

AUSTRALIAN PUBLIC SERVICE COMMISSION
STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 30 June 2004

	Notes	2004	2003
		\$'000	\$'000
Revenues from ordinary activities			
Revenue from Government	4a	16,544	15,425
Goods and services	4b	12,289	12,158
Interest	4c	-	113
Revenue from sale of assets	4d	20	44
Total revenues from ordinary activities		28,853	27,740
Expenses from ordinary activities (excluding borrowing costs expense)			
Employees	5a	15,061	13,242
Suppliers	5b	14,026	12,559
Depreciation and amortisation	5c	933	1,067
Write-down of assets	5d	14	11
Value of assets sold	4d	24	58
Total expenses from ordinary activities (excluding borrowing costs expense)		30,058	26,937
Borrowing costs expense	6	24	30
Net surplus / (deficit) from ordinary activities		(1,229)	773
Net credit to asset revaluation reserve	12a	25	-
Increase to asset revaluation reserve on initial application of fair value under accounting standard AASB 1041 <i>Revaluation of Non-current Assets</i>	12a	175	-
Decrease in accumulated results on initial application of accounting standard AASB 1028 <i>Employee Benefits</i>	12a	-	(127)
Total revenues, expenses and valuation adjustments recognised directly in equity		(1,029)	646
Total changes in equity other than those resulting from transactions with the Australian Government as owner		(1,029)	646

The above statement should be read in conjunction with the accompanying notes.

**AUSTRALIAN PUBLIC SERVICE COMMISSION
STATEMENT OF FINANCIAL POSITION**

as at 30 June 2004

	Notes	2004 \$'000	2003 \$'000
ASSETS			
Financial assets			
Cash	7a	612	851
Receivables	7b	6,656	10,893
Other financial assets	7c	20	20
Total financial assets		<u>7,288</u>	<u>11,764</u>
Non-financial assets			
Land and buildings	8a,d	660	294
Infrastructure, plant and equipment	8b,d	803	1,189
Intangibles	8c,d	866	759
Inventories	8e	106	101
Other non-financial assets	8f	411	416
Total non-financial assets		<u>2,846</u>	<u>2,759</u>
Total Assets		<u>10,134</u>	<u>14,523</u>
LIABILITIES			
Interest bearing liabilities			
Leases	9a	237	379
Other interest bearing liabilities	9b	42	65
Total interest bearing liabilities		<u>279</u>	<u>444</u>
Provisions			
Employees	10a	4,730	4,413
Other provisions	10b	66	-
Total provisions		<u>4,796</u>	<u>4,413</u>
Payables			
Suppliers	11a	1,570	2,314
Other payables	11b	1,307	1,116
Total payables		<u>2,877</u>	<u>3,430</u>
Total Liabilities		<u>7,952</u>	<u>8,287</u>
NET ASSETS		<u>2,182</u>	<u>6,236</u>
EQUITY			
Contributed equity	12a	(1,868)	1,157
Reserves	12a	1,290	1,090
Retained surpluses	12a	2,760	3,989
Total Equity	12a	<u>2,182</u>	<u>6,236</u>
Current assets		7,805	12,281
Non-current assets		2,329	2,242
Current liabilities		4,253	4,667
Non-current liabilities		<u>3,699</u>	<u>3,620</u>

The above statement should be read in conjunction with the accompanying notes.

**AUSTRALIAN PUBLIC SERVICE COMMISSION
STATEMENT OF CASH FLOWS**

for the year ended 30 June 2004

	Notes	2004 \$'000	2003 \$'000
OPERATING ACTIVITIES			
Cash received			
Goods and services		13,207	12,647
Appropriations		16,506	15,388
Interest		-	121
Net GST received from ATO		317	149
Cash received from the OPA		4,854	-
Other		208	-
Total cash received		<u>35,092</u>	<u>28,305</u>
Cash used			
Employees		14,768	12,523
Suppliers		16,802	13,467
Borrowing costs		24	30
Cash transferred to the OPA		-	8,924
Other		208	-
Total cash used		<u>31,802</u>	<u>34,944</u>
Net cash from / (used by) operating activities	13	<u>3,290</u>	<u>(6,639)</u>
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment		3	20
Proceeds from sale of financial instruments		-	37,500
Total cash received		<u>3</u>	<u>37,520</u>
Cash used			
Purchase of property, plant and equipment		230	405
Purchase of financial instruments		-	29,000
Purchase of intangibles		277	90
Total cash used		<u>507</u>	<u>29,495</u>
Net cash from / (used by) investing activities		<u>(504)</u>	<u>8,025</u>
FINANCING ACTIVITIES			
Cash Used			
Capital use charge paid		-	742
Return of capital		3,025	684
Total cash used		<u>3,025</u>	<u>1,426</u>
Net cash from / (used by) financing activities		<u>(3,025)</u>	<u>(1,426)</u>
Net increase / (decrease) in cash held		(239)	(40)
Cash at the beginning of the reporting period		<u>851</u>	<u>891</u>
Cash at the end of the reporting period	7a	<u>612</u>	<u>851</u>

The above statement should be read in conjunction with the accompanying notes.

**AUSTRALIAN PUBLIC SERVICE COMMISSION
SCHEDULE OF COMMITMENTS**

as at 30 June 2004

	2004	2003
	\$'000	\$'000
BY TYPE		
Capital commitments		
Infrastructure, plant and equipment - finance lease ¹	-	303
Infrastructure, plant and equipment	-	88
Intangibles	66	244
Total capital commitments	66	635
Other Commitments		
Operating leases ²	10,577	5,141
Other commitments ³	3,689	3,364
Total other commitments	14,266	8,505
Commitments receivable		
GST recoverables	(1,304)	(914)
Total commitments receivable	(1,304)	(914)
Net commitments	13,028	8,226

NB: Commitments are GST inclusive where relevant.

¹ Finance lease commitment for information technology equipment.

² Operating leases included are effectively non-cancellable and include leases for office accommodation, motor vehicles and IT equipment and services.

<i>Nature of lease</i>	<i>General description of leasing arrangement</i>
Leases for office accommodation	<ul style="list-style-type: none"> Lease payments are subject to rent reviews in accordance with the lease agreement. The initial periods of office accommodation leases are still current.
Lease for general IT services, equipment, software and support	<ul style="list-style-type: none"> The lessor provides general IT services, equipment, software and support for the Commission. The initial contract of 5 years has been extended for 4 years. Pricing is subject to review annually.
Agreements for the provision of motor vehicles to senior executive officers	<ul style="list-style-type: none"> No contingent rentals exist. There are no purchase options available to the Commission.
Lease for FMIS IT equipment, software and support	<ul style="list-style-type: none"> The lessor provides a bureau service for the Commission's FMIS. The initial contract of 5 years has been extended for 23 months. Pricing is subject to review annually if the contract is extended.

³ Other commitments comprise amounts committed for development and administrative activities.

The above schedule should be read in conjunction with the accompanying notes.

**AUSTRALIAN PUBLIC SERVICE COMMISSION
SCHEDULE OF COMMITMENTS**

as at 30 June 2004

	2004	2003
	\$'000	\$'000
BY MATURITY		
Capital commitments		
One year or less	66	332
From one to five years	-	303
Over five years	-	-
	66	635
Operating lease commitments		
One year or less	2,672	1,571
From one to five years	7,905	3,570
Over five years	-	-
	10,577	5,141
Other commitments		
One year or less	3,132	2,611
From one to five years	557	753
Over five years	-	-
	3,689	3,364
Commitments Receivable	(1,304)	(914)
Net commitments by maturity	13,028	8,226

The above schedule should be read in conjunction with the accompanying notes.

**AUSTRALIAN PUBLIC SERVICE COMMISSION
SCHEDULE OF CONTINGENCIES**

as at 30 June 2004

	Notes	2004	2003
		\$'000	\$'000
Contingent Liabilities	14		
Make good – leases		487	-
<i>Total contingent liabilities</i>		487	-
Net contingent liabilities		487	-

Details of each class of contingent liabilities, including those not included above because they cannot be quantified or considered remote, are disclosed in note 14 Contingent liabilities and assets.

The above statement should be read in conjunction with the accompanying notes.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

Note	Description
1	Summary of Significant Accounting Policies
2	Adoption of AASB Equivalents to International Financial Reporting Standards from 2005-2006
3	Events Occurring after Reporting Date
4	Operating Revenues
5	Operating Expenses
6	Borrowing Costs Expense
7	Financial Assets
8	Non-Financial Assets
9	Interest Bearing Liabilities
10	Provisions
11	Payables
12	Equity
13	Cash Flow Reconciliation
14	Contingent Liabilities and Assets
15	Executive Remuneration
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AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1.1 Objective of the Commission

The Commission's mission is to promote a values-based APS, foster organisational performance, and evaluate the state of the Service.

The Commission is structured to meet one outcome, to foster *a confident, high quality, values-based and sustainable Australian Public Service.*

1.2 Basis of Accounting

The financial statements are required by Section 49 of the *Financial Management and Accountability Act 1997* and are a general purpose financial report.

The statements have been prepared in accordance with:

- Finance Minister's Orders (or FMOs, being the *Financial Management and Accountability (Financial Statements for reporting periods on or after 30 June 2004) Orders*)
- Australian Accounting Standards and Accounting Interpretations issued by the Australian Accounting Standards Board and
- Consensus Views of the Urgent Issues Group.

The Statements of Financial Performance and Financial Position have been prepared on an accrual basis and are in accordance with historical cost convention, except for certain assets, which, as noted, are at valuation. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

Assets and liabilities are recognised in the Statement of Financial Position when and only when it is probable that future economic benefits will flow and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under agreements equally proportionately unperformed are not recognised unless required by an Accounting Standard. Liabilities and assets that are unrecognised are reported in the Schedule of Commitments and the Schedule of Contingencies.

Revenues and expenses are recognised in the Commission's Statement of Financial Performance when and only when the flow or consumption or loss of economic benefits has occurred and can be reliably measured.

The continued existence of the Commission in its present form is dependent on Government policy and on continuing appropriations by Parliament for the Commission's administration and programs.

1.3 Changes in Accounting Policy

The accounting policies used in the preparation of these financial statements are consistent with those used in 2002-03.

Property plant and equipment assets are valued at fair value from 1 July 2003 as explained in Note 1.12. Revaluations up to 30 June 2002 were done on a 'deprival' basis; since that date revaluations have been prepared on a fair value basis. Revaluation increments and decrements arising on adoption of fair values at 1 July 2003 that would otherwise be accounted for as revenue or expenses are taken directly to accumulated results in accordance with the transitional provisions of AASB 1041 *Revaluation of Non-current Assets*.

AUSTRALIAN PUBLIC SERVICE COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

1.4 Revenue

Revenues from Government

Departmental outputs appropriations for the year (less any savings offered up in Portfolio Additional Estimates Statements) are recognised as revenue, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned.

Resources Received Free of Charge

Services received free of charge are recognised as revenue when and only when a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised at their fair value when the asset qualifies for recognition, unless received from another government agency as a consequence of a restructuring of administrative arrangements (Refer to Note 1.5).

Other Revenue

Revenue from the sale of goods is recognised upon the delivery of goods to customers.

Revenue from the rendering of a service is recognised by reference to the stage of completion of contracts or other agreements to provide services. The stage of completion is determined according to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

Receivables for goods and services are recognised at the nominal amounts due less any provision for bad and doubtful debts. Collectibility of debts is reviewed at balance date. Provisions are made when collection of the debt is judged to be less rather than more likely.

Revenue from disposal of non-current assets is recognised when control of the asset has passed to the buyer.

1.5 Transactions with the Government as Owner

Equity injections

Appropriations designated as 'equity injections' (less any savings offered up in Portfolio Additional Estimates Statements) are recognised directly in Contributed Equity in that year.

Restructuring of Administrative Arrangements

Net assets received from or relinquished to another Australian Government agency or authority under a restructuring of administrative arrangements are adjusted at their book value directly against contributed equity.

Other distributions to owners

The FMOs require that distributions to owners be debited to contributed equity unless in the nature of a dividend.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

In 2002-03, by agreement with Finance, as part of the calculation of budget neutrality for the Agency Banking Incentive Scheme (ABIS), the Commission returned excess interest revenue earned in prior years of \$684,000 to the Official Public Account.

In 2003-04, by agreement with Finance, the Commission returned \$3,025,000 to the Official Public Account. The Government is reappropriating this amount back to the Commission to fund two Strategic Priorities – Australian Public Service Indigenous Employment Strategy and Integrated Leadership Strategy. The majority of the funding will be received during 2003-04 to 2005-06.

1.6 Employee Benefits

Liabilities for services rendered by employees are recognised at the reporting date to the extent that they have not been settled.

Liabilities for wages and salaries (including non-monetary benefits), annual leave and sick leave are measured at their nominal amounts. Other employee benefits expected to be settled within 12 months of the reporting date are also measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

All other employee benefit liabilities are measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

Leave

The liability for employee entitlements includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave likely to be taken in future years by employees of the Commission is estimated to be less than the annual entitlement for sick leave.

The liability for annual leave reflects the value of total annual leave entitlements of all employees at 30 June 2004 and is recognised at the nominal amount.

The leave liabilities are calculated on the basis of employees' remuneration, including the Commission's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The non-current portion of the liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 2004. In determining the present value of the liability, the Commission has used the Australian Government shorthand method.

Separation and redundancy

Provision is only made for separation and redundancy benefit payments when the Commission has developed a detailed formal plan and has informed those employees affected.

The Commission had no provision for separation and redundancy benefit payments as at either 30 June 2003 or 30 June 2004.

AUSTRALIAN PUBLIC SERVICE COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

Superannuation

Staff of the Commission are members of the Commonwealth Superannuation Scheme and the Public Sector Superannuation Scheme. The liability for their superannuation benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course.

The Commission makes employer contributions to the Australian Government at rates determined by an actuary to be sufficient to meet the cost to the Government of the superannuation entitlements of the Commission's employees.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the year.

1.7 Leases

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all risks and benefits incidental to ownership of leased non-current assets. In operating leases, the lessor effectively retains substantially all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is capitalised at the present value of minimum lease payments at the inception of the lease and a liability recognised for the same amount. Leased assets are amortised over the period of the lease. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are expensed on a basis which is representative of the pattern of benefits derived from the leased assets.

Lease incentives taking the form of "free" leasehold improvements and rent holidays are recognised as liabilities. These liabilities are reduced by allocating lease payments between rental expense and reduction of the liability.

1.8 Borrowing Costs

All borrowing costs are expensed as incurred except to the extent that they are directly attributable to qualifying assets, in which case they are capitalised. The amount capitalised in a reporting period does not exceed the amounts of costs incurred in that period.

1.9 Cash

Cash means notes and coins held and deposits held at call with a bank or financial institution. Cash is recognised at its nominal amount.

1.10 Other Financial Instruments

Trade Creditors

Trade creditors and accruals are recognised at their nominal amounts, being the amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

Contingent Liabilities and Contingent Assets

Contingent liabilities (assets) are not recognised in the Statement of Financial Position but are discussed in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability (asset), or represent an existing liability (asset) in respect of which settlement is not probable or the amount cannot be reliably measured. Remote contingencies are part of this disclosure. Where settlement becomes probable, a liability (asset) is recognised. A liability (asset) is recognised when its existence is confirmed by a future event, settlement becomes probable or reliable measurement is possible.

1.11 Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor agency's accounts immediately prior to the restructuring.

1.12 Property, Plant and Equipment

Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Revaluations

Basis

Land, buildings, plant and equipment are carried at valuation. Revaluations undertaken up to 30 June 2002 were done on a deprival basis; revaluations since that date are at fair value. This change in accounting policy is required by Australian Accounting Standard AASB 1041 *Revaluation of Non-Current Assets*.

Fair and deprival values for each class of asset are determined as shown below:

Asset class	Fair value measured at:	Deprival value measured at:
Leasehold improvements	Depreciated replacement cost	Depreciated replacement cost
Infrastructure, plant and equipment	Market selling price	Depreciated replacement cost

Under both deprival and fair value, assets, which are surplus to requirements, are measured at their net realisable value. As at 30 June 2004 the Commission reported no assets in this situation (30 June 2003: nil assets).

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

All assets were revalued on a fair value basis by an independent valuer as at 1 July 2003. The financial effect of this change in accounting policy related to those assets recognised at fair value for the first time at 1 July 2003 where the measurement basis for fair value was different to that previously used for deprival value. The financial effect of the change is given by the difference between fair values obtained for these assets as at 1 July 2003 and deprival-based values recognised at 30 June 2003. The financial effect of this change by class at 30 June 2003 was as follows:

Asset Class	Adjustment	Contra Account
Leasehold improvements	\$395,319	Revaluation Reserve
Infrastructure, plant and equipment	(\$220,232)	Revaluation Reserve
Total	\$175,087	

Frequency

The FMOs require that all property plant and equipment assets be measured at up-to-date fair values from 30 June 2005 onwards, with formal valuations to be undertaken at least every five years. All property plant and equipment was formally valued at fair value as at 1 July 2003 and 30 June 2004.

Conduct

All valuations are conducted by an independent qualified valuer.

Depreciation

Depreciable property, plant and equipment assets are written off to their estimated residual value over their estimated useful life to the Commission using, in all cases, the straight-line method of depreciation. Leasehold improvements are amortised on a straight-line basis over the lesser of the estimated useful life of the improvements or the unexpired period of the lease.

Depreciation rates (useful lives) and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate. Residual values are re-estimated for a change in prices only when assets are revalued.

Depreciation and amortisation rates applying to each class of depreciable asset are based on the following useful lives:

	<u>2004</u>	<u>2003</u>
Leasehold improvements	Lease term	Lease term
Plant and equipment	1 to 7 years	1 to 7 years
Assets held under finance lease	Lease term	Lease term

The aggregate amount of depreciation and amortisation allocated for each class of asset during the reporting period is disclosed in Note 5c.

Impairment of Non-Current Assets

Non-current assets carried at up to date fair value at the reporting are not subject to impairment testing.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

Non-current assets at cost have been assessed for indications of impairment. Where indications of impairment existed, the carrying amount of the asset is compared to the higher of its net selling price and depreciated replacement cost. No impairment write-down was required (2003: nil).

1.13 Intangibles

Intangibles, incorporating intellectual property and internally developed software for internal use, have been included in these statements where the value of the asset exceeds \$10,000. Intangibles are depreciated over their useful lives, to a maximum of 10 years. All intangibles are shown at cost.

All software assets were assessed for impairment as at 30 June 2004. None were found to be impaired.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the Commission's software is 2 to 10 years (2002-03: 2 to 10 years).

1.14 Inventories

Inventories not held for resale are valued at cost, unless they are no longer required, in which case they are valued at net realisable value.

Costs incurred in bringing each item of inventory to its present location and condition are assigned as follows:

- Finished goods and work in progress – cost of direct materials and labour plus attributable costs that are capable of being allocated on a reasonable basis.

From 1 July 2000 the Commission's publications have been available free of charge.

1.15 Taxation

The Commission is exempt from all forms of taxation except fringe benefits tax and the goods and services tax (GST).

Revenues, expenses, assets and liabilities are recognised net of GST:

- except where the amount of GST incurred is not recoverable from the Australian Taxation Office and
- except for receivables and payables.

1.16 Foreign Currency

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at balance date. Associated currency gains and losses are not material.

1.17 Insurance

The Commission has insured for risks through the Government's insurable risk managed fund, called 'Comcover'. Workers compensation is insured through the Government's Comcare Australia.

AUSTRALIAN PUBLIC SERVICE COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

1.18 Comparative Figures

Comparative figures have been adjusted to conform to changes in presentation in these financial statements where required.

1.19 Rounding

Amounts have been rounded to the nearest \$1,000 except in relation to the following items:

- Executive remuneration
- Remuneration of auditors
- Specific payment disclosures and
- Appropriations disclosures.

1.20 Administered Activities

The Commission does not have any administered activities.

NOTE 2. ADOPTION OF AASB EQUIVALENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS FROM 2005-2006

The Australian Accounting Standards Board has issued replacement Australian Accounting Standards to apply from 2005-06. The new standards are the AASB Equivalent to International Financial Reporting Standards (IFRSs) which are issued by the International Accounting Standards Board. The new standards cannot be adopted early. The standards being replaced are to be withdrawn with effect from 2005-06 but continue to apply in the meantime.

The purpose of issuing AASB Equivalents to IFRSs is to enable Australian entities reporting under the *Corporations Act 2001* to be able to more readily access overseas capital markets by preparing their financial reports according to accounting standards widely used overseas.

It is expected that the Finance Minister will continue to require compliance with the Accounting Standards issued by the AASB, including the AASB Equivalents to IFRSs, in his Orders for the Preparation of Agency financial statements for 2005-06 and beyond.

The AASB Equivalents contain certain additional provisions which will apply to not-for-profit entities, including Australian Government agencies. Some of these provisions are in conflict with the IFRSs and therefore the Commission will only be able to assert compliance with the AASB Equivalents to the IFRSs.

Existing AASB standards that have no IFRS equivalent will continue to apply, including in particular AAS 29 *Financial Reporting by Government Departments*.

Accounting Standard AASB 1047 *Disclosing the Impacts of Adopting Australian Equivalents to International Financial Reporting Standards* requires that the financial statements for 2003-04 disclose:

- An explanation of how the transition to the Australian Equivalents is being managed; and
- A narrative explanation of the key differences in accounting policies arising from the transition.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

The purpose of this Note is to make these disclosures.

Management of the transition to AASB Equivalents to IFRSs

The Chief Finance Officer is formally responsible for the transition to and implementation of the AASB Equivalents to IFRSs and reports regularly to the Commission's Audit Committee.

The Commission has been reviewing AASB Pending Standards as they are placed on the AASB web site. The Commission has reviewed literature and attended information sessions on the transition to IFRSs. It is expected that the impact of the adoption of IFRSs on the Commission will be minimal, especially given that Australian accounting standards have been progressively harmonised with existing International accounting standards over the last few years.

Following finalisation of the 2003-04 financial statements the Commission will:

- Review existing accounting policies, taking into account Australian equivalents on IFRSs and relevant Finance *Briefs* issued by the Department of Finance. Revised accounting policies will take effect from 1 July 2005, with retrospective restatement of comparative information.
- Prepare an opening balance sheet required by AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards*. A reconciliation of equity as at 1 July 2004 will also be completed.

Expected Key Differences in Accounting Policies

Changes in accounting policies under AASB Equivalents are applied retrospectively i.e. as if the new policy had always applied. This rule means that a balance sheet prepared under the AASB Equivalents must be made as at 1 July 2004, except as permitted in particular circumstances by AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards*. This will enable the 2005-06 financial statements to report comparatives under the AASB Equivalents also.

Changes to major accounting policies are discussed in the following paragraphs.

Property plant and equipment

It is expected that the Finance Minister's Orders will require property plant and equipment assets carried at valuation in 2003-04 to be measured at up-to-date fair value from 2005-06. This is consistent with the Commission's current asset valuation basis, as all assets were revalued to fair value at 1 July 2003 and are carried at up-to-date fair values at 30 June 2004.

Accounting for decommissioning costs

AASB 116 *Property, Plant and Equipment* requires that the initial cost of an item of property, plant and equipment includes the estimated costs of dismantling and removing the item and restoring the site on which it is located, to the extent it is recognised as a provision.

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This will apply to the make good of leasehold fit out. Currently the Commission does not include restoration costs in the value of leasehold fit out assets. Only a provision or contingent liability is currently recognised for these costs, depending on the probability that the make good will occur and whether this can be reliably measured.

Intangible Assets

Intangible assets are currently measured on the cost basis under AASB 1041 *Revaluation of Non-Current Assets*. However, the carrying amounts of some of these assets may arise from revaluations carried out in the years before the cost basis was adopted. Consistent with AASB 138 *Intangible Assets*, all amounts (if any) arising from revaluation of intangible assets will be reversed against equity at the date of transition to Australian equivalents to IFRSs.

Inventory

Inventories not held for sale are currently valued at cost, unless they are no longer required, in which case they are valued at net realisable value. Under AASB 102 *Inventories*, inventories not held for sale will be measured at the lower of cost and current replacement cost.

Proceeds from the disposal of non-current assets

Proceeds from the disposal of non-current assets are currently recognised as revenue and the carrying amounts of the assets disposed of are recognised as an expense. Under Australian equivalents to IFRSs, the net of these amounts will be recognised as a gain or loss in the Income Statement.

NOTE 3. EVENTS OCCURRING AFTER REPORTING DATE

No matter or occurrence has come to the Commission's attention which would materially affect the accounts or disclosures therein or which are likely to materially affect, the future results or operation of the Commission.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

NOTE 4. OPERATING REVENUES

	2004	2003
	\$'000	\$'000
4a Revenues from Government		
Appropriations for outputs	16,506	15,388
Resources received free of charge	38	37
Total revenues from Government	16,544	15,425
 4b Goods and Services		
Goods	156	16
Services	12,133	12,142
Total sales of goods and services	12,289	12,158
 Provision of goods to:		
Related entities	126	13
External entities	30	3
Total sales of goods	156	16
 Costs of sales of goods	235	303
 Rendering of services to:		
Related entities	10,926	11,616
External entities	1,207	526
Total rendering of services	12,133	12,142
 4c Interest Revenue		
Interest on deposits	-	113
 4d Net Gains from Sale of Assets		
Infrastructure, plant and equipment:		
Proceeds from disposal	20	44
Value of assets sold	24	58
Write-offs	2	10
Total value of assets disposed	26	68
Net gain / (loss) from disposal of infrastructure, plant and equipment	(6)	(24)

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

NOTE 5. OPERATING EXPENSES

	2004	2003
	\$'000	\$'000
5a Employee Expenses		
Wages and Salary	11,258	9,909
Superannuation	2,140	1,661
Leave and other entitlements	1,197	1,261
Separation and redundancies	72	112
Other employee expenses	267	246
Total employee benefits expense	14,934	13,189
Worker compensation premiums and claims	127	53
Total employee expenses	15,061	13,242

5b Supplier Expenses

Goods from related entities	21	5
Goods from external entities	1,514	1,101
Services from related entities	656	811
Services from external entities	9,594	9,140
Operating lease rentals ¹	2,241	1,502
Total supplier expenses	14,026	12,559

5c Depreciation and Amortisation

Depreciation

Buildings	158	93
Property, plant and equipment	214	228
Total depreciation	372	321

Amortisation

Intangibles	284	460
Leased assets	277	286
Total amortisation	561	746
Total depreciation and amortisation	933	1,067

The aggregate amounts of depreciation or amortisation expensed during the reporting period for each class of depreciable asset are as follows:

Leasehold improvements	158	93
Plant and equipment	491	514
Intangibles	284	460
Total depreciation and amortisation	933	1,067

No depreciation or amortisation was allocated to the carrying amounts of other assets.

¹ These comprise minimum lease payments only.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

	2004	2003
	\$'000	\$'000
5d Write down of assets		
Financial assets		
Bad and doubtful debts	12	1
Non-financial assets		
Infrastructure, plant and equipment – write-off on disposal	2	10
<i>Total write-down of assets</i>	14	11

NOTE 6. BORROWING COSTS EXPENSE

Leases	24	30
<i>Total borrowing costs expense</i>	24	30

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

NOTE 7. FINANCIAL ASSETS

	2004 \$'000	2003 \$'000
7a Cash		
Cash at bank	610	847
Cash on hand	2	4
Total cash	<u>612</u>	<u>851</u>

7b Receivables

Goods and services	2,472	1,777
Less: Provision for doubtful debts	(10)	(1)
	<u>2,462</u>	<u>1,776</u>
GST receivable from the Australian Taxation Office	124	193
Monies held in the Official Public Account	4,070	8,924
Total receivables (net)	<u>6,656</u>	<u>10,893</u>

All receivables are current assets.

Goods and services receivables (gross) are aged as follows:

Not overdue	1,872	1,227
Overdue by:		
less than 30 days	403	351
30 and 60 days	185	61
60 and 90 days	12	91
more than 90 days	-	47
	<u>600</u>	<u>550</u>
Total goods and services receivables (gross)	<u>2,472</u>	<u>1,777</u>

The provision for doubtful debts is aged as follows:

Overdue by:		
60 and 90 days	(10)	-
more than 90 days	-	(1)
Total provision for doubtful debts	<u>(10)</u>	<u>(1)</u>

7c Other Financial Assets

Advances	20	20
Total other financial assets	<u>20</u>	<u>20</u>

All other financial assets are current assets.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

NOTE 8. NON-FINANCIAL ASSETS

	2004 \$'000	2003 \$'000
8a Land and Buildings		
Leasehold improvements - at 2003-2004 valuation (fair value)	660	-
Accumulated amortisation	-	-
	660	-
Leasehold improvements - at 1999-2002 valuation (deprival)	-	360
Accumulated amortisation	-	(127)
	-	233
Leasehold improvements – at cost	-	69
Accumulated amortisation	-	(8)
	-	61
Total Land and Buildings (non-current)	660	294
8b Infrastructure, Plant and Equipment		
Infrastructure, plant and equipment - at 2003-2004 valuation (fair value)	803	-
Accumulated depreciation	-	-
	803	-
Infrastructure, plant and equipment – at 1999-2002 valuation (deprival)	-	737
Accumulated depreciation	-	(306)
	-	431
Infrastructure, plant and equipment - at cost	-	1,504
Accumulated depreciation	-	(746)
	-	758
Total infrastructure, plant and equipment (non-current)	803	1,189

All revaluations are independent and are conducted in accordance with the revaluation policy stated at Note 1.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

8c Intangibles

Intellectual property (non-current)	1,229	911
Accumulated amortisation	(890)	(806)
	339	105
Intellectual property – in progress (non-current)	113	68
Software - internally developed (non-current)	1,698	1,741
Accumulated amortisation	(1,290)	(1,209)
	408	532
Software – purchased (non-current)	252	299
Accumulated amortisation	(246)	(245)
	6	54
Total intangibles	866	759

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

8d Analysis of property, plant, equipment and intangibles

TABLE A – Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

Item	Buildings Leasehold Improvements	Other IP&E	Computer Software	Other Intangibles	Total Intangibles	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2003						
Gross book value	429	2,241	2,040	979	3,019	5,689
Accumulated depreciation / amortisation	(135)	(1,052)	(1,454)	(806)	(2,260)	(3,447)
Net book value	294	1,189	586	173	759	2,242
Additions						
By purchase	128	112	28	363	391	631
By finance lease	-	215	-	-	-	215
Net revaluation increment / (decrement)	396	(196)	-	-	-	200
Depreciation / amortisation expense	(158)	(491)	(200)	(84)	(284)	(933)
Disposals						
By finance lease	-	(16)	-	-	-	(16)
Other disposals	-	(10)	-	-	-	(10)
As at 30 June 2004						
Gross book value	660	803	1,950	1,342	3,292	4,755
Accumulated depreciation / amortisation	-	-	(1,536)	(890)	(2,426)	(2,426)
Net book value	660	803	414	452	866	2,329

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

TABLE B – Assets at valuation

Item	Total Buildings	Other IP&E	Computer Software	Other Intangibles	Total Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 30 June 2004						
Gross value	660	803	-	-	-	1,463
Accumulated depreciation / amortisation	-	-	-	-	-	-
Net book value	660	803	-	-	-	1,463
As at 30 June 2003						
Gross value	360	737	-	-	-	1,097
Accumulated depreciation / amortisation	(127)	(306)	-	-	-	(433)
Net book value	233	431	-	-	-	664

TABLE C – Assets held under finance lease

Item	Total Buildings	Other IP&E	Computer Software	Other Intangibles	Total Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 30 June 2004						
Gross value	-	226	-	-	-	226
Accumulated depreciation / amortisation	-	-	-	-	-	-
Net book value	-	226	-	-	-	226
As at 30 June 2003						
Gross value	-	911	-	-	-	911
Accumulated depreciation / amortisation	-	(552)	-	-	-	(552)
Net book value	-	359	-	-	-	359

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

TABLE D – Assets under construction

Item	Other	Total
	Intangibles	
	\$'000	\$'000
Gross value at 30 June 2004	113	113
Gross value at 30 June 2003	68	68

	2004	2003
	\$'000	\$'000
8e Inventories		
Inventories not held for sale (cost)	106	101
Total inventories	106	101

All inventories are current assets.

8f Other non-financial assets		
Prepayments	411	416
Total other non-financial assets	411	416

All other non-financial assets are current assets.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

NOTE 9. INTEREST BEARING LIABILITIES

	2004	2003
	\$'000	\$'000
9a Leases		
Finance lease commitments		
Payable:		
Within one year	169	335
In one to five years	80	60
Minimum lease payments	<u>249</u>	<u>395</u>
Deduct: future finance charges	(12)	(16)
Net lease liability	<u>237</u>	<u>379</u>

Lease liability is represented by:

Current	160	321
Non-current	77	58
Net lease liability	<u>237</u>	<u>379</u>

A finance lease exists in relation to the majority of information technology equipment in the Commission. The lease is non-cancellable and was for an initial fixed term of 5 years which has been extended for a further 4 years. The Commission guarantees the residual values of all assets leased. There are no contingent rentals.

9b Other Interest Bearing Liabilities

Lease incentives	42	65
Total other interest bearing liabilities	<u>42</u>	<u>65</u>

Other interest bearing liabilities are represented by:

Current	28	24
Non-current	14	41
Total other interest bearing liabilities	<u>42</u>	<u>65</u>

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

NOTE 10. PROVISIONS

	2004	2003
	\$'000	\$'000
10a Employee Provisions		
Salaries and wages	155	82
Leave	4,140	3,980
Superannuation	435	351
Separations and redundancies	-	-
Aggregate employee entitlement liability	4,730	4,413
Workers' compensation	-	-
Aggregate employee benefit liability and related on-costs	4,730	4,413
Current	1,122	892
Non-current	3,608	3,521
Total employee provisions	4,730	4,413
10b Other Provisions		
Provision for make good	66	-
Total other provisions	66	-
Provision for make good:		
Balance owing 1 July	-	-
Make good provided for during the period	66	-
Make good paid	-	-
Balance owing 30 June	66	-

The provision for make good is a current liability

NOTE 11. PAYABLES

11a Suppliers Payable		
Trade creditors	1,570	2,314
Total suppliers payable	1,570	2,314
11b Other Payables		
Prepayments received	1,277	1,100
Other	30	16
Total other payables	1,307	1,116

All suppliers and other payables are current liabilities.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

NOTE 12. EQUITY

12a Analysis of Equity

Item	Accumulated Results		Asset Revaluation Reserves		Contributed Equity		TOTAL EQUITY	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
Opening balance as at 1 July	3,989	4,042	1,090	1,090	1,157	1,841	6,236	6,973
Net surplus / (deficit)	(1,229)	773	-	-	-	-	(1,229)	773
Net revaluation increment	-	-	25	-	-	-	25	-
Increase to asset revaluation reserve on initial application of fair value under accounting standard AASB 1041 <i>Revaluation of Non-current Assets</i>			175	-			175	-
Decrease in accumulated results on initial application of accounting standard AASB 1028 <i>Employee Benefits</i>	-	(127)	-	-	-	-	-	(127)
Transactions with owner:								
<i>Distributions to owner:</i>								
Returns on Capital								
Capital Use Charge	-	(699)	-	-	-	-	-	(699)
Returns of Capital								
Returns of contributed equity	-	-	-	-	(3,025)	(684)	(3,025)	(684)
Closing balance as at 30 June	2,760	3,989	1,290	1,090	(1,868)	1,157	2,182	6,236
Less: outside equity interests	-	-	-	-	-	-	-	-
Total equity attributable to the Australian Government	2,760	3,989	1,290	1,090	(1,868)	1,157	2,182	6,236

Returns of contributed equity

In 2002-03, by agreement with Finance, as part of the calculation of budget neutrality for the Agency Banking Incentive Scheme (ABIS), the Commission returned excess interest revenue earned in prior years of \$684,000 to the Official Public Account.

In 2003-04, by agreement with Finance, the Commission returned \$3,025,000 to the Official Public Account. The Government is reappropriating this amount back to the Commission to fund two Strategic Priorities – Australian Public Service Indigenous Employment Strategy and Integrated Leadership Strategy. The majority of the funding will be received during 2003-04 to 2005-06.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

NOTE 13. CASH FLOW RECONCILIATION

	2004	2003
	\$'000	\$'000
Reconciliation of cash per Statement of Financial Position to Statement of Cash Flows:		
Cash at year end per Statement of Cash Flows	612	851
Statement of Financial Position items comprising above cash: 'Financial Asset – Cash'	612	851
 Reconciliation of net surplus to net cash from operating activities:		
Net surplus / (deficit)	(1,229)	773
Depreciation and amortisation	933	1,067
Write down of assets	2	10
Revenue from sale of assets	(20)	(44)
Value of assets sold	24	58
Capitalised employees expenses	(104)	-
Decrease in accumulated results on initial application of accounting standard AASB 1028 <i>Employee Benefits</i>	-	(127)
(Increase) / decrease in net receivables	4,237	(9,728)
(Increase) / decrease in inventories	(5)	24
(Increase) / decrease in other non-financial assets	5	(107)
Increase / (decrease) in employee provisions	317	846
Increase / (decrease) in other provisions	66	-
Increase / (decrease) in supplier payables	(764)	649
Increase / (decrease) in other debt	(363)	(288)
Increase / (decrease) in other payables	191	228
Net cash from / (used by) operating activities	3,290	(6,639)

During 2003-04 the Commission acquired \$215,000 and disposed of \$16,000 of Plant and Equipment by finance lease (2002-03: acquired \$87,000 and disposed of \$22,000). These transactions are not reflected in the Statement of Cash Flows.

NOTE 14. CONTINGENT LIABILITIES AND ASSETS

Quantifiable Contingencies

	2004	2003
	\$'000	\$'000
Contingent Liabilities		
Make good – leases	487	-
Total contingent liabilities	487	-
 Net contingent liabilities	 487	 -

The make good contingency of \$487,000 (2003: nil) represents an estimate of the Commission's restoration liability if it were to vacate leased office premises. The estimate is based on restoration costs for previous office fit outs.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2004

Unquantifiable Contingencies

As at 30 June 2004 the Commission has no Unquantifiable Contingencies.

Remote Contingencies

As at 30 June 2004 the Commission has no Remote Contingencies.

NOTE 15. EXECUTIVE REMUNERATION

	2004	2003
The number of executives who received or were due to receive total remuneration of \$100,000 or more:		
\$110,999 to \$119,999	-	1
\$120,000 to \$129,999	-	1
\$140,000 to \$149,999	2	1
\$150,000 to \$159,999	1	2
\$160,000 to \$169,999	1	-
\$170,000 to \$179,999	1	-
\$180,000 to \$189,999	-	1
\$210,000 to \$219,999	1	-
\$230,000 to \$239,999	-	1
\$270,000 to \$279,999	1	-
\$360,000 to \$369,999	-	1
\$390,000 to \$399,999	1	-
The aggregate amount of total remuneration of executives shown above.	\$1,676,791	\$1,472,647
The aggregate amount of separation and redundancy / termination payments during the year to executives shown above.	Nil	Nil

NOTE 16. REMUNERATION OF AUDITORS

	2004	2003
Financial statement audit services are provided free of charge to the Commission.	\$	\$
The fair value of the services provided was:	38,000	37,000
RSM Bird Cameron has been contracted by the ANAO to provide audit services on the ANAO's behalf. Fees for these services are included above. No other services were provided by RSM Bird Cameron.		
No other services were provided by the Auditor-General.		

NOTE 17. AVERAGE STAFFING LEVELS

	2004	2003
The average staffing levels for the Commission during the year were:	184.4	175.1

AUSTRALIAN PUBLIC SERVICE COMMISSION
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for the year ended 30 June 2004

NOTE 18. FINANCIAL INSTRUMENTS

18a Interest Rate Risk

Financial Instrument	Notes	Floating Interest Rate Rate \$'000		Fixed Interest Rate Maturing in 1 year or less \$'000		Non Interest Bearing \$'000		Total \$'000		Weighted Average Effective Interest Rate	
		2004	2003	2004	2003	2004	2003	2004	2003	2004	2003
Financial Assets											
Cash	7a	-	-	-	-	612	851	612	851	n/a	n/a
Receivables	7b	-	-	-	-	6,656	10,893	6,656	10,893	n/a	n/a
Other Receivables	7c	-	-	-	-	20	20	20	20	n/a	n/a
Total		-	-	-	-	7,288	11,764	7,288	11,764		
Total Assets								10,134	14,523		
Financial Liabilities											
Finance Lease	9	237	379	-	-	-	-	237	379	6.05%	6.05%
Lease Incentives	9b	-	-	-	-	42	65	42	65	n/a	n/a
Trade Creditors	11a	-	-	-	-	1,570	2,314	1,570	2,314	n/a	n/a
Other Payables	11b	-	-	-	-	1,307	1,116	1,307	1,116	n/a	n/a
Total		237	379	-	-	2,919	3,495	3,156	3,874		
Total Liabilities								7,952	8,287		

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

18b Net Fair Values of Financial Assets and Liabilities

	Notes	2004		2003	
		Total Carrying Amount \$'000	Aggregate Net Fair Value \$'000	Total Carrying Amount \$'000	Aggregate Net Fair Value \$'000
Financial Assets					
Cash	7a	612	612	851	851
Receivables	7b	6,656	6,656	10,893	10,893
Other Receivables	7c	20	20	20	20
Total Financial Assets		7,288	7,288	11,764	11,764
Financial Liabilities (Recognised)					
Finance Lease	9a	237	238	379	382
Lease Incentives	9b	42	40	65	59
Trade Creditors	11a	1,570	1,570	2,314	2,314
Other Payables	11b	1,307	1,307	1,116	1,116
Total Financial Liabilities (Recognised)		3,156	3,155	3,874	3,871

Financial assets

The net fair values of cash and non-interest-bearing monetary financial assets are approximated by their carrying amounts.

Financial liabilities

The net fair values of finance lease and lease incentive liabilities are based on discounted cash flows using current interest rates for liabilities with similar risk profiles. The net fair values for trade creditors are approximated by their carrying amounts.

18c Credit Risk Exposures

The Commission's maximum exposures to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as indicated in the Statement of Financial Performance.

The Commission has no significant exposures to any concentrations of credit risk. All figures for credit risk referred to do not take into account the value of any collateral or other security.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

NOTE 19. APPROPRIATIONS

**19a Acquittal of Authority to Draw Cash from the Consolidated Revenue Fund
 (Appropriations) from Acts 1 and 3**

	Departmental Outputs	
	2004	2003
	\$	\$
Year ended 30 June		
Balance carried from previous year	9,774,651	9,391,354
Appropriation Act (No.1) 2003-2004 (2002-2003)	15,253,000	15,388,000
Appropriation Act (No.3) 2003-2004 (2002-2003)	1,253,000	-
Refunds credited (FMA s 30)	-	-
GST credits (FMA s 30A)	1,435,701	1,298,224
Annotations to 'net appropriations' (FMA s 31)	12,298,830	11,639,017
Available for payments	40,015,182	37,716,595
Payments made (GST inclusive)	(35,333,079)	(27,941,944)
Appropriations credited to Special Accounts	-	-
Balance carried to next year	4,682,103	9,774,651
<i>Represented by:</i>		
Cash	612,103	850,651
Monies held in the Official Public Account	4,070,000	8,924,000
Total	4,682,103	9,774,651
<i>Reconciliation for Appropriation Acts (Nos. 1 and 3) 2003-2004 (2002-2003)</i>		
Paid to the entity from the OPA	16,506,000	15,388,000
Payable to the entity from the OPA	-	-
Total Appropriation Acts	16,506,000	15,388,000

FMA = *Financial Management and Accountability Act 1997*

AUSTRALIAN PUBLIC SERVICE COMMISSION
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for the year ended 30 June 2004

19b Special Accounts

Other Trust Monies Special Account (Departmental)

Legal Authority: Financial Management and Accountability Act, 1997, s20.

Purpose: Expenditure of moneys temporarily held on trust or otherwise for the benefit of a person other than the Commonwealth.

	2004	2003
	\$	\$
Balance carried from previous year	-	-
Other receipts - Comcare compensation receipts	6,701	-
Available for payments	6,701	-
Payments made - reimbursement to Departmental Outputs	(6,701)	-
Balance carried to next year	-	-
<i>Represented by:</i>		
Cash	-	-
Total	-	-

Services for Other Government and Non Agency Bodies Special Account (Departmental)

Legal Authority: Financial Management and Accountability Act, 1997, s20.

Purpose: Expenditure in connection with services performed on behalf of other Governments and bodies that are not FMA Agencies.

For the years ended 30 June 2001-2004 the account had nil balances and there were no transactions debited or credited to it.

NOTE 20. SPECIFIC PAYMENT DISCLOSURES

No 'Act of Grace' payments were made during the reporting period, and there are no amounts owing as at year end (2003: no payments made).

No waivers of amounts due to the Australian Government were made pursuant to subsection 34(1) of the *Financial Management and Accountability Act 1997* (2003: no payments made).

No payments were made under the 'Defective Administration Scheme' during the reporting period (2003: one payment of \$1,400 was made).

No ex-gratia payments were made during the reporting period (2003: no payments made).

No payments were made under s73 of the *Public Service Act 1999* during the reporting period (2003: no payments made).

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

NOTE 21. REPORTING OF OUTCOMES

21a Net Cost of Outcome Delivery

	Outcome 1	
	2004	2003
	\$'000	\$'000
<i>Total expenses</i>	30,082	26,967
<i>Costs recovered from provision of goods and services to the non-government sector</i>		
<i>Total costs recovered</i>	1,237	529
<i>Other external revenues</i>		
Interest on cash deposits	-	113
Revenue from disposal of assets	20	44
Goods and services revenue from related entities	11,052	11,629
<i>Total other external revenues</i>	11,072	11,786
<i>Net cost / (contribution) of outcome</i>	17,773	14,652

Outcome 1 is described in Note 1.1. Net costs shown include intra-government costs that are eliminated in calculating the actual Budget outcome.

AUSTRALIAN PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2004

21b Major Classes of Departmental Revenues and Expenses by Output Groups and Outputs

TABLE A – Output Groups 1 and 2

	Output Group 1								Output Group 2			
	Output 1.1		Output 1.2		Output 1.3		Group Total		Output 2.1		Group Total	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
Expenses												
Employees	291	233	3,450	3,590	57	305	3,798	4,128	4,864	3,954	4,864	3,954
Suppliers	130	122	1,793	2,169	34	160	1,957	2,451	8,843	7,495	8,843	7,495
Depreciation and amortisation	13	14	219	293	2	19	234	326	309	356	309	356
Total expenses	434	369	5,462	6,052	93	484	5,989	6,905	14,016	11,805	14,016	11,805
<i>Funded by:</i>												
Revenues from government	406	366	3,501	3,799	125	481	4,032	4,646	4,147	4,359	4,147	4,359
Sale of goods and services	2	3	3,179	4,102	1	3	3,182	4,108	8,467	7,884	8,467	7,884
Total revenues	408	369	6,680	7,901	126	484	7,214	8,754	12,614	12,243	12,614	12,243

TABLE B– Output Groups 3 and 4

	Output Group 3								Output Group 4					
	Output 3.1		Output 3.2		Output 3.3		Group Total		Output 4.1		Output 4.2		Group Total	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
Expenses														
Employees	60	28	2,620	1,405	-	437	2,680	1,870	42	12	1,589	1,176	1,631	1,188
Suppliers	19	18	1,628	838	1	264	1,648	1,120	17	6	761	568	778	574
Depreciation and amortisation	3	2	164	105	-	30	167	137	2	1	114	106	116	107
Total expenses	82	48	4,412	2,348	1	731	4,495	3,127	61	19	2,464	1,850	2,525	1,869
<i>Funded by:</i>														
Revenues from government	82	43	3,232	1,973	-	664	3,314	2,680	63	18	2,412	1,749	2,475	1,767
Sale of goods and services	-	1	636	279	-	5	636	285	3	2	10	13	13	15
Total revenues	82	44	3,868	2,252	-	669	3,950	2,965	66	20	2,422	1,762	2,488	1,782

AUSTRALIAN PUBLIC SERVICE COMMISSION
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for the year ended 30 June 2004

TABLE C – Output Group 5

	Output Group 5				Outcome 1	
	Output 5.1		Group Total		Total	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
Expenses						
Employees	2,088	2,102	2,088	2,102	15,061	13,242
Suppliers	862	1,018	862	1,018	14,088	12,658
Depreciation and amortisation	107	141	107	141	933	1,067
Total expenses	3,057	3,261	3,057	3,261	30,082	26,967
<i>Funded by:</i>						
Revenues from government	2,576	1,973	2,576	1,973	16,544	15,425
Sale of goods and services	11	23	11	23	12,309	12,315
Total revenues	2,587	1,996	2,587	1,996	28,853	27,740

Outcome 1 is described in Note 1.1. Net costs shown include intra-government costs that are eliminated in calculating the actual Budget outcome. Refer to Resources for the Outcome Table in Appendix C of this Annual Report.

The Commission moved from a three output structure in 2002-03 to a five output group (with ten outputs) structure in 2003-04. The 2002-03 output information has been recast to enable comparison.

The Commission derives its Output revenue and expense amounts via a two-step allocation process. Firstly amounts for direct output components are identified and attributed to outputs. Secondly the whole of Commission components, including property operating expenses, staff on-costs, information technology and communications, payroll processing, security vetting, office services and equipment maintenance, is distributed to the Outputs on a per capita basis.

APPENDIX B

FREEDOM OF INFORMATION

This statement is published in accordance with the requirements of section 8 of the *Freedom of Information Act 1982* (FOI Act). The Public Service Commissioner (PS Commissioner) and the Merit Protection Commissioner (MP Commissioner) are prescribed authorities for the purposes of the FOI Act. This statement meets the requirements of the FOI Act in relation to both.

(1) ORGANISATION, FUNCTIONS AND POWERS (S.8(1)(A)(I))

Public Service Commissioner

The functions of the PS Commissioner and the particulars of the organisation of the APS Commission are described in this Annual Report in the Commission Overview.

The principal powers exercised by the PS Commissioner as they affect members of the public are those relating to the issuing of Commissioner's Directions under the PS Act in relation to each of the APS Values specified in that Act. The Commissioner's Directions ensure that the APS incorporates and upholds the APS Values and they determine where necessary the scope or application of the Values.

Several of the APS Values relate to the recruitment of staff to the APS. The Commissioner's Directions provide binding provisions relating to the framework within which people are recruited to the APS, the basic elements of which include the following:

- merit-based employment decisions, including transparent and fair selection processes
- absence of discrimination and recognition of the diversity of the Australian community
- promotion of equity in employment

- provision of reasonable opportunity to all eligible members of the Australian community to apply for APS employment.

Another of the Values relates to the delivery of services to the Australian public. The PS Commissioner has issued Directions which specify that an Agency Head must put in place measures directed at upholding this Value, including in relation to the provision to the public of information about rights and entitlements, and taking into account client diversity and the right to privacy.

Regional offices assist in the provision of advice and services to agencies Australia-wide, including a range of employment-related activities on a fee-for-service basis.

Merit Protection Commissioner

The organisation of the office of the MP Commissioner is described on page 125 of the MP Commissioner's Annual Report, which is included with the Public Service Commissioner's Annual Report.

The full range of the MP Commissioner's functions under the PS Act, which relate generally to reviewing actions affecting individual APS employees in relation to their employment, are also described on page 125 of the MP Commissioner's Annual Report. In addition, the MP Commissioner may exercise powers of the former Merit Protection and Review Agency (MPRA) which was abolished from 5 December 1999 with the introduction of the *Public Service Act 1999*, under the transitional provisions which apply to former MPRA casework.

The principal powers exercised by the MP Commissioner that may affect members of the public relate to some review functions, the recommendations of Independent Selection Advisory Committees (ISACs) and some

other employment-related functions. The MP Commissioner may investigate complaints by former employees that relate to an employee's entitlements on separation from the APS. ISACs assess the suitability of candidates for engagement, promotion or assignment of duties for employment opportunities in the APS. The wide range of employment-related functions which the MP Commissioner may also perform for other bodies, if requested by the body to do so and not already required to provide such services by a law of the Commonwealth, includes functions performed for State and Territory departments and authorities, local government bodies, private corporations and bodies and for Commonwealth authorities whose employees are not engaged under the PS Act.

(2) ARRANGEMENTS FOR EXTERNAL BODIES TO PARTICIPATE IN POLICY FORMULATION OR ADMINISTRATION (S.8(1)(A)(II))

PUBLIC SECTOR MANAGEMENT (PSM) PROGRAM BOARD OF MANAGEMENT

The PS Commissioner is represented on the PSM Program Board of Management, whose other members include representatives of State and Territory public services. The Board sets the direction for and oversees the delivery of a management and leadership development course for managers at middle and senior levels throughout the Australian public sector. The PSM Program is a national strategy to deliver relevant, practically focused training that reflects the changing expectations of the public sector. The Program is formally accredited at Graduate Certificate level through Griffith University, Macquarie University, Royal Melbourne Institute of Technology and Curtin University.

PUBLIC SERVICE EDUCATION AND TRAINING AUSTRALIA (PSETA)

PSETA comprises the Public Service Commissioners (or equivalent) of the Commonwealth, states and territories, together with representatives of the Community and Public Sector Union (CPSU)/State Public Services Federation (SPSF) and the Australian Council of Trade Unions. PSETA is chaired by the South Australian Deputy Commissioner of Public Employment and the secretariat is located in Adelaide. PSETA is the public sector industry's vocational education and training body. It is the primary link between the public sector industry and the Australian National Training Authority (ANTA) and works to expand the range of quality public sector training and development options accredited through the National Training Framework.

AUSTRALIA AND NEW ZEALAND SCHOOL OF GOVERNMENT (ANZSOG)

The Public Service Commissioner represents the Commonwealth as one of thirteen Directors on the Foundation Board of the Australia and New Zealand School of Government. Other members are:

- the Foundation Dean
- one Director from each of the other three participating Australian governments (of New South Wales, Victoria and Queensland)
- one Director from New Zealand (representing the New Zealand Government and the Victoria University of Wellington)
- five Directors (representing the nine participating Australian universities and business schools i.e. Monash University, Melbourne Business School, University of Queensland, University of Canberra, University

of Melbourne, University of New South Wales, Griffith University, Australian National University and University of Sydney)

- two independent Directors appointed by all members.

The Foundation Board sets the direction for and oversees the delivery of the School's programs and activities. It was established on incorporation of the School on 3 December 2002 and will be replaced by a Board of eleven Directors within two years. The School is a collaborative venture to improve national and international learning, networking, collaboration and research in the areas of public policy, public management and public administration. It currently offers a two-year part-time Executive Masters in Public Administration program for senior middle managers, and an intensive three-week residential program for senior executives at the Deputy Secretary, First Assistant Secretary and equivalent levels.

The Masters program is formally accredited by participating universities in each participating jurisdiction and New Zealand.

(3) CATEGORIES OF DOCUMENTS MAINTAINED (S8(1)(A)(III))

PS Commissioner

Documents maintained by the PS Commissioner include those relating to:

- internal management
- APS Employment Database
- development programs
- employment framework
- individual cases
- leadership issues
- legal advisings
- machinery of government and administrative arrangements

- outsourcing of APS activities
- performance management
- personnel practices
- recruitment, selection, promotion and staffing
- redeployment, retrenchment and retirement of staff
- seminar events and related evaluations
- senior executive staffing
- submissions to inquiries
- surveys, studies, reviews and evaluations
- values and conduct policy
- whistleblowing
- workplace diversity, including equal employment opportunity and harassment issues.

MP Commissioner

Documents maintained by the MP Commissioner include:

- information brochures about the range of functions of the MP Commissioner, ISACs, Promotion Review Committees and review of actions
- MP Commissioner's Instructions on procedures for ISACs, Promotion Review Committees and for the review of actions
- documents relating to the MP Commissioner's decision making processes, day-to-day administration and policy matters
- individual case files
- submissions to inquiries.

Documents maintained in relation to the powers of the former MPRA exercised by the MP Commissioner include:

- decisions of Disciplinary Appeal Committees
- individual grievance case files.

The pre-July 1987 records of the former Public Service Board are now held by the Australian Archives.

General

The majority of documents are held in hard copy form, either on records management files or as individual written or printed items. Other documents are held as computer-stored data, microfiche, charts, plans, films, videotapes, audiotapes or card indexes.

Consistent with Australian Archives disposal schedules, both policy and case-work document files are maintained. They are registered either by subject matter or by name. The Records Management Unit maintains a list of indexed headings covering subjects.

Documents available to the public in accordance with arrangements made by the PS Commissioner include:

- the Public Service Commissioner's Annual Report (which incorporates the MP Commissioner's Annual Report)
- the State of the Service series of reports:
 - State of the Service Report (including the Workplace Diversity Report)
 - Australian Public Service Statistical Bulletin
- guidelines on a variety of matters.

Most publications are available free of charge.

(4) FACILITIES FOR ACCESS (S.8(1)(A)(IV))

In relation to both the PS Commissioner and the MP Commissioner, facilities for accessing publications or other documents available outside the scope of the FOI Act are provided via the PS Commissioner's Internet site (which incorporates the MP Commissioner site). In the event that documents cannot be located on this site further inquiries about access should be directed to the Helpline: 02 6272 3609.

Documents obtained under the FOI Act may be inspected at the Edmund Barton Building, Kings Avenue, Barton ACT 2600 or at Regional Offices.

(5) FREEDOM OF INFORMATION PROCEDURES AND INITIAL CONTACT POINT (S8(1)(A)(V))

Written requests for access to documents in the possession of the PS Commissioner or the MP Commissioner should be accompanied by a \$30 application fee and directed to:

Freedom of Information Co-ordinator
 Australian Public Service Commission
 Edmund Barton Building
 BARTON ACT 2600

Inquiries about access to documents may be directed to the Freedom of Information Co-ordinator at the above address or by telephoning (02) 6272 3599 between the hours of 9.00 a.m. and 5.00 p.m., Monday to Friday.

In some instances the PS Commissioner may need to consult with persons who have lodged requests. Applicants may be contacted where there is a need:

- to assist an applicant to more specifically identify documents to which access is sought
- to give an applicant a reasonable opportunity for consultation before denying access on the grounds of insufficient information (subsection 15(3)) or if the request requires a substantial or unreasonable diversion of resources (subsection 24(1))
- for notification of charges and deposit, if necessary, including discussion of charges remission.

(6) OPERATION OF THE FREEDOM OF INFORMATION ACT

In relation to both the PS Commissioner and the MP Commissioner there was one outstanding FOI request at 30 June 2003. During 2003–2004 four requests for access were received which were all finalised in the period.

There were two applications for internal review in accordance with section 54 of the FOI Act and one application for review to the AAT was lodged in June 2004.

During the year 0.38 staff years were devoted to matters associated with the administration of the FOI Act.

A total of \$160 was collected in relation to the requests received under the FOI Act.

APPENDIX C

RESOURCES FOR THE OUTCOME

Outcome: a confident, high-quality, values-based and sustainable Australian Public Service.

TABLE 38: Resources for the outcome

	(1) Budget* 2003–04 \$,000	(2) Actual 2003–04 \$,000	Variation (column 2 minus column 1) \$,000	Budget** 2004–05 \$,000
DEPARTMENT PRICE OF OUTPUTS				
Output Group 1—APS Policy and Employment Services				
Output 1.1—Ministerial and Parliamentary Services	410	408	(2)	397
Output 1.2—Service Delivery	7 416	6 680	(736)	6 688
Output 1.3—Research, Analysis and Evaluation	475	126	(349)	146
Output Group 2—Leadership, Learning and Development Services				
Output 2.1—Service Delivery	13 706	12 614	(1 092)	13 614
Output Group 3—Organisational Performance, Promotion and Support				
Output 3.1—Ministerial and Parliamentary Services	40	82	42	87
Output 3.2—Service Delivery	2 583	3 868	1 285	3 825
Output 3.3—Research, Analysis and Evaluation	767	0	(767)	47
Output Group 4—Evaluation				
Output 4.1—Service Delivery	59	66	7	60
Output 4.2—Research, Analysis and Evaluation	2 003	2 422	419	2 471
Output Group 5—Merit Protection and Other Services				
Output 5.1—Service Delivery	1 447	2 587	1 140	2 410
Total Price of Outcome	28 906	28 853	(53)	29 745
DEPARTMENTAL REVENUE				
Revenue from Government (Appropriation)	16 506	16 506	0	16 525
Revenue from other Sources	12 400	12 347	(53)	13 220
Total Departmental Revenue	28 906	28 853	(53)	29 745
		2003–04		2004–05
Average Staffing Level		184.4		189.0

*Full year budget, including additional estimates

** Budget prior to additional estimates.

APPENDIX D

PUBLICATIONS AND CIRCULARS

PUBLICATIONS 2003–04

APS Values—Extract from Public Service Commissioner's Directions 1999

APS Commission Corporate Plan 2003–04 and beyond

APS Values and Code of Conduct Bookmark

APS Values and Code of Conduct in Practice—a guide to official conduct for APS employees and Agency Heads

Australian Public Service Statistical Bulletin 2002–03

Connecting Government—Whole of Government Responses to Australia's Priority Challenges, Management Advisory Committee publication 4

Connecting Government—Whole of Government Responses to Australia's Priority Challenges—Summary of findings, Management Advisory Committee publication 4

Connecting Government—Whole of Government Responses to Australia's Priority Challenges—Good practice guides, Management Advisory Committee publication 4

Embedding the APS Values

Embedding the APS Values—Case Studies and Other Supporting Material

Embedding the APS Values—Executive Summary

Embedding the APS Values—Framework and Checklist

Implementing Organisational Renewal: Mature-Aged Workers in the APS

Parliament: master of its own household? (revised edition)

Probation

Public Service Commissioner's Annual Report 2002–03

Public Service Leadership—Emerging issues

State of the Service Employee Survey Results 2002–03

State of the Service report 2002–03

Termination of Employment (revised electronic version)

Circulars 2003–04

2003/5 Amendments to the Public Service Commissioner's Directions on the engagement of persons who have received a redundancy benefit from Commonwealth employment

2003/6 Probation

2003/7 Impact of Amendments to the *Workplace Relations Act 1996* on probation and termination of employment in the APS

2003/8 Temporary Assignments and Temporary Movements of Staff

2004/1 Amendments to the Public Service Regulations 1999 and to the Public Service Commissioner's Directions 1999—(A) mobility between the Australian Public Service and the Parliamentary Service and (B) judgement debts

2004/2 Citizenship provisions relating to employment in the Australian Public Service

2004/3 Amendments to the Public Service Regulations 1999 and the Public Service Commissioner's Directions 1999—Elections Candidates and Other Technical Amendments

Training and development publications 2003–04

The Commission produced a wide range of material to support and promote its programs. These included:

- Senior Executive development calendars, breakfast and lunchtime seminar flyers and four detailed brochures of individual programs developed to build capabilities at senior executive level
- Executive Level (EL) calendars, information flyers, EL Events (electronic newsletter) designed for EL staff
- APS development calendars, individual program flyers developed to build capability at the APS 1—6 level
- Graduate information flyers and calendar plus information flyers on InfoNet session flyers
- brochure on Senior Woman in Management (SWIM), APS 5/6 Capability Framework and Career Development Assessment Centre Development Guide
- Integrated Leadership System book and executive summary.

A comprehensive distribution program to disseminate this information ensured that individuals, workgroups and HR areas across the APS were kept informed of the programs developed by the Commission to meet agencies' learning and development needs. Program information was also available to agencies through the Commission's electronic newsletters and the Commission's Internet site.

APPENDIX E

SES SELECTION ACTIVITIES

**TABLE 39: Advertised SES employment opportunities—
Filling Method by Band 2003–04**

Bands	Promotion	Movement	Engagement	Total
Band 1	122	28	33	183
Band 2	31	7	14	52
Band 3	5	1	2	8
Total	158	36	49	243

Source: Senior Executive Management System (SEMS),
APS Commission

'Promotion' refers to the elevation of an ongoing APS employee to a higher classification, in this case Senior Executive Bands 1, 2 or 3.

'Movement' refers to the movement, at level, of SES employees within and between agencies, to advertised employment opportunities.

'Engagement' refers to the employment, on either an ongoing basis or for a specified term, of a person not already an ongoing employee of the APS.

TABLE 40: Profile of SES by Band and Gender at 30 June 2004

Bands	Males	Females	Total
Band 1	873	445	1318
Band 2	265	97	362
Band 3	66	16	82
Total	1204	558	1762

Source: Senior Executive Management System (SEMS),
APS Commission

This table covers both Senior Executive and Senior Executive (Specialist) classifications and includes both ongoing SES employees and SES employees engaged for specified terms of up to five years.

TABLE 41: Comparison of incoming and outgoing SES in 2002-03 and 2003-04

Bands	Promotions/		Separations Engagements		Total SES	
	02-03	03-04	02-03	03-04	02-03	03-04
Band 1	193	155	70	47	1258	1318
Band 2	64	45	29	28	358	362
Band 3	18	7	8	10	85	82
Total	275	207	107	85	1701	1762

Source: Senior Executive Management System (SEMS),
APS Commission

This table compares SES promotions and engagements, SES separations and total SES numbers over the past two financial years.

TABLE 42: Filling of Senior Executive Service employment opportunities advertised in the Commonwealth of Australia Gazette from 2001-02 to 2003-04

Method filled	Gender	2001-02	2002-03	2003-04
Promotions between agencies	M	18	14	5
	F	14	8	7
Promotions within agencies	M	101	141	84
	F	74	80	62
Total promotions	M	119	155	89
	F	88	88	69
Movements between agencies	M	10	12	17
	F	1	17	9
Movements within agencies	M	9	1	4
	F	0	0	6
Total movements	M	19	13	21
	F	1	17	15
Engagement as ongoing employee	M	24	17	24
	F	13	11	10
Engagement for a specified term	M	7	4	11
	F	3	0	4
Total engagements	M	31	21	35
	F	16	11	14
Total filled		274	305	243

Source: Senior Executive Management System (SEMS),
APS Commission

The following table lists retirements of SES employees in 2003–04 under section 37 of the *Public Service Act 1999*.

TABLE 43: SES Retirements under section 37 in 2003–04

SES SECTION 37 RETIREMENTS BY AGENCY	
Aboriginal and Torres Strait islander Services	3
Attorney-General's Department	1
Australian Customs Service	1
Australian Radiation Protection and Nuclear Safety Agency	1
Australian Taxation Office	1
ComSuper	2
Department of Communications, Information Technology and the Arts	1
Department of Defence	8
Department of Employment and Workplace Relations	1
Department of Family and Community Services	1
Department of Foreign Affairs and Trade	8
Department of Industry, Tourism and Resources	1
Department of Transport and Regional Services	1
Department of Veterans' Affairs	3
Family Court of Australia	3
Food Standards Australia New Zealand	1
Total	37

TABLE 44: SES separations by type 2003–04

Retirement under Section 37	37
Resignation	13
Retirement	11
End term engagement	15
Appointment to Public Office/Agency Head	6
Invalidity retirement	1
Death	2
Total	85

APPENDIX F

DELIVERY OF SERVICE-WIDE DEVELOPMENT ACTIVITIES

TABLE 45: SES Development programs 2003–04

Activity	Frequency	Participants
Programs		
Orientation to the Senior Executive Service	7	120
Executive Leadership Development Program	1	20
Preparing to Appear Before Parliamentary Committees	2	12
Public Servant's Accountability, Rights and Responsibilities	1	18
Seminar Series		
SES Breakfast	8	582
Senior Executive Updates	3	159
Band 3 Forum	3	53
Band 2 Forum	2	42
SES Snapshots	4	81
Special Events		
Guidance on Caretaker Conventions	1	184
Totals	32	1271

TABLE 46: SES Breakfast Briefings 2003–04

Speaker	Topic	Date
Professor Fiona Stanley, Executive Director, Telethon Institute for Child Health Research	New Research in Child Development— the Challenges for Government	7 Aug
Carole Houk, Principle Resolve Advisors LLC	Integrated Conflict Management Systems	2 Sep
Dr Peter Shergold AM, Secretary, Department of Prime Minister and Cabinet	The Implementation Unit—a new way forward	15 Oct
Professor Julian Disney, former Director, Centre for International and Public Law, ANU	Getting to Know the Neighbours	4 Nov
Ms Christine Nixon, Chief Commissioner, Victoria Police	Implementing Organisational Change— Victoria Police, a case study	9 Dec
Brigadier M R McNarn, Director General Personnel— Army, Department of Defence	Values Based Leadership	24 Mar
Andrew Podger AO, Public Service Commissioner	Managing the Interface with Ministers and the Parliament	23 Apr
Senator Philip Ruddock	International and Domestic Security	17 Jun

TABLE 47: APS Development Programs 2003–04

Activity	Frequency	Total Attendance
Advanced Writing Skills	15	229
Better letters	7	96
Career Directions Workshop	3	45
Conducting investigations	1	19
Conflict Resolution	3	49
Develop a persuasive business case	1	12
Developing client satisfaction	1	7
Developing project management expertise	12	201
Financial Management in the APS: A management perspective—beyond the basics	1	15
Financial Management in the APS: A management perspective—introduction	5	65
Financial Management in the APS: An operational perspective—introduction	3	41
Getting that contract right!	7	119
Giving and receiving feedback	3	49
Harassment Contact Officer Training	2	38
How to enrich your representational skills	1	16
How to write high-impact speeches and respond to QONs	2	26
Influencing Skills	3	54
Interview Tips and Techniques	9	124
Interview Tips and Techniques	1	14
Leadership Skills for Women	6	91
Leading small teams	1	18
Marketing Yourself into an Executive Level Position	5	75
Minute taking skills	7	102
Policy Formulation and Advice—Advanced	7	102
Policy Formulation and Advice—Introductory	11	171
Policy implementation—from plan to measurable results	1	11
Presentation skills	7	67
Smart Reading Skills	9	117
Staff Selection	3	45
Strategic thinking	2	30
Surviving and thriving in the APS	1	21
Understanding the APS Values	1	11
Winning that Job	4	66
Total	145	2146

TABLE 48: EL Development Programs 2003–04

Activity	Frequency	Total Attendances
APS Writing: Strategy, Genre and Style	3	32
Coaching and mentoring	2	26
Collaborative Policy Formulation	1	12
Effective governance in APS agencies	3	47
EL update	5	409
Financial Management: a strategic perspective	3	47
Handling Strategic Priorities Practically	3	35
Influencing skills	4	56
Influencing Skills—Precourse TMI	4	0
Leadership through policy change	3	49
Leading and Managing Projects	4	57
Leading your team	3	39
Management essentials	1	19
Managing performance	1	14
Marketing yourself into an SES position	1	17
Organisational communication: strategies, tactics & management	1	10
Planning and conducting a tender	2	27
Work/Life Balance	1	10
Total	45	906

TABLE 49: Graduate Development Programs 2003–04

Activity	Frequency	Total Attendance
A Taste of Government Lunchtime Seminar	1	187
Career Directions	1	12
Graduate Networking Sessions: Leadership	2	134
Influencing Skills	1	12
Legislation and APS Decision-Making	2	24
Policy Formulation and Advice	3	33
Presentation Skills	2	14
Project Management	2	27
Strategic Thinking	1	12
Total	15	455

TABLE 50: Regional delivery of learning and development programs—program and participant numbers 2003–04

Activity	Frequency	Participants
Advanced Writing Skills	5	47
All about Assertiveness	1	7
Applying for APS Jobs	2	72
APS Job Applications and Interviews	10	96
APS System of Review	4	41
Assertive Communication Skills	3	36
Basic Writing Skills	2	29
Beating the Clock	1	5
Better Business Writing	4	58
Business Planning	1	14
Career Development	3	26
Change and Diversity	2	11
Client Satisfaction Workshop	2	32
Coaching for Success	1	6
Collaborative Policy Formulation	1	12
Communication Rules Ok	2	26
Communication, Project & People Management	1	36
Competing for Promotion	4	44
Conflict Resolution	9	79
Contemporary Issues Regarding International Security Seminar	1	20
Contract Management	5	65
Customer Service	2	16
Dealing with Difficult Clients	2	26
Dealing with Difficult People	1	7
Dealing with staff issues	1	17
Delegates Accountability in Selection	10	87
Developing Client Satisfaction	1	11
Developing project management expertise	2	41
Effective Communication	15	196
Effective Writing	1	16

TABLE 50: Regional delivery of learning and development programs—program and participant numbers 2003–04 (continued)

Activity	Frequency	Participants
Email Management	1	7
Emotional Intelligence at Work	5	80
Emotional Intelligence in Leadership	1	15
Executive Breakfast Seminar	9	1450
Executive Update	2	84
Executive Powerpoint	1	4
Executive Support Development	3	36
Fearless Feedback	3	42
Financial Management in the APS	3	37
Giving and Receiving Feedback	2	22
Handling Strategic Priorities	2	20
Improve Your Writing Skills	1	6
Influencing Skills	3	38
International Women's Day	1	175
Interview tips & techniques	1	18
Joint Selection Committee Workshop	2	9
Leadership	1	7
Leadership Convention	1	68
Leadership Lunchtime Seminar	2	149
Leadership Skills for Women	2	21
Leading and Managing Projects	3	51
Leading Change	2	22
Leading your team	1	10
Management Directions	1	4
Management Training	1	12
Managing Performance Feedback	1	3
Marketing Yourself into an EL Position	2	22
Minute Taking Skills	4	31
Networking & Meetings Workshop	1	6
People Management	2	34

TABLE 50: Regional delivery of learning and development programs—program and participant numbers 2003-04 (continued)

Activity	Frequency	Participants
Performance Feedback	1	7
Performance Management	36	374
Performance recognition	2	10
Personnel Operations Program	1	10
Policy Development	5	62
Practical Tips for Selection Interviewers	1	11
Presentation Skills	9	72
Project Management	6	48
Promote Yourself	17	234
Report Writing	2	33
Resume Writing & Job Interview Skills	2	12
Risk Management	1	9
Role of the Supervisor	3	50
Selection Advisory Committee Training	71	756
Selection Referee Workshop	5	53
Selection Refresher	1	9
Selection Techniques	4	64
Selections Recruitment Overview	6	69
Springboard	1	24
Stress Management	1	7
Supervision & Leadership for Workgroups	1	6
Supervision and Leadership	3	23
Supervision for Team Leaders	1	5
Supervision, Leadership & Team Development	2	20
Supervisory Leadership	4	56
Surviving & Thriving	2	26
Team Building	2	26
Team Planning, Monitoring, Assigning & Reporting Work Flow	3	20
Telephone Matters	1	19
Think on Your Feet	1	14

TABLE 50: Regional delivery of learning and development programs—program and participant numbers 2003–04 (continued)

Activity	Frequency	Participants
Thinking outside the HR box	1	7
Time Management	1	12
Training for Experienced SAC Members	2	25
Training techniques	2	32
Training Tips for Non Trainers	1	10
Understanding Emotional Quotient	1	10
Understanding Legislative Framework	3	40
Understanding Selections in the APS	1	12
Understanding Work Styles	8	99
Update for SES & EL	1	30
Values Based Leadership & Management	3	112
What can I expect	1	11
What to Expect from Selections	3	32
Winning That Job	11	115
Work/life wellbeing	3	35
Workforce Planning/Succession Planning	3	35
Workplace Relations	3	30
Writing Applications	2	17
Total	408	6455

APPENDIX G

STAFFING PROFILE AND EQUAL EMPLOYMENT OPPORTUNITY

STAFFING SUMMARY AND PROFILE AS AT 30 JUNE 2004

Table 23 shows all staff in the Commission as at 30 June 2004. All staff, except the Public Service Commissioner and the Merit Protection Commissioner, are employed under the *Public Service Act 1999*. Table 24 is the corresponding figure from 30 June 2003.

These figures include unpaid inoperative staff.

TABLE 51: Ongoing and non-ongoing staff, 30 June 2004

	Females	Males	Total
Ongoing full time	91	54	145
Ongoing part time	20	0	20
Non-Ongoing full time	11	4	15
Non-Ongoing part time	3	0	3
Temporary secondment	5	2	7
Total	130	60	190

Note: The above table does not include casual employees providing fee-for-service work.

TABLE 52: Ongoing and non-ongoing staff, June 2003

	Females	Males	Total
Ongoing full time	93	49	142
Ongoing part time	17	0	17
Non-Ongoing full time	11	6	17
Non-Ongoing part time	4	0	4
Temporary secondment	4	2	6
Total	129	57	186

Note: The above table does not include casual employees providing fee-for-service work.

SENIOR EXECUTIVE SERVICE INFORMATION

Table 25 shows SES employees by band and gender at 30 June 2004. Table 26 shows the corresponding figures for 30 June 2003.

**TABLE 53: Senior Executive Employees,
30 June 2004**

	Females	Males
Band 1	3	3
Band 2	0	0
Band 3	1	0
Total	4	3

**TABLE 54: Senior Executive Employees,
30 June 2003**

SES	Females	Males
Band 1	3	3
Band 2	0	0
Band 3	1	0
Total	4	3

TABLE 55: Occupational groups by location, 30 June 2004

Occup. Groups	ACT		NSW		Vic		Qld		SA		WA		Total
	F	M	F	M	F	M	F	M	F	M	F	M	
APS 1/2	1	3	0	0	0	0	0	0	0	0	0	0	4
APS 3/4	24	7	1	2	2	1	1	0	0	0	1	0	39
APS 5/6	27	13	3	0	2	0	1	0	2	0	1	0	49
GAPS	1	2	0	0	0	0	0	0	0	0	0	0	3
EL 1	28	13	2	1	3	2	3	0	1	2	2	1	58
EL 2	15	6	1	1	2	0	0	1	1	0	1	0	28
SES 1	3	2	0	0	0	1	0	0	0	0	0	0	6
SES 2	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 3	1	0	0	0	0	0	0	0	0	0	0	0	1
SOH	0	2	0	0	0	0	0	0	0	0	0	0	2
Sub Total	100	48	7	4	9	4	5	1	4	2	5	1	
Total	148		11		13		6		6		6		190

Note: These figures include unpaid inoperative staff.

TABLE 56: Occupational groups by location, June 2003

Occup. Groups	ACT		NSW		Vic		Qld		SA		WA		Total
	F	M	F	M	F	M	F	M	F	M	F	M	
APS 1/2	3	2	0	0	0	0	0	0	0	0	0	0	5
APS 3/4	26	8	0	2	3	1	1	0	0	0	0	0	41
APS 5/6	30	13	2	0	2	0	1	0	2	0	1	0	51
GAPS	2	1	0	0	0	0	0	0	0	0	0	0	3
EL 1	26	13	2	1	2	4	3	0	2	0	1	1	55
EL 2	10	4	1	1	3	0	0	1	1	0	1	0	22
SES 1	3	2	0	0	0	1	0	0	0	0	0	0	6
SES 2	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 3	1	0	0	0	0	0	0	0	0	0	0	0	1
SOH	0	2	0	0	0	0	0	0	0	0	0	0	2
Sub Total	101	45	5	4	10	6	5	1	5	0	3	1	
Total	146		9		16		6		5		4		186

Note: These figures include unpaid inoperative staff.

TABLE 57: Representation of EEO groups within salary levels, 30 June 2004

Occup. Groups	Total Staff	Women		ATSI		BO		BO + ENFL		PWD	
		Staff	%	Staff	%	Staff	%	Staff	%	Staff	%
APS 1/2 + GAPS*	7	2	28.6	1	14.3	0	0.0	0	0.0	1	14.3
APS 3/4	39	29	74.4	2	5.1	5	12.8	3	7.7	2	5.1
APS 5/6	49	36	73.5	1	2.0	8	16.3	2	4.1	9	18.4
EL 1	58	39	67.2	2	3.4	13	22.4	4	6.9	0	0.0
EL 2	28	20	71.4	0	0.0	4	14.3	1	3.6	3	10.7
SES + SOH	9	4	44.4	0	0.0	1	11.1	0	0.0	0	0.0
Total	190	130	68.4	6	3.2	31	16.3	10	5.3	15	7.9

Note: The above table does not include casual employees providing fee-for-service work.

TABLE 58: Representation of EEO groups within salary levels, June 2003

Occup. Groups	Total Staff	Women		ATSI		BO		BO + ENFL		PWD	
		Staff	%	Staff	%	Staff	%	Staff	%	Staff	%
APS 1/2 + GAPS*	8	5	62.5	1	12.5	0	0	0	0	1	12.5
APS 3/4	41	30	73.2	3	7.3	3	7.3	2	4.88	0	0.0
APS 5/6	51	38	74.5	1	2.0	8	15.7	6	11.8	6	11.8
EL 1	55	34	61.8	2	3.6	12	21.8	5	9.1	1	1.8
EL 2	22	16	72.7	0	0.0	3	13.6	1	4.5	2	9.1
SES + SOH	9	4	44.4	0	0.0	2	22.2	0	0.0	0	0.0
Total	186	127	68.3	7	3.8	28	15.1	14	7.5	10	5.4

Note

This table describes the representation of EEO groups by salary level and by occupational grouping.

Two statutory office holders are included in the SES group.

Percentages are calculated using total staff.

* Includes Graduate APS

Key

ATSI—Aboriginals and Torres Strait Islanders

BO—Born overseas

BO+ENFL—Born overseas and did not speak English as a first language

PWD—People with disabilities

APPENDIX H

ADVERTISING AND MARKET RESEARCH

A total of \$90,376 was paid for advertising during 2003–04.

Payments were made to:

- HMA Blaze—\$87,626
- ACT Government Bulletin—\$2750.

Advertising was generally undertaken to promote development programs, advertise tenders or recruit employees. This represents a reduction of 31% in expenditure compared to 2002–03, largely reflecting the Commission's decision not to undertake graduate recruitment in 2004–05.

No market research activities were undertaken and the Commission did not employ the services of polling or direct mail organisations during 2003–04.

APPENDIX I

REPORT ON PERFORMANCE UNDER THE COMMONWEALTH DISABILITY STRATEGY

The Commission is reporting against the Commonwealth Disability Strategy in its employer role.

PERFORMANCE INDICATORS	PERFORMANCE	OUTCOMES MEASURE
<p>Employment policies, procedures and practices comply with the requirements of the Disability Discrimination Act 1992.</p> <p>Review all employment policies as they come up for review.</p> <p>Promote equity and diversity issues, including disability issues in HR/WR policies and plans.</p> <p>Ensure, where relevant, that Group Business Plans consider issues concerning people with a disability.</p>	<p>All employment policies, procedures and practices reviewed during the life of this plan comply with the requirements of the <i>Disability Discrimination Act 1992</i> and promote equity and diversity issues.</p> <p>Group Business Plans consider issues concerning people with a disability.</p>	<p>All Commission employment policies, procedures and practices comply with the requirements of the <i>Disability Discrimination Act 1992</i>. The Commission carefully considers the impact of its employment policies during development.</p>
<p>Recruitment information for potential job applicants with disabilities is available in accessible formats or on request.</p> <p>Review recruitment information and consider providing Internet access for all recruitment selection documentation.</p> <p>Consult with the Office of Disability Policy (FACS) and others to ensure that recruitment information is provided in suitable formats including, but not limited to, formats such as TTY and electronic.</p>	<p>Recruitment information requested and provided in:</p> <ul style="list-style-type: none"> • accessible electronic formats and • accessible formats other than electronic <p>Average time taken to provide accessible information in:</p> <ul style="list-style-type: none"> • accessible electronic formats and • accessible formats other than electronic. 	<p>100% of requests to provide information this way were met. All recruitment documentation is available both in hard copy and on the internet.</p> <p>The Commission provides advice to its recruiters and managers about reasonable adjustment as required.</p>
<p>Agency recruiters and managers apply the principle of 'reasonable adjustment'.</p> <p>Actively seek opportunities to engage people with a disability for employment (including non-ongoing employment, work placement and trial employment).</p> <p>Include positive statements about 'reasonable adjustment' in recruitment literature.</p>	<p>Percentage of staff in the Commission who identify as having a disability.</p>	<p>The Commission maintained the level of staff identifying that they have a disability above 3% of total staff.</p>

PERFORMANCE INDICATORS	PERFORMANCE	OUTCOMES MEASURE
<p>Promote an awareness of disability and disability discrimination issues in the workplace.</p> <p>Disability awareness sessions available for all Commission staff.</p> <p>Use of intranet to provide information and links to information on disability issues (including preventative OH&S issues such as OOS).</p> <p>Actively promote and support an annual day focusing on disability issues.</p>	<p>Staff Survey reflects that staff believe there is no discrimination in the Commission.</p>	<p>The 2002-03 Staff Survey did not identify any specific instances of disability discrimination within the Commission and no incidences were reported in 2003-04.</p>
<p>External training and development programs consider the needs of staff with disabilities and include information on disability issues as they relate to the content of the program.</p> <p>Consultants required to provide for the needs of people with a disability as part of the contract.</p>	<p>Percentage of training and development programs that consider the needs of staff with disabilities and include information on disability issues as they relate to the program.</p>	<p>All training and development programs consider the needs of staff with disabilities. The Commission uses consultants to provide corporate training and development and the contract requires:</p> <ul style="list-style-type: none"> • compliance with the <i>Disability Discrimination Act 1992</i> • provision of services consistent with the APS Values and Code of Conduct • compliance with the principles of workplace diversity • consultation with the Commission in relation to any special needs for people with disabilities. <p>These measures ensure that all programs include information on disability issues where appropriate and relevant to the program.</p>
<p>Complaints/grievance mechanism, including access to external mechanisms, in place to address issues and concerns raised by staff.</p>	<p>Staff are aware of the existence of the mechanisms and know how to access them.</p>	<p>The Commission's Certified Agreement provides a framework for internal review of employment actions. The Agreement also directs employees who have not resolved their complaint through such a process to the formal complaint resolution mechanisms under the public service employment framework.</p>

PERFORMANCE INDICATORS	PERFORMANCE	OUTCOMES MEASURE
Commission premises and facilities are accessible and useable by people with a disability.	Audit of Commission premises and facilities indicates that they are accessible and useable by people with a disability.	A building audit was conducted in 2001–2002. Recommendations are continuing to be implemented, with a particular emphasis in 2003–04 in relation to entry foyer refurbishment work in the Edmund Barton Building.
Actively promote and provide suitable opportunities for people with a disability to identify their disability including an annual census of staff.	Percentage of staff in the Commission that identify as having a disability.	The Census was again conducted in June 2004. The Commission maintained the level of staff identifying that they have a disability above 3% of total staff.

APPENDIX J

ECOLOGICALLY SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL MARKET PERFORMANCE

The Commission is committed to practices that assist ecologically sustainable development and improve environmental performance. The Commission does not administer any legislation or have any appropriations directly related to these issues, and, accordingly, the Commission's involvement relates to practices that can improve energy management and environmental practices within Commission workplaces.

The Commission has in place an Environmental Management System (EMS) for the central office in Canberra. The Commission has begun work on reviewing and incorporating, where economically and operationally viable, the recommendations and best practice processes of the EMS in Canberra and, in some instances, across all its state offices.

The EMS will provide a system that will assist the Commission in its effort to improve its energy consumption levels, and environmental and operational performance by continuously reviewing and monitoring its processes and/or activities. Currently, the Commission has in place:

- a practice of ensuring that where operationally viable energy efficient equipment is purchased
- paper recycling arrangements
- basic education program that advertises energy efficient and environmentally friendly practices.

The Commission is somewhat constrained in its ability to initiate systems improvements in its regional offices where it is a minor tenant in leased premises.

APPENDIX K

OCCUPATIONAL HEALTH AND SAFETY

OCCUPATIONAL HEALTH AND SAFETY COMMITTEE

The Occupational Health and Safety Committee is a joint management–union body established under the *Occupational Health and Safety (Commonwealth Employees) Act 1991*. The Committee administers the Occupational Health and Safety Agreement between the Commission and the Community and Public Sector Union (CPSU). The current Agreement was developed and signed in December 2003 and runs to December 2005. The purpose of the agreement is to set a framework for the prevention of workplace injuries and exposure to hazards in the workplace.

Two new members joined the Committee last year, one representing management and one representing the CPSU. The committee met four times during 2003–04.

During the year there were no incidents that required reporting under section 68 of the OH&S Act.

No directions were given to the Commission under section 45 and no notices were given under sections 29, 46 or 47 of the OH&S Act.

GLOSSARY

ABS	Australian Bureau of Statistics	CFO	Chief Finance Officer
ACS	Australian Customs Service	CIT	Canberra Institute of Technology
AGIMO	Australian Government Information Management Office	CMC	Commission Management Committee
AGS	Australian Government Solicitor	COMNET	Corporate Management Network
ALRC	Australian Law Reform Commission	CPSU	Community and Public Sector Union
ANAO	Australian National Audit Office	DEWR	Department of Employment and Workplace Relations
ANTA	Australian National Training Authority	DPP	Director of Public Prosecutions
ANZSOG	Australia and New Zealand School of Government	EAP	Employee Assistance Program
APS	Australian Public Service	EEO	Equal Employment Opportunity
APSED	Australian Public Service Employment Database	ELDP	Executive Leadership Development Program
APS Gazette	Commonwealth of Australia Public Service Gazette	EMPA	Executive Master in Public Administration
ASIC	Australian Securities and Investment Commission	FOI Act	<i>Freedom of Information Act 1982</i>
ATO	Australian Taxation Office	FMA Act	<i>Financial Management and Accountability Act 1997</i>
ATSIS	Aboriginal and Torres Strait Islander Service	HCO	Harassment Contact Officer
AusAID	Australian Agency for International Development	HIC	Health Insurance Commission
AWA	Australian Workplace Agreement	HR	Human Resource
BO	Born overseas	IAPSEN	Indigenous APS Employees Network
BO+ENFL	Born overseas and did not speak English as a first language	IEG	Indigenous Employment Group
CAPAM	Commonwealth Association for Public Administration and Management	IIP	Investors in People
CDAC	Career Development Assessment Centre	ILS	Integrated Leadership System
CEIs	Chief Executive Instructions	IPAA	Institute of Public Administration Australia
		ISAC	Independent Selection Advisory Committee
		IT	Information Technology
		JSC	Joint Selection Committee

MAC	Management Advisory Committee
MPC	Merit Protection Commissioner
NAIDOC	National Aboriginal Islander Day of Observance Committee
NOIE	National Office for the Information Economy
OECD	Organisation for Economic Cooperation and Development
OH&S	Occupational Health and Safety
PBS	Portfolio Budget Statement
PM&C	Department of the Prime Minister and Cabinet
PNG	Papua New Guinea
PRC	Promotion Review Committee
PS Act	<i>Public Service Act 1999</i>
PSETA	Public Service Education and Training Australia
PSM Program	Public Sector Management Program
PSMPC	Parliamentary Service Merit Protection Commissioner
PWD	People with Disabilities
SELCF	Senior Executive Leadership Capability Framework
SES	Senior Executive Service
SOSR	State of the Service Report
SWIM	Senior Women in Management
VET Network	Vocational Educational and Training Network
WDP	Workplace Diversity Program
WRC	Workplace Relations Committee

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