

Public Service  
Commissioner  
Annual Report  
2003-04

Incorporating The Annual Report 2003-04  
of the Merit Protection Commissioner



Australian Government

Australian Public Service Commission

© Commonwealth of Australia 2004

ISBN 0 975 10156 0

This work is copyright. Apart from any use as permitted under the *Copyright Act 1968*, no part may be reproduced by any process without permission from AusInfo. Requests and enquiries concerning reproduction and rights should be addressed to the Manager, Legislative Services, AusInfo, GPO Box 84, Canberra ACT 2601.



**PUBLIC SERVICE COMMISSIONER**

The Honourable John Howard MP  
Prime Minister  
Parliament House  
CANBERRA ACT 2600

Dear Prime Minister

In accordance with the provisions of section 44 of the *Public Service Act 1999*, I present to you my report for the financial year ending 30 June 2004.

Incorporated with the report is the report of the Merit Protection Commissioner for the financial year ending 30 June 2004. The incorporated report of the Merit Protection Commissioner is published in accordance with the provisions of section 51 of the *Public Service Act 1999*.

The *Requirements for Annual Reports*, approved by the Joint Committee of Public Accounts and Audit, require that a copy of these reports be laid before each House of Parliament on or before 31 October in the year in which the report is given.

In presenting you with my report on the activities of the Australian Public Service Commission during 2003–04, I would like to take this opportunity to express my appreciation to all staff in the Commission for the contribution they have made towards meeting our objectives.

Yours sincerely

A handwritten signature in black ink, appearing to read 'A Podger'.

Andrew Podger  
OCTOBER 2004



# GUIDE TO THE REPORT

The Public Service Commissioner's Annual Report 2003–04 is provided in accordance with the provisions of section 44 of the *Public Service Act 1999*. It incorporates the Annual Report from the Merit Protection Commissioner who reports separately on his statutory responsibilities in Part Four of this report.

To facilitate transparent reporting, the report has been constructed to reflect the Commission's Outcomes–Output structure.

## PART ONE

**OVERVIEW** includes the *Public Service Commissioner's Review* and a *Commission Overview*. The Review is an executive summary of the principal developments affecting the work of the Commission during the year and its more significant achievements. The *Overview* outlines the Commission's role, responsibilities, Outcome and Output structure, and organisational structure.

## PART TWO

**PERFORMANCE REVIEW** details performance with respect to each of the Commission's outputs. The price and performance information in Part Two covers the Commission as a whole including the work of the Merit Protection Commissioner. The report of the Merit Protection Commissioner is in Part Four.

## PART THREE

**CORPORATE GOVERNANCE** comments on the development and operation of the Commission's governance arrangements.

## PART FOUR

**THE ANNUAL REPORT OF THE MERIT PROTECTION COMMISSIONER** is published in accordance with the provisions of section 51 of the *Public Service Act 1999*.

## APPENDIXES

Appendixes include additional information about the Commission as required for reporting. The Commission's Financial Statements are included at Appendix A.

The Report includes as Appendix B a statement as required under subsection 8(1) of the *Freedom of Information Act 1982*.

The Annual Report can be found on the Internet site at [www.apsc.gov.au/annualreport](http://www.apsc.gov.au/annualreport). Readers with enquiries about the Annual Report or seeking additional information about the Commission should contact:

Steve Tomlin

Corporate Strategy and Support Group  
Australian Public Service Commission  
Edmund Barton Building  
BARTON ACT 2600

tel: (02) 6272 4984

fax: (02) 6272 3542

internet:[www.apsc.gov.au](http://www.apsc.gov.au)

email: [steve.tomlin@apsc.gov.au](mailto:steve.tomlin@apsc.gov.au)



# TABLE OF CONTENTS

Transmittal Letter .....	iii
Guide to the Report .....	v
Table of contents .....	vii
Figures and Tables .....	viii
<b>PART ONE—OVERVIEW</b> .....	1
Public Service Commissioner's Review .....	3
Commission Overview .....	9
<b>PART TWO—PERFORMANCE REVIEW</b> .....	15
Output 1: APS Policy and Employment Services .....	19
Output 2: Leadership, Learning and Development Services .....	41
Output 3: Organisational Performance, Promotion and Support .....	61
Output 4: Evaluation .....	79
Output 5: Merit Protection and Other Services .....	89
<b>PART THREE—CORPORATE GOVERNANCE</b> .....	93
<b>PART FOUR—MERIT PROTECTION COMMISSIONER'S ANNUAL REPORT</b> .....	117
<b>APPENDIXES 2003–04</b> .....	151
Appendix A: Financial Statements .....	153
Appendix B: Freedom of Information .....	195
Appendix C: Resources for the Outcome .....	200
Appendix D: Publications and Circulars .....	201
Appendix E: SES Selection Activities .....	203
Appendix F: Delivery of Service-wide Development Activities .....	206
Appendix G: Staffing Profile and Equal Employment Opportunity .....	214
Appendix H: Advertising and Market Research .....	218
Appendix I: Report on performance under the Commonwealth Disability Strategy .....	219
Appendix J: Ecologically sustainable development and environmental performance .....	222
Appendix K: Occupational Health and Safety .....	223
Glossary .....	224
Compliance Index .....	226
Index .....	228

## FIGURES AND TABLES

FIGURE 1: Commission organisational chart at 30 June 2004 .....	10
FIGURE 2: Price for production of APS Gazette .....	33
FIGURE 3: APS Leadership Model showing relationship between complexity of role and classification .....	43
FIGURE 4: EL Development Programs—No of participants .....	48
FIGURE 5: APS 1–6 Development Series—No of participants .....	50
FIGURE 6: The APS Values Framework .....	69
FIGURE 7: Commission Corporate Performance, Planning and Management Frameworks .....	95
TABLE 1: New Output Structure—Merit Protection and other services .....	12
TABLE 2: Summary of Performance 2003–04 .....	17
TABLE 3: Performance information—Output component 1.1.1 .....	22
TABLE 4: Performance information—Output component 1.2.1 .....	26
TABLE 5: Performance information—Output component 1.2.2 .....	28
TABLE 6: Performance information—Output component 1.2.3 .....	31
TABLE 7: Performance information—Output component 1.2.4 .....	33
TABLE 8: Performance information—Output component 1.2.5 .....	37
TABLE 9: Speeches and Presentations by Commissioner and Deputy Commissioner in 2003–04 .....	39
TABLE 10: Performance information—Output component 1.3 .....	40
TABLE 11: Performance information—Output component 2.1.1 .....	45
TABLE 12: SES engagement, promotion and attendance at orientation programs for 2003–04 .....	47
TABLE 13: Regional Programs—Top 15 Programs by participant numbers 2003–04 .....	53
TABLE 14: Performance information—Output component 2.1.2 .....	60
TABLE 15: Performance information—Output component 3.1.1 .....	62
TABLE 16: Performance information—Output component 3.2.1 .....	68
TABLE 17: Performance information—Output component 3.2.2 .....	71
TABLE 18: Performance information—Output component 3.2.3 .....	76
TABLE 19: Performance information—Output component 3.3.1 .....	77
TABLE 20: Performance information—Output component 4.1.1 .....	80

TABLE 21: Performance information—Output component 4.2.1 .....	83
TABLE 22: Performance information—Output component 4.2.2 .....	84
TABLE 23: Performance information—Output component 4.2.3 .....	87
TABLE 24: Performance information—Output component 5.1 .....	89
TABLE 25: Performance information—Output component 5.2 .....	90
TABLE 26: Performance information—Output component 5.3 .....	90
TABLE 27: Performance information—Output component 5.4 .....	91
TABLE 28: Performance information—Output component 5.5 .....	91
TABLE 29: Commission Staff Numbers from 2000–2004 .....	100
TABLE 30: Participation rates in training and development activities 1999–2000 to 2003–04 .....	101
TABLE 31: Salary ranges as at 30 June 2004 .....	103
TABLE 32: Performance Pay for 2003–04 .....	104
TABLE 33: Representation of EEO groups as a% of staff between 2000 and 2004 .....	106
TABLE 34: Revenue sources between 2000 and 2004 .....	109
TABLE 35: Reserve funding for ILS and IES .....	110
TABLE 36: End of year position between 2000 and 2004 .....	110
TABLE 37: Use of consultants .....	112
TABLE 38: Resources for the outcome .....	200
TABLE 39: Advertised SES employment opportunities .....	203
TABLE 40: Profile of SES by Band and Gender at 30 June 2004 .....	203
TABLE 41: Comparison of incoming and outgoing SES in 2002–03 and 2003–04 .....	204
TABLE 42: Filling of SES employment opportunities advertised in the Gazette from 2001–002 to 2003–04 .....	204
TABLE 43: SES retirements under section 37 in 2003–04 .....	205
TABLE 44: SES separations by type 2003–04 .....	205
TABLE 45: SES development programs 2003–04 .....	206
TABLE 46: SES breakfast briefings 2003–04 .....	207
TABLE 47: APS Development Programs 2003–04 .....	208
TABLE 48: EL Development Programs 2003–04 .....	209
TABLE 49: Graduate Development Programs 2003–04 .....	209
TABLE 50: Regional delivery of learning and development programs— program and participant numbers 2003–04 .....	210

TABLE 51: Ongoing and non-ongoing staff, 30 June 2004 .....	214
TABLE 52: Ongoing and non-ongoing staff, 30 June 2003 .....	214
TABLE 53: Senior Executive Staff, 30 June 2004 .....	215
TABLE 54: Senior Executive Staff, 30 June 2003 .....	215
TABLE 55: Occupational Groups by location, 30 June 2004 .....	216
TABLE 56: Occupational Groups by location, 30 June 2003 .....	216
TABLE 57: Representation of EEO Groups within salary levels, 30 June 2004 .....	217
TABLE 58: Representation of EEO Groups within salary levels, 30 June 2003 .....	217

**FIGURES AND TABLES FROM MERIT PROTECTION COMMISSIONER'S REPORT**

FIGURE M1: Review of action applications reviewed 1 July 2003–30 June 2004 .....	133
TABLE M1: Reviews of actions: workload, work completed and timeliness, 1 July 2003–30 June 2004 .....	129
TABLE M2: Fee-for-service functions: workload and work completed, 1 July 2003–30 June 2004 .....	130
TABLE M3: Applications for review of promotion decisions and promotions overturned 1 July 2003 to 30 June 2004 by agency .....	132
TABLE M4: Applications reviewed 1 July 2003–30 June 2004 by agency .....	134
TABLE M5: Independent Selection Advisory Committees Convened 1 July 2003–30 June 2004 .....	144
TABLE M6: Employment-related services 1 July 2003–30 June 2004 .....	146
TABLE M7: Joint Selection Committees convened 1 July 2003–30 June 2004 .....	148