35, 109
 Organisational structure, 17
 Output group 1, 20, 30–42

Output group 2.1, 20, 43–51
 Output group 2.2, 20, 52–5
 Output group 2.3, 20, 56–7
 Output group 3.1, 20, 60–2
 Output group 3.2, 20, 63–71
 Output group 4, 20, 73–7
 Output group 5, 21, 79–114
 Outputs, 20
 framework, 22

P

Pacific Islands Forum, 4, 60, 113
 Paid parental leave, 54
 Paid Parental Leave Interdepartmental
 Committee, 54
 Pandemic Emergency Taskforce, 10, 66–7, 125
 Parliamentary Business Committee, 86, 87
 Parliamentary questions on notice, 24
 Parliamentary Secretary for Social Inclusion, 56
 Parliamentary Secretary to the Prime Minister,
 87
 Pension reform, 49–50
 Pension Review, 136
 People and Governance Branch, 121, 122, 125
 People Smuggling Task Force, 65
 Performance bonuses, 129
 Performance management, 129–32
 Performance Management and Development
 Scheme (PMDS), 129
 Point Nepean heritage site, 35
 Prime Minister, 15
 official residences, 96
 overseas visits, 105–7
Privacy Act 1988, 51, 112
 Privacy reform, 109
 Productivity Agenda Working Group, 53
 Productivity Commission, 36, 37, 54
 Productivity Commission Inquiry into Paid
 Parental Leave, 54
 Productivity Gains, 133
 Productivity Places Program (PPP) national
 partnership, 48
 Productivity Working Group, 37, 45
 Professional Development Opportunity Fund,
 130
Public Service Act 1999, 14, 86, 122
 Public Service Medal (PSM), 12, 86, 92, 134–5
 recipients, 134–5

Publicly-funded Agencies Collaborative Counter-Terrorism, 70

Purchaser/Provider Arrangements, 140

Purchasing, 140

Q

Quadrilateral Group on CBRN terrorism, 65

Quality Systems and Reporting Team, 97, 99

Queensland floods, 10, 50

R

Reconciliation, 46

Reconciliation Action Plan, 130

Recruitment, 127

Recycling, 150–1

Register of Lobbyists, 86–7

Regulatory reform, 35

Remote Service Delivery national partnership, 48

Report on Government Services, 37
review, 36

Republic of Korea, 62

Requirements for departmental annual reports, 87

Research Support for Counter-Terrorism (RSCT), 70, 152

Resources and energy, 33

Reviews of Security Sensitive Biological Agents and Radiological Materials, 69

Risk Management Plan, 120

Royal Commission into Victorian Bushfires, 51, 66

Royal Commissions, 88

Royal Commissions Act 1902, 88

S

Safe Work Australia, 33, 86

Safety, Rehabilitation and Compensation Act 1988 (SRC Act), 132

Seamless National Economy National Partnership, 35

Secretaries' Committee on National Security, 80, 81

Secretaries' Group on Indigenous Affairs, 46, 49

Secretaries' Steering Committee on Early Childhood Development, 54

Secretary, 116, 119

Secretary's Review, 10–12

Secure and Sustainable Pensions package, 50

Security Awareness Action Plan, 121

Security Awareness Program, 121

Security Committee, 119, 121

Senate estimate questions on notice, 24

Senior executive remuneration, 129

Senior leadership, 116–19

Single Indigenous Budget Submission, 49

Skills and Workforce Development, 37, 48

Small business policy, 35

Small Business Support Line, 35

Smarter Schools national partnerships, 48

Social inclusion, 56–7

principles of, 56

Social Inclusion Unit (SIU), 52

Social policy, 20, 44–51

Social Policy Division, 44, 45, 46, 49

Social Support, Immigration and Citizenship Branch (SSICB), 44, 45, 52

Solar Flagships Program, 11, 33, 35

Solar Homes & Communities Plan, 33

Specific Purpose Payment, replacement of, 50

Staff,

distribution, 19

health and well-being, 132

profiles, 34, 38, 68, 77, 90–1, 94, 114

recruitment, 127

remuneration, 128–9

retention, 125

senior leadership, 116–19

training, 130

turnover, 125

work-life balance, 133

State funerals, 103

State memorial service, 103

State occasions, 101, 103–4

State of the Family report *see Families in Australia: 2008 report*

Steering Committee for the Review of Governmental Service Provision, 37

Stolen Generation, apology to, 4, 46, 47, 93

Strategic Maritime Management Committee, 66, 69

Strategic Policy Coordination Group, 64

Strategic Priorities and Budget Committee, 36

Strategic Reform Program, 64

Strategic Review of Climate Change Programs, 33

Strategy and Delivery Division, 33, 73–7

Study Assistance Scheme, 130
Super Science initiative, 49
Superannuation policy, 33
Support Services for Government Operations,
21

T

TAFE Fee Waivers for Child Care Qualifications
national partnership, 48
Taxation policy, 33
TelePresence conferencing network, 35, 40
Territories, advice on, 88
The Australiana Fund, 95, 152
The Lodge, 95, 96
Tourism, 36
Trade Practices Act 1974, 35

U

United Nations Convention on the Rights of
Persons with Disabilities, 136
United Nations Security Council, 60
Updated Economic and Fiscal Outlook, 5

V

Vacation Employment Program (VEP), 132
Victoria Cross,
recognition of first awarding to an
Australian, 5, 86
Victorian bushfires, 4, 10, 50, 51, 71, 92
Commonwealth Taskforce, 51
emergency declaration, 112
National Day of Mourning, 93, 103
Royal Commission into, 51, 66

W

Waste management, 150–1
Water Act 2007, 42
Water for the Future, 36
Whaling, 36
Wilkins Review, 33
Wireless Priority Service System, 71
Work and family, 52–5
Work–Life Balance, 133
Workforce
health and well-being, 132
profile, 126–7
work–life balance, 133
Workplace relations, 33, 128–9
World’s Greatest Shave, 88, 131

