



Australian Government
Australian Public Service
Commission

Australia Public
Service Commissioner
Annual Report
2006–07



incorporating the Annual Report
of the Merit Protection Commissioner



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Part two
Performance review



PERFORMANCE REVIEW

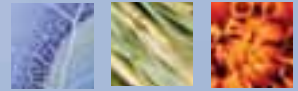
TABLE 1:

Summary of performance 2006–07

Output	Activity	Quantity	Quality	Budget outcome
<i>1.0 APS policy and employment services</i>				
1.1	Advice and support to Minister, executive and agency heads	☆☆	★	\$2.414m
1.2	Employment services	★	★	\$6.430m
1.3	International assistance and organisations	★	★	\$2.459m
1.4	Merit protection and other services	☆☆	★	\$2.930m
<i>2.0 Development programmes</i>				
2.1	Leadership services	★★	★	\$5.046m
2.2	Programme delivery	★	★★	\$8.217m
2.3	National / international programmes	★★	★	\$2.467m
<i>3.0 Better practice and evaluation</i>				
3.1	Indigenous employment	★	★	\$4.494m
3.2	Promote better practice	★	★★	\$1.982m
3.3	Statistical / information services	★	★	\$1.246m
3.4	Research and evaluation	★	★	\$2.078m

KEY:	Not achieved	Over/Underestimated	Partly / mostly achieved	Achieved	Exceeded
	★	☆☆	☆	★	★★





Output 04e

APS POLICY AND EMPLOYMENT SERVICES

Output 1 is drawn from the statutory role of the Public Service Commissioner (the Commissioner) outlined within the *Public Service Act 1999* (the Act). In particular, the Commissioner provides advice to Government and agency heads on Australian Public Service (APS) employment policy; conducts employment-related services with a focus on the Senior Executive Service (SES) and staff selection; and undertakes independent reviews of APS actions.

The output also relates to the Commission's work in increasing the knowledge, skills and capability of identified Asia-Pacific public sector managers.

ACHIEVEMENTS

The achievements under Output 1 this year include:

- completed a review of the Act for Government
- amended Public Service Regulation 2.1 dealing with disclosure of information by APS employees
- revised policies on the requirement for SES and other senior staff to declare their personal financial and other interest to give greater emphasis on relevance, timeliness and respect for privacy
- amended guidelines to deal more explicitly with the issue of bribery and the requirement for APS employees to report any instances of bribery that they observe in the course of their employment, particularly when working overseas
- assisted several new public service agencies to understand their responsibilities under the Act
- promoted and released good practice guides including:
 - *Respect: promoting a culture free from harassment and bullying in the APS*
 - *Implementing machinery of government changes: a good practice guide*
- progressed the development of guidance about encouraging better practice approaches to governance in APS agencies
- facilitated and coordinated Australian APS agency work placements for Pacific scholarship participants to the Australia and New Zealand School of Government
- delivered the *Pacific public sector leadership programme* in Fiji and Samoa to delegates from 11 Pacific countries
- developed and initiated Pacific human resource managers' network, including hosting the inaugural conference
- delivered a joint two day good practice workshop on public sector reform in partnership with the Indonesian Government
- delivered a new online lodgement process and public search system for the Public Service Gazette (the Gazette) in July 2006
- re-developed the Gazette into an interactive site *APSjobs.gov.au* ready for pilot testing in July 2007.

PRICE FOR OUTPUT 1

The total price for Output 1 in 2006–07 was \$14.233 million. This is \$1.013 million higher than the estimated price of \$13.220 million published in the Portfolio Budget Statements 2006–07.

Output 1.1

ADVICE AND SUPPORT TO MINISTER, EXECUTIVE AND AGENCY HEADS

The Commissioner’s role involves providing advice and reporting to the Minister on matters relating to the APS as well as advising and assisting agency heads on public service matters. The Australian Public Service Commission (Commission) provides support and advice to the Executive to develop, promote, review and evaluate APS employment policies and practices.

TABLE 2:
Performance information: output 1.1—advice and support to Minister, Executive and agency heads

Target	Result
<i>Quantity</i>	
1. Number of items to ministers:	
• responses to ministerial correspondence—estimate 20	Overestimated. 17 responses to ministerial correspondence.
• question time briefs—estimate 23	Overestimated. 22 new question time briefs.
• ministerial requests for briefings—estimate 63.	Underestimated. 65 ministerial requests for briefings.
2. Number of reports and responses to requests for information and advice:	
• responses to correspondence—estimate 31	Underestimated. 12 responses to correspondence.
• Commission Adviceline enquiries—estimate 3200	Overestimated. 2834 enquiries received.
• reports, circulars and publications—estimate 18	Achieved. 6 circulars and 12 publications.
• advice and support to regional senior staff—estimate 132.	Overestimated. 115.
<i>Quality</i>	
1. Percentage of items rated satisfactory or higher in terms of relevance, quality and timeliness—target is 100%.	Achieved. 100% of rated briefs at a satisfactory or higher standard.
2. Agencies satisfied with quality of advice.	Achieved. Agency feedback continues to indicate satisfaction with the advice provided.
Estimated price: \$2.210 million	Actual: \$2.414 million

Note: for completeness and effectiveness of reporting of 'items to Ministers', all areas within the Commission are represented in this table.

ADVICE AND SUPPORT TO THE MINISTER

During 2006–07 the Commission continued to provide high quality support and advice to the Minister. This included 17 responses to ministerial correspondence, 22 new question time briefs and 65 ministerial briefings.

To measure the quality and timeliness of advice, the Minister is provided with the opportunity to assess briefs against a scale of one to five, with ‘five’ being ‘excellent’ and ‘one’ being ‘poor’. In the first half of 2006–07, all briefs assessed by the Minister received a rating of satisfactory or higher. Soon after being appointed Minister Assisting the Prime Minister for the Public Service in January 2007, the Hon. Joe Hockey MP, advised that this formal assessment process was no longer necessary.

Review of the *Public Service Act 1999* and subordinate legislation

In August 2005, the then Minister Assisting the Prime Minister for the Public Service, the Hon. Kevin Andrews MP, agreed that the Commission commence a review of the Act and subordinate legislation to ensure that the legislative framework meets the future needs of the APS. Work commenced on the review of the Act in 2005–06 and continued during the current financial year.

Following extensive consultations with Secretaries and other agency heads, a range of largely pragmatic improvements to the current framework were identified. Given the Act is currently operating effectively, the Government decided in October 2006 to defer the review until 2008 and focus on a range of other priority matters.

Disclosure of information

The 2005–06 annual report foreshadowed an amendment to the Public Service Regulations 1999, dealing with the obligations of APS employees not to disclose information received or communicated in confidence.

The revised Public Service regulation 2.1 came into effect from 15 July 2006 and brings the law regulating disclosure of information by APS employees in line with community expectations and addresses the matters raised by the Federal Court decision in *Bennett v The President, Human Rights and Equal Opportunity Commission [2003] FCA 143*. Further information on the changes can be found on the Commission’s website at: <http://www.apsc.gov.au/circulars/circular063.htm>

ADVICE AND SUPPORT SERVICES TO THE EXECUTIVE

Advice and support to members of the Commission’s Executive includes research on public sector matters and potential reforms, the preparation of briefs, correspondence and speech writing services.

Speeches and presentations by members of the Commission’s Executive are important opportunities for engagement with agencies and external stakeholders. They enable the Commission’s Executive and staff to champion public service issues, to stimulate debate within the APS, as well as externally, and to assess the Commission’s research and development work against international practice and academic study.

The Commissioner made many presentations during 2006–07, including 11 major speeches, one presentation to the senior staff of Comcover and eight presentations to multi-agency forums.

Speeches delivered during 2006–07 included:

- *The context and challenges of policy advising*, address to ANZSOG Executive Master in Public Administration Course, 12 June 2007
- *Drawing Together—an art competition exploring reconciliation and promoting the employment of Aboriginal and Torres Strait Islander people in the Australian Public Service*, public launch speech, 9 March 2007
- *Celebration of the 40th anniversary of the lifting of the marriage bar*, launch speech, 20 November 2006
- *Organisational reinvention—how can we keep up in a climate of rapid change and compliance?*, CPA Congress on ‘Agility in the face of change’, 17 November 2006
- *Looking to the future—directions in public sector reform*, Crawford School Alumni, 8 November 2006
- *Fashions and fads in public sector reform*, CAPAM Biennial Conference, 24 October 2006
- *Securing the Australian Public Service’s ICT workforce*, Australian Government Information Office Better Practice Seminar on ‘ICT Skills in the APS—buying in a sellers’ market’, 27 September 2006
- *Building the reputation of the Australian Public Service*, Comcover’s 2006 Senior Executive Forum on ‘When our Risks Become Public: the challenging nature of reputation risk management’, 31 August 2006
- *Employment of people with disability in the APS*, launch of the sixth MAC Report, 30 August 2006
- *Responding to demographic change in the Australian Public Service*, 2006 Australian Social and Economic Policy Lecture Series, Australian National University, 22 August 2006.

The Deputy Public Service Commissioner made 12 speeches and 19 other presentations, including a speech to over 700 APS graduates at the annual *A Taste of Government* seminar.

The Merit Protection Commissioner made 22 speeches during 2006–07, including:

- *Making a Values-based public service a reality*, Ethical Leadership and Governance in the Public Sector conference, 9 May 2007
- *Why people and performance matter: the challenge for the Australian Public Service*, presentation to Australian National University students, 11 April 2007
- *The Australian reform experience*, seminar on the modernisation of the Public Service, Noumea, New Caledonia, 18 August 2006.

ADVICE AND SUPPORT TO AGENCY HEADS

The Commission plays an important role in providing advice to agency heads on matters related to APS policy and legislation. This includes advice on complex matters arising in their agency which relate to employment and Code of Conduct issues and, on occasions, providing a representative on agency governance committees.

The Deputy Public Service Commissioner continues to support agency heads in her role as member of the Australian Taxation Office Integrity Advisory Committee and the Department of Immigration and Citizenship Values and Standards Committee.

Building better governance

The Commission is responsible for fostering leadership in the APS, and a central responsibility of APS leaders is to ensure that sound governance policies and practices are instilled in their agencies. Over the past few years there

has been growing interest in governance arrangements largely because of the recent inquiries and reports which have highlighted governance shortcomings in key private and public sector organisations. Encouraging and supporting good governance in the Australian public sector is a key contemporary government challenge.

Common themes about characteristics essential to successfully build better governance have emerged from a series of agency case studies being coordinated by the Commission. These themes include: strong leadership, culture and communication; appropriate governance committee structures; clear accountability mechanisms; working effectively across organisational boundaries; comprehensive risk management, compliance and assurance systems; strategic planning; performance monitoring and evaluation; and flexible and evolving principles-based systems. The Commission has used this work to develop a publication on building better governance.

The publication is expected to be released in October 2007.

Implementation of the Uhrig Review

Throughout 2006–07 the Commission continued to work in partnership with agencies moving into the APS as a result of the implementation of recommendations made by the Uhrig Review. The Commission met several times with agencies such as the Australian Pesticides and Veterinary Medicines Authority, the Private Health Insurance Ombudsman and the Department of Employment and Workplace Relations (regarding the Office of the Workplace Ombudsman and Workplace Authority) providing advice as they moved through the transition. Services provided included:

- advice on management of the change, including employment options and flexibilities
- help with preparing instructions to those drafting legislation on transitional provisions
- advice on the APS Values and Code of Conduct, the APS whistleblowing provisions and review of actions
- advice on new human resource policies and procedures resulting from Public Service Act coverage
- information sessions on recruitment and selection procedures for SES and non-SES staff.

Implementing machinery of government changes

In partnership with the Department of Finance and Administration and the Department of Employment and Workplace Relations, the Commission completed the development of a good practice guide, *Implementing machinery of government changes*, in January 2007. The Department of the Prime Minister and Cabinet and the National Archives of Australia were also consulted. The guide was initiated by the Commissioner in response to the needs of Portfolio Secretaries.

The guide provides practical information to assist APS agencies implement machinery of government (MOG) changes and includes: an overview of the MOG process in the APS; principles and approaches for planning and implementing MOG changes; guidance on both financial and people management; and advice on managing physical relocations, records and taxation. The guide was released online on 30 January 2007 and distributed to all APS agency heads and SES in February 2007.

A copy of the guide can be accessed through the Commission's website at: www.apsc.gov.au/publications07/machineryofgovernment.htm.

YEAR HI GHLI GHT



IMPLEMENTING MACHINERY OF GOVERNMENT CHANGES

The *Implementing machinery of government changes* good practice guide has been developed jointly by the Australian Public Service Commission, the Department of Finance and Administration and the Department of Employment and Workplace Relations, in consultation with the Department of the Prime Minister and Cabinet and the National Archives of Australia.

The publication provides a source of practical guidance to help APS agencies implement machinery of government (MOG) changes, and includes:

- an overview of the MOG process in the APS
- principles and approaches for planning and implementing MOG changes
- guidance on financial management and people management
- advice on managing physical relocations, records and taxation.

The MOG changes publication was released online on 30 January 2007 and is available on the Commission's website (www.apsc.gov.au/publications07/machineryofgovernment.htm).

SES virtual team

A need for greater focus and better coordinated action in supporting the SES was identified during the year as a key priority, consistent with the Commission's focus on the SES expressed in the corporate plan as *promoting a leadership culture and a professional senior executive cadre in the APS*. Building on the theme *One APS, One SES*, senior staff responsible for SES-related activities across the Commission formed the SES virtual team.

By June 2007, the team had overseen the drafting of a range of discussion papers, developing an approach to obtain views of the SES group on their needs and piloting a new e-newsletter for SES staff. By early 2007–08, the SES component of the Commission's website will be upgraded to improve its usefulness and accessibility of information to SES employees.

Guide to official conduct

In consultation with key stakeholder agencies, the Commission reviewed Chapters 10 (Gifts and Benefits) and 14 (Working overseas) of *A guide to official conduct for APS employees and agency heads* (the guide). These chapters were subsequently amended to clarify APS employees' obligations in relation to receiving or offering bribes and of reporting behaviour of other employees they believe may amount to a breach of the Code of Conduct, including the bribery of foreign officials.

The guide reinforces the requirement under the Act that APS employees observe the highest standards of ethical behaviour. Amendments to the guide followed recommendations made by the Organisation of Economic Co-operation and Development (OECD) Working Group on corruption in January 2006, in its report on Australia's application of the *OECD Convention on Combating Bribery of Foreign Public Officials*.

Revised policy guidelines on declarations of personal interests

The Commission undertook a review of the requirement for SES and other senior staff to annually declare their personal financials and any other items of interests to the head of their agency. The purpose of this policy is to help identify and manage any actual or potential conflicts between the personal interests of senior decision makers and their respective work responsibilities.

The review, which was undertaken in consultation with Portfolio Secretaries, reaffirmed the importance of declaring personal interests. It has also resulted in sharpening the focus of declarations policy with an emphasis on: identifying those personal interests that are directly relevant to the employee's work responsibilities; the importance of updating declarations on an ongoing basis as personal and work circumstances change; and the need to consider and apply the declarations policy to non-SES staff in sensitive positions.

The revised guidelines were released in June 2007.

EMPLOYMENT POLICY ADVICELINE AND ADVICE TO REGIONAL SENIOR STAFF

The Commission's Employment Policy Adviceline (the Adviceline) provides information to agencies on a range of matters relating to APS employment policy. Callers from an agency's human resource area can seek advice on the legislative framework including: recruitment; termination of employment; redundancy; the APS Values and Code of Conduct; performance management; and better practice advice.

While most APS employment matters are the responsibility of agency heads, the Adviceline assists in clarifying issues and helping agencies to find the most relevant publicly available information, including on the Commission's website.

There was a reduction in the overall number of enquiries to the Adviceline during 2006–07, with the service answering a total of 2834 enquiries. This represents a monthly average of 236 calls: a decrease of 38 calls per month compared to the 2005–06 average. The reduction was mainly due to an adjustment to the telephone service in February 2007 to re-direct non-policy enquiries to appropriate areas within the Commission and other central agencies. Previously, the Adviceline received a significant number of queries which were not related to the Act, as well as queries from APS employees which were better dealt with by their respective agency human resource areas.

There was a slight increase (1%) in the number of requests for advice made by email, compared to the previous year, with 31 per cent of enquiries in 2006–07 being emailed to: employmentadvice@apsc.gov.au.

Table 3 identifies the main categories of enquiries received by the Adviceline. As with previous years, calls relating to obtaining APS employment and the selection, movement and placement of existing APS employees, continued to dominate the range of advice sought.

TABLE 3:

Main categories of Employment Policy Adviceline calls, 2004–05 to 2006–07

Subject	2004–05	2005–06	2006–07
Staffing matters	812	935	1103
General legislative issues	298	416	138
Separations	234	261	259
Conditions/entitlements	251	259	235
Review matters	270	233	111
APS Values/Code of Conduct	187	212	204
Workplace diversity issues	40	80	47
SES matters	46	54	60
Mobility/reciprocal mobility	16	48	29
Competencies/qualifications	10	48	20
Other	1305	743	567
Total	3469	3289	2773

Commission staff in regional offices continue to play an important role in providing advice and support to senior regional staff in APS agencies on the role and services of the Commission. This includes advice and support with matters related to the APS Values and Code of Conduct, capability development, better people management, employment policy and employment services. Where this advice is time consuming, or relates to complex matters, the details are recorded for accountability purposes and in case of subsequent action. During the year, advice was provided to senior regional staff on 115 occasions.

CIRCULARS

During 2006–07 the Commission issued seven circulars, notifying agencies of legislative changes, policy developments and the release of new publications:

- circular No 2007/2: The Privacy Act and employee information concerning Code of Conduct matters
- circular No 2007/1: Declarations of personal interests: revised policy guidelines
- circular No 2006/7: Planning for influenza pandemic issues—APS employment issues
- circular No 2006/6: Use of special measures to fill employment opportunities for people with intellectual disability
- circular No 2006/5: Engagement of persons who have received a redundancy benefit from Commonwealth employment—impact of Telstra (3) sale
- circular No 2006/4: APS staff selection exercises—use of external providers
- circular No 2006/3: Amendment to the *Public Service Regulations 1999* concerning the disclosure of information.

Further information on these topics can be found on the Commission's website at: <http://www.apsc.gov.au/circulars/> and <http://www.apsc.gov.au/publications>

Output 1.2

EMPLOYMENT SERVICES

The Commission provides a range of employment services to APS employees and agencies to assist them to meet their legislative requirements.

TABLE 4:	
Performance information: output 1.2—employment services	
Target	Result
<i>Quantity</i>	
1. To provide Gazette services to enable agencies to satisfy legislative requirements to notify certain employment actions—50 Gazettes produced per year.	Achieved. 50 Gazettes were produced on time.
2. Perform statutory responsibilities:	
a) Number of SES engagements, promotions and terminations—estimate 240	Underestimated. 252 matters were resolved.
b) Services to support any machinery of government changes, approval of delegations, and case management of about 550 individual cases.	Overestimated. 11 machinery of government cases, three consents to delegation of powers to outsiders and the Commissioner responded to 18 whistleblowing reports. Due to changes in the Commission’s output structure, the ‘individual cases’ are now incorporated within item 3 below (estimated number of fee-for-service employment-related services). This change in the output structure is now reflected in the Commission’s 2007–08 Portfolio Budget Statement.
3. Estimated number of fee-for-service employment-related services—617.	Exceeded. 957 fee-for-service activities were conducted.
<i>Quality</i>	
1. Per cent of Gazette entries accurately published in accordance with legislative requirements—target 100%.	Achieved. 100% lodged in accordance with requirements. Agencies have also expressed satisfaction with the new online lodgement process.
2. a) 95% of agency SES employment recommendations able to be endorsed within one week of receipt of documents.	Exceeded. 100% of SES recommendations from agencies endorsed within one week of receipt.
b) • 100% of machinery of government changes completed within legislative timeframes	Achieved. 100% of 11 machinery of government changes effected within legislative timeframes.
• 95% of approvals of delegations to outsiders completed within 5 working days	Not achieved. 87.5% of 8 cases approved in 2006–07 completed within 5 working days, 1 case took longer to complete due to the complexities of the case.
• a high level of satisfaction of clients with the accuracy, quality and timeliness of individual cases.	Achieved. Day-to-day client feedback continues to indicate a high level of satisfaction with the services provided.
Estimated price: \$4.994 million	Actual: \$6.430 million

PRODUCE THE PUBLIC SERVICE GAZETTE

The Commission produces the *Public Service Gazette* (the Gazette) weekly to notify the public of all employment opportunities, recruitment outcomes and certain other APS employment decisions. In 2006–07, 50 Gazettes were produced with the number of notices lodged increasing by 21 per cent compared to the number lodged in 2005–06.

TABLE 5:

Comparative number of notices lodged over last five financial years

Financial Year Period	Total number of notices lodged	Percentage difference on previous year (%)
2002–03	39,100	–
2003–04	31,900	– 18.41
2004–05	39,000	+ 22.26
2005–06	47,918	+ 22.87
2006–07	58,044	+ 21.13

In July 2006, the Commission completed a small scale enhancement of the Gazette which improved the public search system, as well as the online lodgement process for agencies, as an interim measure until the Gazette could be comprehensively re-developed in line with decisions made by the Government’s Management Advisory Committee (MAC).

During the year, with the assistance of a reference group of agencies (comprising the Departments of Defence, Employment and Workplace Relations, Transport and Regional Services, the Australian Taxation Office, the Child Support Agency, and the National Library of Australia) the Gazette was re-developed into an APS employment portal, consistent with MAC’s decisions in its report, *Managing and sustaining the APS workforce* released in 2005.

The new system was delivered on time in June 2007 ready for pilot testing in July 2007. Branded as *APSjobs*, the new site was launched on 9 August 2007 by the Commissioner.



APSjobs marketing material.

The *APSjobs* site is one component of a package of work in 2006–07 aimed at:

- increasing the profile of the APS in the labour market
- encouraging people to apply for jobs and build a career in the APS
- attracting particular skill sets or groups to pursue APS careers
- improving APS management of the recruitment process, in order to remain competitive in the labour market
- retaining staff in the APS to build future workforce capability.

Related initiatives are reported in outputs 2.2—programme delivery and 3.2—promoting better practice.

The new site provides an up-to-date image for the APS, making it more attractive to job seekers. It has several new features that make it easier to find out about the APS as an employer and apply for jobs. The new site includes:

- interactive email alerts for job seekers so they can be notified of upcoming vacancies e.g. of a particular type or location

- information about APS employment conditions and access to *Cracking the code*, a plain-English guide to getting a job in the APS
- a further improved search system for job seekers and other users
- the ability for APS agencies to advertise mobility opportunities and major recruitment campaigns in a new *Branching out* page
- *Ready now*, a register of former APS employees for agencies to draw upon in their recruitment processes
- further improved online lodgement processes for agencies.

With the development of *APSjobs*, the opportunity was taken to review the need for publication of a paper Gazette as the number of subscribers has decreased substantially in recent years. In June 2007, the Government decided to cease its production with effect from 8 August 2007. The last paper copy was published on 2 August 2007. Users of *APSjobs* may instead download a paper copy direct from the new site.

Further improvements are planned for *APSjobs*. with scoping of phase 2 development commencing in June 2007.

MANAGE COMMISSION RESPONSIBILITIES FOR SES ENGAGEMENTS, PROMOTIONS AND TERMINATIONS OF EMPLOYMENT

Agencies require the Commissioner’s agreement before a range of staffing actions affecting SES employees can proceed, particularly those relating to the promotion and engagement of SES employees and in cases where SES employees are offered an incentive to retire from the APS.

TABLE 6:
Number of SES selection exercises endorsed and number of employment opportunities filled

SES Selection Exercises	2004-05	2005-06	2006-07
Number of selection exercises endorsed	189	251	226
Employment opportunities filled by promotion, engagement or movement at level	327	459	428

The Commissioner also has responsibility for approving the amount offered by agency heads as an incentive for SES employees, under section 37 of the Act, to retire within a specified period. In 2006–07, use of section 37 continued to be at a low level, similar to previous years, with 23 separations taking effect under this provision.

The Commission continued to deal efficiently with agency requests relating to SES staffing matters with the majority of requests being responded to within one working day of receipt.

Appendix I contains details of promotions, engagements and movements at level to advertised SES employment opportunities, section 37 retirements by agency and SES separations by type during 2006–07.

Further information on the profile of the SES can be found in the State of the Service Report on the Commission’s website at: <http://www.apsc.gov.au/stateoftheservice>

The Group Manager, Policy Group, fulfils the role of SES Adviser. The SES Adviser is available to all SES employees seeking advice on employment issues, including those SES employees offered the opportunity to retire under section 37.

SUCCESSION MANAGEMENT IN THE APS

In 2006–07, the Commissioner gathered new and updated information from Secretaries on the professional skills and capacities of the SES Band 3 group which represents a major source of future APS agency heads. Information was also obtained relating to selected SES Band 2 employees in terms of their potential to move to the next level. The Commissioner uses this information to advise Secretaries and in particular the Secretary of the Department of the Prime Minister and Cabinet, about succession management both in general terms and in relation to specific appointments.

The Commissioner will repeat this process for 2007–08.

PERFORMANCE ASSESSMENT FOR SECRETARIES

The Commissioner and the Secretary of the Department of the Prime Minister and Cabinet provided advice to the Prime Minister on the performance of Secretaries during 2006–07 as part of the annual performance assessment process. The Prime Minister considered this advice when determining performance bonuses for Secretaries for that period. The Commissioner also provided advice to relevant Ministers on the performance of agency heads in 2006–07. The Prime Minister subsequently endorsed the relevant Minister's determination regarding performance bonuses for each executive agency head.

ADMINISTRATIVE RE-ARRANGEMENT CASEWORK

The Commission handled 11 administrative re-arrangements in 2006–07, including a number arising from Uhrig assessments.

Significant changes included:

- the Australian Trade Commission (Austrade) moving into the APS
- establishment of the National Health and Medical Research Council and the Australian Commission for Law Enforcement Integrity as separate APS statutory agencies
- amalgamation of water resource functions in the renamed Department of the Environment and Water Resources involving the movement of various functions and staff from the Department of the Prime Minister and Cabinet and the Department of Agriculture, Fisheries and Forestry.

The Commission executed the necessary determinations under section 72 of the Act, to give effect to these administrative rearrangements, to meet the timeframes set by the Government and by individual agencies.

DELEGATIONS TO OUTSIDERS

Before an APS agency head can delegate any powers under the Act or the *Public Service Classification Rules 2000*, to a person not employed under the Act, an agency head must obtain the Commissioner's written consent. In 2006–07, the Commissioner consented to requests relating to three individuals. Two of the requests were for staffing related powers and one request was for powers to investigate and determine potential sanctions for a suspected breach of the Code of Conduct. Each request was considered on its merits, including whether the individuals involved possessed relevant experience and knowledge to exercise the delegated powers appropriately.

EMPLOYMENT-RELATED SERVICES ON A FEE-FOR-SERVICE BASIS

Under section 41(1)(k) of the Act, the Commissioner is able, on request, to provide advice and assistance to agencies on public service matters. Some of this work is conducted on a fee-for-service basis.

During 2006–07, the majority of work undertaken by regional offices in response to requests for employment-related services involved the recruitment and selection of staff. The Commission provided convenors, panel members and support for selection advisory committees for a number of agencies. Among the most frequent users of Commission services were the Child Support Agency, the Department of Defence, the Australian Taxation Office, the Australian Institute of Family Studies, and the Australian Building and Construction Commission.

Other fee-for-service activities included career counselling, alternative dispute resolution and organisational design. Over the year a total of 957 fee-for-service activities were conducted.

Employment-related fee-for-service activities include those provided under the Merit Protection Commissioner's functions, such as Independent Selection Advisory Committees. More details about such committees and other fee-for-service activities performed on behalf of the Merit Protection Commissioner can be found in the Merit Protection Commissioner's Annual Report at part four of this report.

REMUNERATION AND WORKPLACE AGREEMENTS

The Department of Employment and Workplace Relations (DEWR) provides the Commission with copies of draft agency

collective agreements for review against the Commission's responsibilities provided for in the Government's *Policy parameters for agreement making in the APS*. In particular, the Commission's advice includes an assessment of the redeployment, reduction and redundancy arrangements in agreements to ensure consistency with the requirement that agencies include compulsory redundancy arrangements while also ensuring any changes do not enhance existing arrangements. The Commission also provides advice on a range of legislative and good practice issues, such as reviews of actions, merit and APS staff recruitment/selection issues.

In 2006–07, comments on the redeployment, reduction and redundancy arrangements in agreements were provided to DEWR on 73 occasions. Of those agreements assessed, 70 (96%) were conducted within the five-day assessment period agreed with DEWR. The delays to the remaining assessments were caused by the complexity of the matters dealt with in the agreements. In comparison, comments were provided to DEWR on 60 occasions in 2005–06 and on 32 occasions in 2004–05.

PUBLIC INTEREST WHISTLEBLOWING

The Act and its Regulations provide for an APS whistleblowing scheme. Section 16 of the Act prohibits victimisation of, or discrimination against, an APS employee who reports a breach or alleged breach of the Code of Conduct (the Code). The regulations require agency heads to establish procedures for dealing with such reports. The procedures must observe procedural fairness, comply with the *Privacy Act 1988* and provide that APS employees in the agency may report breaches or alleged breaches of the Code to the agency head, the Commissioner or the Merit Protection Commissioner.

Generally, disclosures should be made to the agency head, or a person authorised by the agency head and investigated by the relevant APS agency. Where it is not appropriate for the agency head to deal with a particular matter, or where the whistleblower is not satisfied with the outcome of the investigation by the agency, the whistleblower may report the matter to the Commissioner or Merit Protection Commissioner.

A total of 21 reports were sent to the Commissioner during 2006–07, four more than the number received during 2005–06. Eleven of these were from current employees and ten were from private citizens. Two reports were on hand at the end of the previous reporting period and concerned disclosures from APS employees in relation to the conduct of the Merit Protection Commissioner. In both cases, it was considered there was no evidence to support the allegations of inappropriate behaviour and in particular, it was the Public Service Commissioner's view that the allegations relating to the Merit Protection Commissioner were reflecting the employees' disappointment with the outcome of applications made by the employees in relation to review and whistleblowing matters.

Of the disclosures received during 2006–07, the Commissioner considered a disclosure from an employee in relation to the conduct of an agency head and other agency employees. It was considered that there was no evidence to support the allegations of inappropriate behaviour made by the employee. Of the remaining disclosures from APS employees, six did not meet the criteria for investigation by the Commissioner and four were on hand at the end of the reporting period. Of the four on hand, three were disclosures which met the criteria for investigation by the Commissioner.

These investigations were not finalised at the end of the reporting period.

Where disclosures did not meet the criteria for consideration, advice was provided on ways in which concerns could be addressed either by referral to the relevant agency head or other administrative review bodies, such as the Commonwealth Ombudsman.

Information on whistleblowing reports sent to the Merit Protection Commissioner is separately reported at part four of this report.

Output 1.3

INTERNATIONAL ASSISTANCE AND ORGANISATIONS

The Commission delivers assistance to other governments and organisations in line with AusAID programmes and priorities to support public sector reform in the region. The Commission also hosts delegations of visiting officials.

TABLE 7:

Performance information: output 1.3—international assistance and organisations

Target	Result
<i>Quantity</i>	
1. Deliver high quality technical assistance overseas in line with records of understanding with AusAID priorities: Pacific, PNG, and Indonesia.	Achieved. Deployed two advisers with the Papua New Guinea public service and one adviser with the Indonesian public service. Jointly hosted a good practice workshop in Indonesia. Delivered the Pacific Leadership programme. Hosted a Pacific HR Managers network meeting.
2. Share information, knowledge and skills with visiting officials in Australia.	Arranged study visits for twelve Indonesian officials. Hosted a visit by the Indonesian Minister for Administrative Services and three Indonesian agency heads. Placed four Pacific scholarship holders with agencies.
Number of overseas delegation visits coordinated and hosted—estimate 30.	Overestimated. The Commission coordinated and hosted 23 visiting delegations.
<i>Quality</i>	
1. High level of satisfaction with the quality and timeliness of reports, advice and services provided.	Achieved. Direct positive feedback from recipients on quality of study visits and agency placements and from Pacific Commissioners and Papua New Guinea public service.
2. A high level of satisfaction of the delegations as advised by the third-party organisers.	Achieved. Consistently high levels of satisfaction expressed through feedback in formal letters of appreciation and informal emails of thanks from the visiting delegations and organisers.
Estimated price: \$2.927 million	Actual price: \$2.459 million

MANAGE INTERNATIONAL RESPONSIBILITIES

The Commission continued to collaborate with AusAID to meet the Australian Government’s commitment of supporting countries in our region to establish professional, impartial public services. Partner countries in the region are able to benefit from Australia’s experience in public sector reform and its expertise in good governance. This helps to improve the quality and performance of public services for the benefit of the whole region.

The Commission delivers AusAID funded programmes consistent with its country-specific strategies.

Support public sector reform in the Pacific

A large component of the Commission’s international assistance programme in 2006–07 was conducted in the Pacific region. The Commission organised two-month long work placements with Australian government agencies for four participants under the *Pacific Islands scholarship for governance programme*. In

addition the Commission also delivered the *Pacific public sector leadership programme* to current and emerging leaders from eleven Pacific countries in Fiji (current leaders) and Samoa (emerging leaders).



Pacific public sector leadership programme for emerging leaders: group portrait, Samoa, May 2007

The Commission hosted a successful inaugural meeting of the Pacific human resource managers' network in Canberra with eleven Pacific human resource managers in attendance. Participants discussed human resource issues affecting the region and identified areas where information could be shared to assist all Pacific countries to address these issues in a more informed way.

Under AusAID's Enhanced Cooperation Program, the Commission continued to deploy two SES Commission employees to the Papua New Guinea Government's Department of Personnel Management to assist build capacity in relation to strategic human resource and industrial relations.

Assistance to civil service reform in Indonesia

Since 2006, the Commission has worked directly with three central Indonesian civil service agencies, the Civil Service Agency, the State Administrative Agency and the National Institute for Administration, on a range of

public sector reform and capacity building initiatives, through the deployment of an Australian APS official to Jakarta. This work is funded through AusAID under its Government Partnership Fund.

Over the financial year, the Commission continued to provide assistance by hosting a range of activities including:

- a study visit for 12 officials from the Indonesian Civil Service Agency in July 2006 on a range of leadership and public service management issues
- a visit by the Indonesian Minister for Administrative Efficiency, Mr Taufiq Effendi, and the heads of three counterpart agencies in August 2006. The visit provided an understanding of Australia's public sector reform experience, particularly in relation to management of the public service
- a two-day good practice workshop on public sector reform and service delivery in Jakarta jointly hosted by the Commission and Minister for Administrative Efficiency. The Commissioner delivered the workshop's keynote address. The workshop was accompanied by an exhibition that showcased examples of good public service delivery practices.



Ms Lynne Tacy, Deputy Public Service Commissioner and Mr Taufiq Effendi, Indonesian Minister for Administrative Efficiency, August 2006

YEAR HIGHLIGHT



PUBLIC SECTOR REFORM IN THE ASIA–PACIFIC REGION

The Commission continued to contribute to whole-of-government public sector reform initiatives in the Asia–Pacific region. In support of our civil service reform and capacity building efforts in Indonesia, the Commissioner delivered the keynote address at a two-day good practice workshop on public sector reform and service delivery in March 2007. The workshop, jointly delivered by the Commission and the Indonesian Government, was also attended by the Indonesian Minister for Administrative Efficiency.

In addition, the Commission deployed two SES officers for two years to Port Moresby to provide capacity building assistance to the Government of Papua New Guinea’s Department of Personnel Management. It also continued to provide assistance to Pacific nations through a range of mechanisms including the organisation of two month long work placements with APS agencies for four participants under the *Pacific islands scholarships for governance programme*.

Attendance at international conferences

In 2006–07, the Commissioner attended the following international events:

- Australia New Zealand Central Agencies meeting, 13–16 February 2007, in Wellington, New Zealand
- joint Commission and Indonesian Government two day good practice workshop, *National Workshop on reforming the civil service for improving services to the public*, 12–13 March 2007, in Jakarta
- a special session to develop *Commonwealth Association for Public Administration and Management's (CAPAM) 2008–10 Strategic Plan*, 16 April 2007, and a CAPAM Board of Director's meeting, 17 April 2007, in Cape Town, South Africa
- a joint CAPAM—South African Department of Public Service and Administration seminar, *Building the academic/practitioner interface in South African public administration*, 18–19 April 2007, in Cape Town, South Africa.

In her role as the Deputy Public Service Commissioner, Ms Lynne Tacy attended the 35th OECD Public Governance Committee, in Paris from 12–13 April 2007.

The Group Manager, Better Practice Group, Ms Clare Page, attended the *Public service reform conference* held by the UK National School of Government, in London on 27 March 2007.

The Group Manager, Corporate Group, Ms Karin Fisher, attended the 34th OECD Public Governance Committee in Paris, from 30–31 October 2006.

The then Merit Protection Commissioner, Mr Jeff Lamond PSM, also attended the *Seminar on the modernisation of the public service* organised by the Government of New Caledonia, in Noumea, from 21–24 August 2006, where he delivered a speech on the Australian reform experience.

Hosting visits by overseas delegations

In 2006–07, twenty-three overseas delegations visited the Commission to discuss public sector reform and the role and responsibilities of the Commission and the Commissioner. Asia accounted for 70 per cent of the visits while China remained the country with the largest number of visits (five) during 2006–07.

Other Asian visitors included: India; Indonesia; Japan; Malaysia; Mongolia; Thailand and Vietnam. The remaining visits were from: Chile; Kazakhstan; New Caledonia; Nigeria; Solomon Islands and representatives from the Organisation for Economic Cooperation and Development (OECD).

During the year, the regional offices of the Commission hosted 11 of the visiting delegations, mostly from the Asia–Pacific regions.

Output 1.4

MERIT PROTECTION AND OTHER SERVICES

The Merit Protection Commissioner’s statutory role under the *Public Service Act 1999* (the Act) includes inquiring into whistleblower reports (section 16) and reviewing actions in relation to APS employment (section 33).

The Act provides that the Commissioner will make available staff necessary to assist the Merit Protection Commissioner in performing his statutory functions through a memorandum of understanding. Commission staff members undertake several activities on behalf of the Merit Protection Commissioner, including in his role as Parliamentary Service Merit Protection Commissioner. These activities include:

- conducting reviews of promotion decisions, primary reviews including reviews of determinations and sanctions with regard to breaches of the Code of Conduct and secondary reviews of other employment actions
- providing assistance on matters relating to whistleblowing reports
- providing support services, such as preparing management reports.

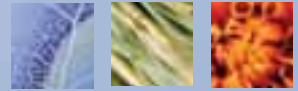
During 2006–07, Commission staff conducted 123 reviews and received 10 whistleblowing reports on behalf of the Merit Protection Commissioner and Parliamentary Service Merit Protection Commissioner. All activities performed on behalf of the Merit Protection Commissioner are demand driven.

TABLE 8:
Performance information: output 1.4—merit protection and other services

Target	Result
<i>Quantity</i>	
1. Conduct reviews and respond to whistleblowing reports. Estimated number of:	
• reviews—260	Overestimated. 214 review applications received.
• whistleblowing report responses—15.	Overestimated. 11 whistleblowing report responses.
2. Policy and advice services provided to the Merit Protection Commissioner, Parliamentary Service Merit Protection Commissioner and Parliamentary Departments—estimate 80 activities.	Underestimated. 96 activities for policy and advice services
<i>Quality</i>	
1.	
• Review processes accepted as being impartial, fair and effective.	Achieved. Feedback from agencies and employees indicates a high level of acceptance of processes as being impartial, fair and effective.
• 90% of reviews completed within published timeframes.	Not achieved. 59% of reviews completed within published timeframes.

<ul style="list-style-type: none"> • 100% of whistleblowing reports receive an initial response within 6 weeks, with any further investigations conducted in a timely and objective manner. <p>2. A high level of satisfaction of the Merit Protection Commissioner and Parliamentary Service Merit Protection Commissioner with the relevance, quality and timeliness of advice and support provided.</p>	<p>Achieved. 100% of whistleblowing reports received a response within 6 weeks.</p> <p>Achieved. Feedback from the Merit Protection Commissioner, including in his role as Parliamentary Service Merit Protection Commissioner, has indicated a high level of satisfaction with the support services provided in respect of his role.</p>
<p>Estimated price: \$3.089 million</p>	<p>Actual: \$2.930 million</p>

A separate, detailed report has been prepared by the Merit Protection Commissioner on his activities during the year and is available at part four.



Output two

DEVELOPMENT PROGRAMMES

Output 2 is drawn from the Public Service Commissioner's statutory role, listed in section 41 of the *Public Service Act 1999* (the Act). In particular, to build the capability of the Australian Public Service (APS) for the future by providing leadership, learning and development products and programmes that meet the current and emerging business needs of agencies.

ACHIEVEMENTS

The achievements under Output 2 during 2006–07 included:

- taking a lead role in organising the biennial conference of the Commonwealth Association for Public Administration and Management (CAPAM), and the associated inaugural Commonwealth Ministers' Forum on *Public service development*.
- developing a national leadership, learning and development strategy
- facilitating strong participation in the SES Band 3 *Leadership mastery* and SES Band 2 *Leading across boundaries* residential programmes
- developing and delivering two residential programmes for SES Band 1s: *New leadership horizons* and *Transforming leadership*
- introducing four new expertise programmes for the SES: *Preparing to appear before Parliamentary committees*; *Programme management*; *Mastering your financial environment*; and *Regulatory environment*
- recording strong growth in participation numbers on the *SES orientation* programme
- delivering three successful *Ministerial conversations* events
- conducting two highly successful *Leading Australia's Future in Asia* (LAFIA) programmes
- launching a new EL2 residential programme, *Executive leadership dimensions*
- developing and releasing a book on the Integrated Leadership System for APS 1–6 levels
- conducting a highly successful *A taste of Government* seminar attended by over 700 APS graduates
- conducting two valedictory lecture events by retiring Secretaries.

PRICE FOR OUTPUT 2:

The total price for Output 2 for 2006–07 was \$15.730 million. This is \$2.965 million higher than the estimated price of \$12.765 million published in the Portfolio Budget Statements 2006–07.

Output 2.1

LEADERSHIP SERVICES

The Commission performs an important and significant role in building and sustaining the leadership capability of the APS. Central to this role is a focus on the Senior Executive Service (SES) leadership cadre. Increasingly, however, the Commission is also focusing on meeting the particular needs of the EL group which, as the feeder group to the SES, will provide the basis for renewal of the SES over time.

TABLE 9:

Performance information: output 2.1—leadership services

Target	Result
<i>Quantity</i>	
1. Increase leadership knowledge, skills and capability of SES and Executive Level (EL) groups across the APS.	
a) Number of seminars and forums delivered—estimate 136	Exceeded. 202 seminars and forums were delivered.
b) Number of agencies engaged through at least one scheduled event, activity or network focused on promoting leadership—target is 75%	Exceeded. 100% of APS agencies were engaged through at least one scheduled event, activity or network focused on promoting leadership.
c) Number of Career Development Assessment Centres (CDACs) delivered—estimate 9 CDACs with 106 participants.	Exceeded. 13 CDACs delivered with a total of 156 participants attending.
2. Promote effective implementation of leadership development across the APS.	
a) Number of consultations conducted with agencies to support the agency in integrating the Integrated Leadership System into their practices and systems. These consultations involve structured planned interventions to specifically develop the agency's leadership practices and/or capacity	Exceeded. 13 consultations with agencies and international delegations about the Integrated Leadership System.
Target is 10 consultations with agencies.	
<i>Quality</i>	
<i>Leadership Development Network</i>	
Percentage of responding participants in the Leadership Development Network who when surveyed give a rating of 5 or 6 on a 6-point scale, for:	
• relevance	Not achieved. 78% of respondents gave a rating of 5 or 6 on a 6-point scale.
• usefulness	Not achieved. 79% of respondents gave a rating of 5 or 6 on a 6-point scale.
• administration and coordination.	Not achieved. 81% of respondents gave a rating of 5 or 6 on a 6-point scale.
Target is 85%	

Client service survey

75% of APS agencies in the client service survey agree that in promoting effective leadership the Commission provides:

- clarity of information
- accessible means of support
- timely responses to queries
- current and useful information, and
- effective transfer of knowledge to others.

CDAC

Percentage of responding participants who when surveyed give a rating of 3 (beneficial) or above on a 5-point scale for:

- gained a better understanding of strengths and development needs
- developed a better understanding of leadership capabilities
- assisted participants to be more effective leaders

Target is 90%

A client service survey was not conducted in 2006–07. Instead an internal review was conducted of the Commission's Leadership, Learning and Development Panel which took account of feedback from agencies and suppliers. Feedback indicates that the panel is generally working well.

Exceeded. 96% rated 3 or above on a 5-point scale.

Exceeded. 96% rated 3 or above on a 5-point scale.

Exceeded. 91% rated 3 or above on a 5-point scale.

Estimated price: \$4.010 million

Actual: \$5.046 million

A NATIONAL APPROACH TO LEADERSHIP, LEARNING AND DEVELOPMENT

In May 2007 the Commission completed a new national leadership, learning and development strategy that sets out an integrated approach to building capability and supporting excellence in the APS.

The strategy aims to support the needs of employees and agencies in responding to the challenges of a contemporary APS in a complex and ever changing environment. The strategy strengthens the Commission's commitment and ability to better support APS agencies and their employees in realising their potential.

The leadership, learning and development strategy articulates the client-focused principles that guide the Commission's work and identifies the strategies, objectives and actions that will enable the Commission to work together with agencies towards a smarter, stronger and more sustainable APS.

The strategy will allow the Commission to:

- renew its commitment to helping agencies build employee capability

- revitalise its relationships with key stakeholders
- refresh its suite of products and services.

SES BAND 3 AND 2 RESIDENTIAL PROGRAMMES

In 2006–07, the Commission delivered four residential leadership programmes for SES Band 3 and Band 2 executives. These highly successful programmes, first developed in 2005–06, are aimed at strengthening the leadership capabilities identified for senior executives in the Integrated Leadership System (ILS) and enhance their knowledge and awareness of contemporary challenges facing the APS—including whole-of-government problems, engaging citizens effectively and appropriate governance and accountability arrangements. The programmes have continued to receive positive feedback during 2006–07 with:

- fifteen participants attending the SES Band 3 residential programme *Leadership mastery* in June 2007
- a total of 51 participants attending the SES Band 2 residential programmes, *Leading across boundaries*, conducted in September and November 2006 and March 2007.

SES BAND 3 FORUMS

The SES Band 3 forums offer the opportunity for peers to come together, from very different agency contexts, to explore topical issues. The forums operate as a 'roundtable' with internal and external subject matter experts presenting the facts and trends, followed by facilitated discussions within the group. These factors provide the framework for the selection of forum topics, and produce events that are relevant, informative and popular.

Three forums during 2006–07 attracted 41 participants. By comparison, two forums were held in 2005–06, which were attended by a total of 33 people.

The topics for 2006–07 included:

- *Programme management*, with discussion led by Ms Leslie Riggs, Executive Director, Auslink, and Mr Bernie Yates, Deputy Secretary, Department of Families, Community Services and Indigenous Affairs, April 2007
- *State of the Service report*, with discussion led by Ms Lynne Tacy, Deputy Public Service Commissioner, December 2006
- *Strategic agreement making in Australian Government employment* with discussion led by Dr Peter Boxall, Secretary of the Department of Employment and Workplace Relations, August 2006.

SES BAND 1 RESIDENTIAL PROGRAMMES

The Commission delivered two new residential leadership programmes for SES Band 1 executives in 2006–07:

- the *New leadership horizons* programme is for SES Band 1 executives with less than 3 years experience at level. The programme focuses on the distinctive contribution of

SES Band 1s and, in particular, the difference between the roles of an Executive Level employee and the SES Band 1 level

- the *Transforming leadership* programme for SES Band 1 executives with more than three years experience at level. The programme focuses on the contribution of this group within the APS environment and emphasises the individual's role in building not only their own capability but that of others.

Both programmes take into account the differing complexity at each leadership level and assist participants to define their contribution to the APS, understand their role as part of the SES, develop their capacity to respond to current and emerging issues (including whole-of-government imperatives) and strengthen their ability to manage themselves in a changing, devolved environment.

In 2006–07, three *New leadership horizons* programmes commenced with the participation of 58 SES Band 1s. In the same period, five *Transforming leadership* programmes commenced, with 85 SES participants.

EXPERTISE DEVELOPMENT

Expertise development programmes have been developed to assist senior executives enhance their knowledge and skills across a broad range of key areas, such as programme management, financial management and regulation. These programmes are of significant assistance to members of the SES as they take on new roles, responsibilities and challenges in furthering their careers.

The Commission delivered eight iterations of the highly successful programme *Preparing to appear before parliamentary committees*. The programme focuses on building confidence, public presentation skills and personal

communications by using role plays to simulate, for example, appearances at estimates hearings.

Four new expertise development programmes were introduced during the year:

- *Programme management* assists APS leaders achieve excellence in programme design, implementation and delivery. It explores programme management in a broad context, ensuring an understanding of the relationships between all aspects of policy implementation. The first programme was held in August 2006 with three subsequent programmes delivered. A total of 69 senior executives attended.
- *Mastering your financial environment* is aimed at SES who are new to the public service or need to refresh their knowledge in the area of financial compliance. The first programme was held in August 2006 with 24 participants. A total of four programmes were conducted through 2006–07 attended by 77 senior executives.
- The first *Regulatory environment* programme, led by Professor Allan Fels AO, was held in April 2007 and attended by 27 people. This programme focuses on initiatives to improve regulation design resulting from the Australian Government's response to the *Taskforce on reducing regulatory burdens on business: rethinking regulation* report.
- The *Aboriginal and Torres Strait Islander policy in practice* programme was conducted twice in 2006–07 with the first held in November 2006 with 22 participants. The aim of the programme is to improve the development and implementation of government policies, programmes and initiatives that impact Aboriginal and Torres Strait Islander people. A second programme was held in March 2007 with 15 participants.

SES BREAKFAST SEMINAR SERIES

The Commission's regular breakfast seminars for APS senior executives provides participants with a forum to interact with leading speakers on contemporary issues directly relevant to their work. The seminar series also offers an opportunity for senior executives to discuss issues of common interest with colleagues on a regular basis.

Ten SES breakfast seminars were held in 2006–07 with a total of 725 executives attending.

The speakers at the SES breakfast seminars during the year included:

- Ms Maria Katsonis, Executive Director, Policy Research and Analysis, State Services Authority (Victoria), *The future of the public sector in 2025*, May 2007
- Professor Andrew MacIntyre, Director, Crawford School of Economics and Government, ANU, *Australia's changing interest in Asia and the Pacific: implications across Government*, March 2007
- Mr Michael D'Ascenzo, Australian Taxation Commissioner, Australian Taxation Office, *Consultation, collaboration and co-design—the way forward for the Tax Office*, September 2006
- Mr Stephen Merchant, Department of Defence, *Building a leadership system and enhancing leadership capability for all levels of the organisation*, August 2006
- Ms Avril Henry, Executive Director, AH Revelations Pty Ltd, *How to motivate, attract and retain generation X & Y*, July 2006.

Ms Henry's presentation provided an overview on how to motivate, attract and retain generations 'X' and 'Y' and attracted a record number of 178 participants to an SES breakfast seminar.

The number of subscribers to the SES breakfast series increased by 11 to a total of 51 in 2006–07. Despite this, the average attendance at each breakfast decreased by 24 people. In response, the Commission has adjusted its approach to communicating upcoming events (including breakfast events) with the aim of being more informative. The new approach has resulted in an improvement in attendance numbers for programmes held in the latter part of the year.

SES UPDATES

SES updates ensure that senior executives are well briefed on the public sector environment, with particular reference to developments in government policy, expectations and legislation.

The Deputy Public Service Commissioner, Ms Lynne Tacy, leads discussions on some of the current and emerging trends, demographically, politically and globally affecting the public service. Participants can explore the information presented and how it relates to them and their organisation. These updates focus on the *Shapes strategic thinking* capability of the Senior Executive Leadership Capability Framework.

Two *SES updates* were conducted during 2006–07, with a total of 37 people attending. This represented a slight decline on 2005–06 figures, when two updates were held with 60

people attending. Topics for the updates included:

- *State of the Service report 2005–06*
- APS-wide issues of interest to the SES such as meeting APS workforce challenges, trends at the SES and EL levels, Management Advisory Committee reports, and managing in the period leading to an election.

SES SNAPSHOTS

SES snapshots are aimed at providing members of the SES with the opportunity to attend short, highly focused workshops on current issues. In 2006–07 the sessions focused on strategic communication and parliamentary committees. The six *SES snapshot* sessions which were conducted during the year were attended by 72 senior executives. This result represents a significant increase on the figures for 2005–06, when five snapshots were held during that year and attended by 56 people.

Regional offices of the Commission also have a role to support the development of the SES cadre. Many SES officers attended the executive briefings and updates coordinated by the regional offices. In addition, the Victoria/Tasmania office provided a successful *SES snapshot: appearing before parliamentary committees* to 38 senior staff from 16 agencies on 30 October 2006.

TABLE 10:

Attendance at SES breakfast seminar series, 2002–03 to 2006–07

Financial Year Period	Number of subscribers	Number of events	Total attendance	Number of individuals	Average attendance per event
2002–03	37	11	714	404	65
2003–04	39 (-5%)	8	582 (-18%)	395	73
2004–05	48 (+23%)	10	659 (+13%)	405	66
2005–06	40 (-16%)	10	974 (+48%)	699	97
2006–07	51 (+27.5%)	10	725 (-26%)	508	73

Note: Bracket represents percentage change on previous year.

MINISTERIAL CONVERSATIONS SERIES

The *Ministerial conversations series* provides agency heads and senior executives with the opportunity to hear directly from Ministers on their current policy perspectives and their expectations of the public service in implementing Government policy in a whole-of-government context.

The Commission facilitated three *Ministerial conversations* in 2006–07:

- Senator the Hon. Amanda Vanstone, Minister for Immigration and Multicultural Affairs, presenting on the topic of *What the taxpayer wants: a Minister's view of what the public wants and expects*, October 2006
- the Hon. Mark Vaile MP, Deputy Prime Minister and Minister for Trade, presenting on the topic of *Selling Australia: trade negotiations and the public service*, September 2006
- the Hon. Julie Bishop MP, Minister for Education, Science and Training and Minister Assisting the Prime Minister for Women's Issues, presenting on the topic of *Educating a smarter workforce*, August 2006.



The Hon. Mark Vaile, MP, Deputy Prime Minister and the then Minister for Trade, addressing a *Ministerial conversations* event

In addition to the *Ministerial conversations series*, senior APS managers in Sydney were invited to an executive luncheon seminar with

the Minister for Employment and Workplace Relations and Minister Assisting the Prime Minister for the Public Service, the Hon. Joe Hockey MP, who presented his views on the key leadership skills sought from public servants. This provided an important opportunity for senior APS managers outside of Canberra to listen to the Minister.

EVENTS OUTSIDE CANBERRA

The Commission's regional offices continue to maintain a strong co-ordination and facilitation role in promoting effective leadership with regional heads through various groups and activities. To provide learning and development opportunities for senior executives based in the states, territories and regions, the Commission arranged three of its SES residential programmes in Melbourne and one in Sydney. Should they continue to be successful and well-subscribed, the Commission will offer additional regional programmes throughout 2008.

Annual conferences of regional heads are held in most regions and Commission staff perform an important role in assisting with the planning and support of such events. Themes in 2006–07 included:

- *Making it happen*
- *APS 2026: ready or not?*
- *Global influences and engagement*
- *Leadership excellence*
- *Courage to act, commitment to deliver: connecting with the community.*

The conferences featured speakers from all tiers of government and the private sector including: Dr Keith Suter; Dr Peter Ellyard; Mr Ray Martin; Mr Kerry O'Brien; Mr Mick Palmer; Professor Louise Rolland; Reverend Tim Costello; Dr Peter Shergold; the

Commissioner; and a number of other APS agency heads. Senior employees from state government sectors and academia were also well represented.

With the aim of fostering strong relationships at all levels and recognising the valuable contribution of the regional heads networks, the Commission organised a national meeting of the chairs of the networks in June 2007. Discussions were held on membership, structures, network events, activities and the support provided by the Commission.

The Commissioner continued her practice of meeting with senior regional staff to discuss matters arising out of the State of the Service report and key issues around APS challenges and reform. Events were held in all capital cities and Townsville.

Executive briefings were also held in Hobart where Dr Peter Shergold, Secretary of the Department of the Prime Minister and Cabinet, spoke on *Different perspectives on leadership*, and in Melbourne where Ms Barbara Bennett, Chief Executive Officer of Comcare, spoke on *The role of leaders in safe workplaces*. The Deputy Commissioner also spoke at an Executive briefing in Melbourne providing an update on APS-wide issues of interest.

VALEDICTORY LECTURES

The Commission's valedictory lecture events provide selected retiring Secretaries with the opportunity to reflect and share insights and experiences with their Secretary, agency head and senior executive colleagues.

In November 2006, the Commission co-ordinated a valedictory lecture for the retiring Secretary of the Department of Defence, Mr Ric Smith, attended by 167 APS agency heads and senior executives, who listened to Mr

Smith speak about his public sector experiences, achievements and perspectives.

Another lecture was co-ordinated in April 2007, for the retiring Secretary of the Department of Agriculture, Fisheries and Forestry, Ms Joanna Hewitt, attended by 160 agency heads and senior executives.



Retiring Department of Defence Secretary, Mr Ric Smith, and the Australian Public Service Commissioner, Ms Lynelle Briggs, at his valedictory lecture, November 2006



Retiring Department of Agriculture, Fisheries and Forestry Secretary, Ms Joanna Hewitt, delivering her valedictory lecture, April 2006

LAUNCH OF IMPLEMENTATION OF PROGRAMME AND POLICY INITIATIVES

In October 2006, the Commission provided its event management expertise to the Australian National Audit Office and the Department of the Prime Minister and Cabinet (Cabinet Implementation Unit), to assist in the launch of a joint better practice guide *Implementation*

of programme and policy initiatives: making implementation matter. The guide was officially launched at Old Parliament House by the Auditor-General, Mr Ian McPhee, and the Secretary of the Department of the Prime Minister and Cabinet, Dr Peter Shergold. The Commissioner also addressed the audience, which numbered almost 200.

EXECUTIVE LEADERSHIP

DIMENSIONS—EL 2 RESIDENTIAL

The Commission launched a new EL 2 residential programme *Executive leadership dimensions* in January 2007. The programme is a key component of the Commission's renewed emphasis on building the capability of the SES feeder group, which has been identified in recent State of the Service reports as a priority for all agencies across the APS with the impending retirement of many SES officers over future years.

This programme focuses on practical aspects of leadership in the APS and provides an opportunity for participants to reflect on their professional role and engage in a challenging and collegiate learning environment. It focuses on contemporary behaviours required to be highly effective at the EL 2 level.

Two residential programmes were held in 2006–07, attracting 44 participants. The residential programmes have received excellent feedback with previous participants advising that the course provided them with an invaluable insight into the skills required of an EL2. Participants felt that the programmes also managed to provide them with relevant and practical tools including strategies for performance management, influencing and people management.

INTEGRATED LEADERSHIP SYSTEM

The *Integrated Leadership System* (ILS), released in 2004, continues to form the basis of many SES and EL development programmes. The original ILS handbook describes the leadership capabilities and behaviours from EL 1 to SES Band 3. Increasingly, however, the ILS is being integrated into learning and development programmes throughout the APS. During 2006–07 the Commission released an ILS handbook for APS levels which describes the leadership capabilities and behaviours for APS 1–6 levels. The ILS is supported by a range of tools to assist agencies and individuals to implement the ILS in their workplaces.

During 2006–07, 22 ILS programmes tailored for agencies, with 239 agency employees participating, and eight public ILS programmes for 126 participants, were conducted outside Canberra.

Further information on the suite of ILS products can be found at: <http://www.apsc.gov.au/ils/index.html>

LEADERSHIP DEVELOPMENT NETWORK

The Commission coordinates a Canberra-based Leadership Development Network (LDN) that aims to build better practice in leadership development by sharing ideas on the diversity of leadership approaches across the public sector. The LDN runs a series of breakfast seminars and an annual forum to explore current issues and trends in leadership and leadership development.

The Commission chairs and supports the network steering group, which includes members from a range of agencies, which oversees decisions on topics, speakers and the overall direction of the LDN.

There has been an average of 117 registrations per LDN event over the last 12 months, an increase of 31 per cent on the previous year. There has also been a significant growth in subscriptions as can be seen in Table 11 below.

During 2006–07 presentations to the LDN have included:

- Centrelink’s organisational change survey
- recruiting and retaining staff in a high pressure environment
- leadership, culture and change
- leadership in crises and disasters
- powering up leadership through mentoring.

Visit <http://www.apsc.gov.au/leadership/network.htm> for further details.

CAREER DEVELOPMENT ASSESSMENT CENTRE

The Career Development Assessment Centre (CDAC) continues to offer excellent leadership development opportunities to high-performing EL 2 staff from across the APS. The ongoing success of the centres provides a benchmark for the Commission’s wider renewed focus on strengthening the leadership capability of the SES feeder group.

Thirteen CDACs were delivered during 2006–07, more than the forecast nine—with a total of 156 participants. Staff from the Australian Taxation Office and the Department of Finance and Administration participated extensively in the Centres during 2006–07, with 18 and 11 participants, respectively.

Feedback from CDAC participants continues to be positive, with all three performance measures exceeding the target of 90 per cent.

The success of CDAC depends on the support provided by agencies, including the provision of observers. Observers play a crucial role bringing their experienced perspectives and contributing to the rigorous assessment process. During 2006–07 the Commission successfully conducted observer training, with a total of 15 new SES Band 2s and three APS officers trained.

Further information on CDAC can be found at: <http://www.apsc.gov.au/leadership/cdac.htm>

TABLE 11:

Attendance at leadership development network events 2003–04 to 2006–07

Financial year period	Total subscribers	Total network contacts	Total events	Average attendance per event
2003–04	38 (-24%)	245 (+12%)	4	61
2004–05	51 (+34%)	459 (+87%)	6	89
2005–06	78 (+53%)	534 (+16%)	6	91
2006–07	86 (+10%)	586 (+10%)	5	100

Note: Figures in brackets represent percentage change on previous year.

Output 2.2

PROGRAMME DELIVERY

The Commission delivers learning and development programmes that build the knowledge, capabilities, skills and behaviours that agencies require of their employees in the modern APS environment. In meeting these expectations, the programmes also assist individual public servants to further pursue their career aspirations.

TABLE 12:

Performance information: output 2.2—programme delivery

Target	Result
Quantity	
Number of programmes delivered—target is 1421.	Exceeded. 2152 programmes were delivered.
<p>SES Orientation</p> <p>Percentage of new entrants to the SES attending an orientation in the first 1–3 years—target is 100%.</p>	Not achieved. 54% of new entrants to the SES attended an SES orientation in the first 1–3 years. However, this is a substantial improvement on the result of the previous financial year (which was 33%).
Quality	
APS 1–6 and EL programmes	
Percentage of responding participants who when surveyed give a rating 5 or 6 on a 6 point scale for:	
<ul style="list-style-type: none"> • achieving objectives 	Exceeded. 88% of respondents gave a rating of 5 or 6 on a 6–point scale.
<ul style="list-style-type: none"> • programme content 	Exceeded. 89% of respondents gave a rating of 5 or 6 on a 6–point scale.
<ul style="list-style-type: none"> • quality of presenters. 	Exceeded. 92% of respondents gave a rating of 5 or 6 on a 6–point scale.
Target is 85 per cent.	
SES Orientation	
Percentage of responding participants who when surveyed give a rating of 5 or 6 on a 6 point scale for:	
<ul style="list-style-type: none"> • achieving objectives 	Exceeded. 89% of respondents gave a rating of 5 or 6 on a 6–point scale.
<ul style="list-style-type: none"> • programme content 	Exceeded. 92% of respondents gave a rating of 5 or 6 on a 6–point scale.
<ul style="list-style-type: none"> • quality of presenters. 	Not achieved. 79% of respondents gave a rating of 5 or 6 on a 6–point scale.
Target is 85 per cent.	
Consultancy Services—client satisfaction	
Percentage of responding surveyed clients who used services provided direct to agencies by brokering delivery from the panel who give an average rating of 5 or 6 on a 6 point scale, for how well the programme was:	
<ul style="list-style-type: none"> • tailored and delivered 	Exceeded. 92% of responding clients gave an average rating of 5 or 6 on a 6–point scale.
<ul style="list-style-type: none"> • coordinated and administered. 	Not achieved. 61% of responding clients gave an average rating of 5 or 6 on a 6–point scale.
Target is 85 per cent.	
Estimated price: \$7.085 million	Actual: \$8.217million

SES ORIENTATION

The Commission’s three-day *SES orientation* programme was delivered fifteen times during 2006–07. The programme provides new senior executives with the essential information they need to operate effectively in the APS environment. The programme also gives SES officers the opportunity to build valuable networks with their peers across the APS. The programme is aligned with the capabilities identified in the Integrated Leadership System (ILS). Topics covered include governance and the relationship between Ministers and the APS.

During the course of the programme SES officers have the opportunity to hear from guest speakers ranging from Portfolio Secretaries, Ministerial chiefs of staff, senior executives and executive assistants who work for SES officers. Two hundred and twenty-two senior executives attended the orientation programmes in 2006–07, an increase of 35 per cent on the previous year.

TABLE 13:

Attendance at senior executive orientation programme 2003–04 to 2006–07

Financial year period	Total participants	Total events
2003–04	110	7
2004–05	67 (-39%)	5
2005–06	164 (+ 144%)	11
2006–07	222 (+ 35%)	15

Note: Figures in brackets represent percentage change on previous year.

APS INDUCTION: IMPROVED SUPPORT FOR NEW STARTERS IN THE APS

The 2005 Management Advisory Committee (MAC) report *Managing & sustaining the APS workforce* highlighted the importance of

ensuring that new employees to the APS have the necessary skills and knowledge to work effectively in the unique APS environment.

When the Commission commenced development work on a set of APS induction materials, as a result of the MAC report, it was focused on creating a product that included positive and consistent messages about:

- working in the APS and the benefits of an APS career
- the professional APS culture—cooperative, fair, apolitical and impartial
- being responsive to the Government of the day
- being accountable.

The APS induction materials were also part of the broader Commission work during 2006–07 aimed at supporting the APS as an employer of choice—see also outputs 1.2—employment services and 3.2—promoting better practice.

A CD of seven e-learning modules, for use as a resource by agencies in the development of their induction and orientation programmes, was officially launched by the Commissioner in August 2007. The modules were developed following extensive consultation with many APS agencies and included a focus group, consisting of representatives from 12 APS agencies as well as the Department of Parliamentary Services.

The CD is complemented by a facilitated programme which has been developed by the Commission as part of the public programmes calendar for delivery in 2007–08.

Visit <http://www.apsc.gov.au/apsinduction/index.html> for further information.

GRADUATE DEVELOPMENT

The development of graduates is an important focus for the Commission's learning and development products, events and services. The Commission continually reviews and evaluates its programmes to keep abreast of opportunities that will increase graduates' knowledge and enhance their skills and contributions within the APS.

In 2006–07 there was increased interest in the Commission's annual *A taste of Government* seminar with a record number of 617 graduates attending this year's seminar in April 2007, compared with 382 graduates in 2005–06. The seminar was presented by Dr Peter Shergold, Secretary of the Department of the Prime Minister and Cabinet, and the Deputy Public Service Commissioner, Ms Lynne Tacy.



Department of the Prime Minister and Cabinet Secretary, Dr Peter Shergold, delivering the key note speech at the *A taste of Government* seminar, April, 2007



Deputy Public Service Commissioner, Lynne Tacy, and graduates at *A taste of Government* seminar, April, 2007

The *Graduate update* series continued to be popular in 2006–07. One event was held in December 2006, attended by 124 graduates. This compares with two events held in 2005–06 which attracted a combined attendance of 143 graduates.

Both the *Graduate update* series and *A taste of Government* seminar are viewed by agencies as an important component of a well-rounded graduate year in the APS.

Visit <http://www.apsc.gov.au/apslearn/index.html> for further details.

APS 1–6 PROGRAMMES

Meeting the needs of the APS 1–6 cohort's ongoing learning and development requirements is essential to the successful delivery of government services. Overall, at 30 June 2006, the APS 1–6 cohort accounted for 74.4 per cent of ongoing employees in the APS. The Commission, therefore, ensures its learning and development suite of programmes are relevant and topical.

In Canberra in 2006–07, 126 APS 1–6 programmes were delivered, attracting 2047 participants. While this represents an overall decrease of 6.67 per cent in the overall number of programmes delivered, there was an overall increase of 4.17 per cent in numbers of participants attending.

In 2006–07 the most popular programmes were:

- *Interview tips and techniques*
- *Marketing yourself into an Executive Level position*
- *Strategic thinking.*

Further information on the suite of APS 1–6 programmes can be found at: <http://www.apsc.gov.au/apslearn/index.html>

EL PROGRAMMES

In 2006–07 63 Executive Level (EL) programmes attracted 1095 participants, representing a 34.19 per cent increase in the number of participants in the previous year.

The most popular EL programmes in Canberra throughout the 2006–07 period were:

- *Executive Level 1 transition*
- *Executive Level 2 transition*
- *Shaping strategic thought*
- *Writing with influence*
- *Influencing skills.*

The *EL updates* continues to offer EL staff the opportunity to keep up to date with major changes that affect the APS and assists executives to consider the implications for themselves, their staff and their agency. The EL updates sessions offered in Canberra continued to attract high levels of participation in 2006–07 with a total attendance of 331 participants at three sessions—an increase of 67 per cent participation on the previous year which had a total of four updates.

The three topics covered in 2006–07 were:

- avian influenza virus—the Government's disaster management strategy: what is involved
- audit as a valuable governance tool
- State of the Service report.

The updates focus on the *Shapes strategic thinking* criteria of the *Integrated Leadership System (ILS)* and in particular harnessing of information and opportunities.

Further information on the suite of EL learning and development programmes can be found at: <http://www.apsc.gov.au/elllearn/index.html>

CONSULTANCY SERVICES

The Commission can customise programmes and services to meet the particular needs of agencies in a flexible and cost-effective manner. For many government organisations, this method has grown to become the preferred option. Tailored, in-house delivery provides direct access to quality training and development in a way that maximises opportunities and achieves considerable cost savings.

Client managers within the Commission, in partnership with the panel of consultants, can help agencies assess their people issues, culture and needs to propose tailored solutions.

The leadership, learning and development panel (the panel) provides access to a broad range of tested and experienced providers with a track record of delivering within an APS context.

Approximately 46 agencies accessed our services during 2006–07 with over 1300 programmes being delivered.

Significant achievements in 2006–07 included:

- working in partnership with Centrelink; the Departments of Health and Ageing; Families, Community Services and Indigenous Affairs; and Transport and Regional Services to develop their in-house training calendars
- working with the Department of Transport and Regional Services to source a consultant for the development and delivery of its SES executive leadership development workshop
- working with the Child Support Agency to arrange customer focus training for all agency staff
- working with the Department of Immigration and Citizenship (DIAC) to source a consultant for projects such as their 'Business-focussed detail process mapping' and 'Visa Transformation Strategy'. These projects were identified as client service improvement projects that will have significant impact on DIAC's State and Territory service delivery network.

TABLE 14:

Consultancy services: programmes most in demand

Programme	Number of programmes presented
Writing skills	183
Leadership/management skills	137
Procurement and contract management	91
Project management	66
Programme management	63
Coaching services	56
Policy	55

The Commissioner welcomed over 118 consultants on the panel to a briefing session held at the Commission on 5 July 2006. The briefing session provided an overview of the panel arrangements and conveyed the message of our continued dedication to providing client-focused service to assist with building the capabilities across APS agencies. The Commissioner drew attention to the APS Values and Code of Conduct and the Commission's expectation that consultants would abide by and incorporate these into their services. The briefing session also provided an opportunity for staff from the Commission's Programmes Group to introduce themselves to the panel members and answer their questions.

The Commission has recently completed a review of the panel. The review took into account feedback from APS agencies and suppliers and found that the panels is generally working well. Key recommendations from the review are an expansion of the panel to address new and increased demand from agencies, as well as the need for some service improvements.

Visit <http://www.apsc.gov.au/learn/custom.htm> for further details.

PROGRAMMES OUTSIDE CANBERRA

During 2006–07, 101 calendar programmes were delivered in Melbourne, Sydney, Adelaide, Brisbane, Perth and other locations outside of Canberra on a range of topical issues including: financial management; conducting investigations; executive assistant programmes; supporting staff with mental illness; writing skills; managing and leading; and project management.

The Commission continues to respond to an increasing demand for tailored and agency-specific programmes. Staff in regional offices negotiated and arranged delivery of 605 in-house programmes to APS and Commonwealth agencies. In the majority of circumstances in-house programmes were facilitated by Commission staff members that have subject matter expertise on areas such as: staff selection and recruitment; bullying and harassment prevention; the APS Values and Code of Conduct; and the Integrated Leadership System.

Early in 2007 the Commissioner addressed senior managers in all states and territories to highlight key findings and future challenges for the APS as identified in the *State of the Service report 2005–06*, including discussion on the leadership, learning and development needs of non-Canberra based staff and how best to respond to these.

In Victoria, the current deed of agreement to provide learning and development services through the Tasmanian Training Consortium to both APS and state sector employees in Tasmania was successfully extended. A number of calendar programmes were conducted in Tasmania throughout the year, providing not only an important opportunity for learning but also for cross-jurisdictional networking of participants.

Output 2.3

NATIONAL AND INTERNATIONAL PROGRAMMES

The Commission’s role in providing or assisting with the provision of national and international programmes continued to be of a strategic nature during 2006–07. Domestically, the Commission continued to be involved in the Australia and New Zealand School of Government, the *Public Sector Management* program, and the *Public Sector Training Package*. On the international stage, the Commission again delivered two outstanding *Leading Australia’s Future in Asia* (LAFIA) programmes; worked cooperatively with other jurisdictions in ensuring that a highly successful Commonwealth Association for Public Administration and Management (CAPAM) biennial conference, and an associated meeting of public service ministers, took place in Sydney, and delivered two *Pacific Public Sector Leadership* programmes.

TABLE 15:

Performance information: output 2.3—national/international programmes

Target	Result
<i>Quantity</i>	
Number of Leading Australia’s Future in Asia (LAFIA) programmes delivered—target is 1 per annum.	Exceeded. Two LAFIA programmes delivered. LAFIA brings together senior executives from the Commonwealth, State and Territory public services to increase their understanding of significant change drivers in the region. The first LAFIA programme for 2006–07 involved a study tour to Papua New Guinea, Solomon Islands and Fiji during the period 3–17 September 2007. The second LAFIA programme involved a study tour to Vietnam and Japan during the period 3–24 June 2007.
Number of Australia and New Zealand School of Government Board meetings which the Commission attends and at which the Commission provides the Commonwealth perspective—target is 75% of meetings held.	The Commissioner stepped down from the ANZSOG Board in December 2005. Since January 2006 the Commonwealth perspective has been provided to Board meetings by Dr Peter Shergold (Secretary of the Department of the Prime Minister and Cabinet), who is the current Chair of the Board. The target will be amended in the relevant chapter of the next Portfolio Budget Statement.
Number of Public Sector Management Programs Board meetings for which the Commission provides secretariat services—target is 100% of meetings held.	Achieved. The Commission provided secretariat services to 100% of Public Sector Management Program Board meetings.
Number of Government Industry Skills Council meetings at which the Commission contributes the Commonwealth perspective—target is 75% of meetings held.	Exceeded. The Commission contributed the Commonwealth perspective at 100% of Public Sector Industry Skills Council meetings.
Number of Australian-based 2006–07 Commonwealth Association for Public Administration and Management conferences—target is 1.	Exceeded. The Commonwealth Association for Public Administration and Management 2006 biennial conference, <i>Rising to the challenge: enhancing public sector capability</i> , was held in Sydney in October 2006. The Commission performed a lead role in the organisation and management of the conference. In addition, the Commission performed a leading role in organising the inaugural Commonwealth Ministers Forum on Public Service Development. Both events received excellent participant feedback.

<i>Quality</i>	
<p>Percentage of responding LAFIA participants who when surveyed indicate a high level of satisfaction with the programme and give a rating of 5 or 6 on a 6 point scale for:</p> <ul style="list-style-type: none"> • achieving objectives • programme content • programme coordination and administration. <p>Target is 85%.</p>	<p>Achieved. While a specific percentage result is unable to be identified, direct feedback provided by clients indicates a high level of satisfaction by participants with the LAFIA programme.</p>
Estimated price: \$1.670 million	Actual price: \$2.467 million

LEADING AUSTRALIA'S FUTURE IN ASIA

LAFIA brings together senior executives from the Australian, State and Territory public services to increase their understanding of significant change drivers in the region. The study programmes include meetings with government officials, business and community leaders.

LAFIA aims to:

- provide background and context for the international dimension of senior executive responsibilities
- enable senior executives to respond strategically to changes in the Asia–Pacific region
- develop networks and contacts amongst Australian participants and with their overseas equivalents.

Over 190 senior executives, from the Australian, State and Territory governments, as well as from New Zealand, have participated in LAFIA since it commenced in 1994.

In 2006–07 the Commission led the following two programmes:

- LAFIA (Pacific) 2006, with 19 senior leaders taking a two-week study of Papua New Guinea, Solomon Islands and Fiji
- LAFIA (Asia) 2007, with 12 senior executives taking a three-week study of Vietnam and Japan.

LAFIA exposes participants to a range of high-level business, government and academic leaders, both in Australia and overseas. The Commission works closely with Australian diplomatic representatives, supporting participants to gain a better understanding of how the Department of Foreign Affairs and Trade whole-of-government engagement works. The Crawford School of Economics and Government at the Australian National University (ANU) provides the academic content for the programme.

The Commission will lead the next LAFIA (Pacific) in September 2007, which will focus on regional neighbours where the Australian Government is working in partnership to support governance and public safety outcomes. The programme participants will visit Papua New Guinea, Vanuatu and Samoa.

AUSTRALIA AND NEW ZEALAND SCHOOL OF GOVERNMENT

The Australia and New Zealand School of Government (ANZSOG) is a first-tier professional school established collaboratively by a consortium of Australian and New Zealand governments, universities and business schools in 2002.

Governance

The Australian Government is a foundation member of ANZSOG and is represented by Dr Peter Shergold, Secretary of the Department of the Prime Minister and Cabinet, who is also chair of the ANZSOG board.

An academic board is responsible for encouraging and maintaining the highest possible standards in curriculum and teaching in ANZSOG's programmes.

Teaching

The Commission, in consultation with other agencies, has been actively involved in assisting ANZSOG to ensure that it meets the needs of the APS by providing high quality, high profile programmes which represent value for money. The Australian Government has a commitment until 2008 to fund 20 and 30 places, respectively, on the School's two annual flagship teaching programmes.

The programmes are:

- *Executive Fellows Programme* (EFP), a three-week residential programme targeted at SES Band 2 and 3. The 2006 EFP had a total of 80 participants from Australia, New Zealand and the Pacific, of which 46 per cent were from the APS
- *Executive Masters of Public Administration* (EMPA), a two-year part-time master's programme targeted at high-performing Executive Level 2s and equivalents. Over 130 new students commenced the 2007 programme, of which 20 per cent were from the APS. The EMPA programme core subjects are taught in 5 day residential blocks in various locations in Australia and New Zealand.

The level of participant satisfaction with ANZSOG teaching programmes in 2006–07 has been extremely high. A major review was conducted of the EMPA programme in late 2006 to ensure its relevance and currency. Feedback from the participants on the EFP indicated that the course is the best of its type available to senior executives in Australia.

Research

The ANZSOG Research Committee coordinates the school's research priorities. Dr Ken Henry, Secretary to the Department of the Treasury, is the Australian Government representative, and chair, of the research committee. The committee contributes to continued public sector reform by supporting the development and transmission of good practice in both policy and management. It also informs debate on key issues in public administration and maintains the quality and relevance of ANZSOG's teaching programme.

In 2006–07, the Australian Government is providing financial support to ANZSOG research activities through two mechanisms:

- A \$10 million grant made to the ANZSOG Foundation in May 2005, which is governed by a deed of agreement. Interest generated from the grant is used to support the Sir John Bunting Chair of Public Administration at the ANU and other academic appointments to develop research activities. The Commission assumed responsibility for management of the grant from the Department of the Prime Minister and Cabinet in April 2006, following Dr Shergold's acceptance of a position on the ANZSOG Board. Effective financial and qualitative reporting requirements have been developed with

ANZSOG consistent with the deed of agreement. ANZSOG will provide a full account of how the interest has been spent early in 2007–08.

- The Australian Government committed to provide \$200,000 per year for three years between 2003 and 2006 to support ANZSOG's research capacity. The ANU matched this funding. In 2006–07, MAC is providing funding for ANZSOG's research programme through a \$200,000 grant with the cost to be shared equally among MAC agencies. Two research proposals were approved by MAC—the first project relates to the role of central agencies in government strategy formulation across ANZSOG jurisdictions. The second focuses on factors relating to attraction, recruitment and retention in the APS, including succession planning.

On 28–29 June 2007, ANZSOG held its annual conference on collaborative relationships: *Governing through collaboration: managing better through others*. The key themes of the conference were: collaboration in the implementation of public policy; national and international collaboration; collaboration with targeted clients and collaboration with the community, including non-government organisations.

In its role of building leadership in public management and policy, ANZSOG invited keynote speakers from Australia, New Zealand, the UK and Canada. In June 2007, ANZSOG released a publication, *A passion for policy—essays in public sector reform*, edited by Professor John Wanna who currently holds the Sir John Bunting Chair of Public Administration. The publication takes its title from, and includes, a speech given by the Commissioner, 'A passion for policy', on 29 June 2005.

PUBLIC SECTOR MANAGEMENT PROGRAM

Commencing in 1992, the *Public sector management* program targets motivated middle to senior managers—at the APS 6, EL 1, EL 2 and equivalent levels providing them with broader skills for use at their present level as well as skills needed for more senior positions. The Commission coordinates Commonwealth, State and Territory participation by providing secretariat services to a board of management that oversees the program. Mr Jeff Whalan, Chief Executive Officer of Centrelink, is the current chair of the board.

An evaluation of the program in 2006–07 from the Commonwealth perspective indicated that enrolment and completion rates had declined over recent years. As a result of the findings in the report, the Commission has committed to raising the awareness of the program throughout the APS and agreed to provide a greater level of support from the secretariat to include leadership of national projects.

PUBLIC SECTOR TRAINING PACKAGE

The *Public sector training package* provides the basic building blocks for the vocational education and training system to respond to the training needs of the public sector. It provides individuals with clear skills and career pathways through recognised national qualifications and gives Commonwealth agencies access to the National Training Framework. The training package is maintained by Government Skills Australia (GSA), the industry skills council for government and community safety. The Commission represents the Commonwealth on the Public Sector Industry Advisory Committee which is the authoritative and representative voice in advising GSA and through it, the Government, on public sector vocational and educational training needs.

The Commission actively promotes the training package to APS agencies as an important learning and development option. During 2006–07 the Commission made a commitment to gain accreditation as a Registered Training Organisation (RTO) so that it can provide nationally accredited training programmes and skills recognition across government agencies. Funding for this initiative was confirmed in May 2007 and the project to establish RTO status will begin early in 2007–08. The Commission will use qualifications and competencies from the *Public sector training package* in designing assessment pathways and accreditation tools.

COMMONWEALTH ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT 2006 BIENNIAL CONFERENCE

The Commonwealth Association for Public Administration and Management (CAPAM) biennial conference is an important event on the global public sector calendar which brings together delegates from 53 Commonwealth countries.

The Australian Government agreed to host the 2006 biennial conference in Sydney. The conference was a great success for the public sector across the Commonwealth, and demonstrated that by working together Commonwealth countries can be successful in supporting democratic governance, implementing developments in policy, public sector reform and improving service delivery. The conference was also a strong demonstration of successful cross-government cooperation between the Australian, New South Wales and New Zealand governments, who successfully worked together with the CAPAM Board.

The conference featured high quality speakers across the Commonwealth, and interesting 'learning journeys' to Australian and NSW government agencies. The Commissioner made a joint presentation, with the then Secretary of the Department of Human Services, Ms Patricia Scott, on the subject of *Fads and fashions in public sector reform*. Some of the key messages to emerge from the conference were:

- act local and draw from a global menu
- have a line of sight with outcomes
- working in partnerships and cross-government collaboration to deliver better services to citizens.

As with the introduction of the learning journeys in 2004, the Australian Steering Committee recognised the importance of offering new and interesting elements to the conference programme. A particular focus of the 2006 conference was encouraging young people from the Commonwealth as potential future public sector leaders to participate in the conference and consider how they can contribute to enhancing public sector capability. The steering committee introduced the Young Professionals debate to the conference programme, which featured debaters from Canada, New Zealand, Singapore, South Africa and Australia. The Steering Committee believed these young people showed real talent as debaters, engaging the delegates on the role the public sector plays in any democracy. The Steering Committee encourages future host countries to consider ways in which to involve and engage young people in future CAPAM events, in the belief that, around the world, public services need young people with skills and experience to work together to make our countries better places for all.

The next biennial conference will be held in Barbados in 2008, but in the meantime Australia will continue to promote the good work CAPAM performs in bringing people together and exchanging good practice in public sector reform.

Visit http://www.capam.org/biennial_conferences/australia_2006.html for further details.

COMMONWEALTH MINISTERS’ FORUM ON PUBLIC SECTOR DEVELOPMENT

The inaugural Commonwealth Ministers’ Forum on Public Sector Development was held on 26–27 October 2006 to coincide with the CAPAM biennial conference in Sydney.

The aim of the forum was to advance public sector reform and development across the Commonwealth and maximise ministerial interaction to share ideas on critical issues facing governments. The issues of public sector transformations have been on the Commonwealth agenda for more than a decade but there has been no forum for Ministers responsible for the public service to periodically address common issues. This lack of collective action was considered by the Commonwealth Secretariat as hampering ongoing communications across the Commonwealth. The outcomes of the forum were to set a forward policy agenda to sustain momentum between gatherings and publish a State of Commonwealth report at the conclusion of the event.

The forum achieved considerable progress towards advancing public sector development in the Commonwealth. It demonstrated that Commonwealth countries can come together

to discuss and develop concrete measures to support and modernise democratic governance, leadership capability and improvements in access to government services. The forum provided a ‘low key’ environment for Ministers and senior officials to engage in frank and open discussion. Twenty-nine Commonwealth Ministers, five Commonwealth and regional stakeholder organisations and sixty-five senior officials and High Commissioners were represented at the forum.

Ministers acknowledged the need to hold future forums and agreed on priorities for action relative to the three themes of the forum. The Commonwealth Secretariat agreed to report on progress against the forward agenda.

The Australian Minister Assisting the Prime Minister for the Public Service and his New Zealand counterpart acted as alternate hosts and champions and senior officials from Australia and New Zealand facilitated discussions. This arrangement worked particularly well.

The Commonwealth Secretariat, located in London, managed the forum with some assistance from the Australian Government through the Commission.

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COMMONWEALTH ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (CAPAM) 2006 BIENNIAL CONFERENCE

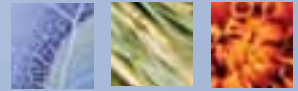
In October 2006 Australia hosted the biennial conference of the Commonwealth Association for Public Administration and Management (CAPAM) in Sydney. CAPAM brings together public administration practitioners from around the Commonwealth to promote and advance good governance and effective public administration.

The overall theme of the CAPAM conference was *Rising to the challenge: enhancing public sector capability*. Under this theme, conference delegates discussed the broad topics of advancing good governance, fashions and fads in public sector reform, and delivering better services to citizens. The key messages and experiences from the conference were: act local and draw from a global menu; have a line of sight with outcomes; and working in partnerships and cross-government collaboration to deliver better services to citizens.

Over five days, some 480 conference participants from 48 countries were able to learn from, and network with, people from an extraordinary cross-section of cultures, experiences and outlooks. The Commissioner made a joint presentation, with the then Secretary of the Department of Human Services, Ms Patricia Scott, on *Fads and fashions in public sector reform*.

The tremendous success of the conference would not have been possible without the close working relationship between a small team in the Commission's Programmes Group and the New South Wales Premier's Department. The Commission took a lead role in the conference development work conducted by the Steering Committee, and organised the inaugural Young Professionals Debate, which featured debaters from Canada, New Zealand, Singapore, South Africa and Australia.

Visit http://www.capam.org/biennial_conferences/australia_2006.html for further details.



Output three

BETTER PRACTICE AND EVALUATION

Output 3 is derived from the Public Service Commissioner's statutory role outlined in sections 41 and 44 of the *Public Service Act 1999* (the Act). The Better Practice and Evaluation Groups of the Australian Public Service Commission (the Commission) contribute to improved Australian Public Service (APS) performance through preparation of the Commissioner's State of the Service Report to Parliament and through evaluation and research into current challenges facing the APS. The Groups promote and advise on better practice approaches to agency performance, people management and governance: they provide ongoing support to the Management Advisory Committee and Public Service Commissioners' Conferences.

ACHIEVEMENTS

During 2006–07 the Commission's achievements under Output 3 included:

- development and launch of *Public calling: the APS Indigenous career ambassadors* campaign
- conducting the *Drawing together* national art competition and exhibition
- hosting the *Cross-jurisdictional forum on Indigenous employment in the public sector*
- co-ordinating and facilitating the national *Indigenous entry level employment intake for APS agencies*
- development of *Cracking the code*, a guide for potential job-seekers looking to work in the APS
- substantial progress towards the development of *Better, faster: streamlining recruitment in the APS* designed to help agencies streamline and improve their recruitment processes
- winning the UN Public Service Award in the category of 'Improving transparency, accountability and responsiveness in the Public Service' for the State of the Service report
- publishing the *State of the Service report 2005–06* with a new emphasis on: employee engagement; organisational effectiveness; and the effectiveness of the APS in working with the community
- maintaining the APS Employment Database (APSED), including improving the regularity and integrity of data provided to APSED by implementing the Online Employee Provided Information (OEPI) system to enhance the quality of employee provided data and APSED's effectiveness as a tool underpinning the Commission's priorities
- providing secretariat support to the Management Advisory Committee (MAC) for the preparation of the two reports launched in 2006–07: *Employment of people with disability in the APS* and *Reducing red tape in the Australian Public Service* and the development of a third report *Note for file: a report on recordkeeping in the Australian Public Service*
- delivering an evaluation of agencies' approaches to recruiting, developing and retaining employees with disability in the APS forming the basis of a good practice toolkit, *Ability at work: tapping the talent of people with disability*
- completing and publishing *Handling misconduct: a human resources practitioner's guide to the reporting and handling of suspected and determined breaches of the APS Code of Conduct* and the *Summary guide*.

PRICE FOR OUTPUT 3

The total price for Output 3 in 2006–07 was \$9.800 million. This was \$0.354 million higher than the estimated price of \$9.446 million published in the Portfolio Budget Statements 2006–07.

Output 3.1

INDIGENOUS EMPLOYMENT

Employment of Aboriginal and Torres Strait Islander (Indigenous) people in the APS provides an important contribution to achieving government policy development and programme and service delivery. It also contributes towards achievement of social and economic equity for Indigenous Australians.

Continuing to foster Aboriginal and Torres Strait Islander employment in both mainstream and Indigenous-specific areas in the APS through strategies to attract, recruit, develop and retain Indigenous employees was a top priority for the Commission during 2006–07. The vehicle for this has been through implementation of the *APS employment and capability strategy for Aboriginal and Torres Strait Islander employees*.

TABLE 16:
Performance information: output 3.1—Indigenous employment

Target	Result
<i>Quantity</i>	
1. Medium and long term strategies developed and implemented to support employment and retention of Aboriginal and Torres Strait Islander peoples in the APS.	Achieved. Strategies under the APS employment and capability strategy for Aboriginal and Torres Strait Islander Employees have been implemented and planning has begun on a replacement strategy.
2. Number of agencies involved in initiatives to increase the knowledge, skills and capacity of Indigenous employees and their employers across the APS.	Achieved. 27 agencies were involved in the Graduate initiative, 25 in the NICP initiative, 35 in the entry level initiative, and 25 in the Indigenous capability fund.
3. Satisfaction with levels of access to support networks and development programmes, as measured by response to annual State of the Service employee surveys.	Achieved. The State of the Service Report 2005–06 data indicated that 63% of Indigenous employees were satisfied with their access to learning and development. This was similar to the APS overall (61%) (However, the low number of Indigenous respondents means that this data should be treated with caution). No data was collected on levels of access to support networks.
4. Agencies' implementation of strategies has a positive impact on engagement and separation rates of Indigenous employees—target is proportional representation consistent with the wider APS workplace and community.	Partly Achieved. The State of the Service Report 2005–06 indicated that the separation rates for Indigenous employees fell from 4.3% to 4.2% in 2005–06. While the engagement rate for Indigenous staff also fell from 2.6% to 1.8% in the same period, the number of Indigenous employees engaged increased from 295 to 372.
<i>Quality</i>	
1. Levels of Aboriginal and Torres Strait Islander employee satisfaction with working in the APS—target is an increase compared to the State of the Service Report timeline data.	Achieved. The State of the Service Report 2005–06 reported that overall, job satisfaction levels of Indigenous staff were 86%. This compared to a figure of 72% for 2004–05.
2. Levels of agency participation in cross-agency and cross-jurisdictional projects.	Achieved. The number of agencies participating in the pathways projects increased and a cross-jurisdictional forum was held
Estimated price: \$4.338 million	Actual: \$4.494 million

IMPLEMENTATION OF THE APS INDIGENOUS EMPLOYMENT STRATEGY

The *APS employment and capability strategy for Aboriginal and Torres Strait Islander employees* was announced by the Australian Government in August 2005 with funding of \$6.4 million over three years. This strategy aims to increase employment and career development opportunities for Aboriginals and Torres Strait Islander Australians in the APS.

The strategy involves five core elements:

- supporting whole-of-government work on Indigenous policies and programmes
- pathways to APS employment
- supporting Aboriginal and Torres Strait Islander employees in the APS
- helping agencies to be good employers of Aboriginal and Torres Strait Islander employees
- partnerships.

Supporting whole-of-government

The Commission facilitated a pilot mentoring programme for Indigenous Coordination Centre (ICC) managers as selected ICC managers were provided with a mentor at the Senior Executive Service (SES) Band 3 level. Feedback from the programme has been extremely positive with ICC managers indicating that the mentoring relationships have been invaluable. In turn SES mentors have also indicated that they have developed an on the ground perspective which has assisted them to understand the complexities and challenges of working in a whole-of-government environment. It is expected the programme will be rolled out to the remaining ICCs in 2007–08.

A two day workshop entitled *Aboriginal and Torres Strait Islander policy in practice* has been developed and conducted for SES and SES

equivalents, focusing on the current arrangements affecting Indigenous affairs. The workshops cover working in the whole-of-government context and the programme is on the Commission's public programmes calendar which can be found online at: <http://www.apsc.gov.au/learn/index.html>

Pathways to APS employment

The Commission, in partnership with other Australian Government agencies, administered three individual pathways initiatives in 2006–07 to identify and assist Aboriginal and Torres Strait Islanders seeking careers in the APS.

One of the pathways initiatives was the successful Indigenous graduate recruitment campaign resulting in 25 Aboriginal and Torres Strait Islander graduates being engaged in a number of APS agencies. The 2008 graduate programme was advertised in May 2007 and the Commission is optimistic that the 2007–08 period will see similar participation by both APS agencies and Indigenous graduates.

The Commission continues to work with the Department of Employment and Workplace Relations (DEWR) and again coordinated a bulk recruitment initiative under the National Indigenous Cadetship Project. Thirty-two cadets were engaged under this initiative in 2006–07 with applications for the 2008 programme opening in June 2007.

In recognition of the need to develop alternative pathways into the APS for Aboriginal and Torres Strait Islander people who do not have tertiary qualifications or engagement in the university sector, the Commission conducted a recruitment initiative for entry level Indigenous staff. Sixty-two Indigenous entry level recruits were engaged nationally under this initiative.

A memorandum of understanding with DEWR has secured the Commission's role in

distributing *Structured Training Employments Project* (STEP) funding to APS agencies as employees of entry level Indigenous staff through Commission programmes. The Commission also organised and funded Certificate level III and IV in Government and / or business training for the entry level recruits.

Supporting employees

Research has shown that one of the main reasons why Aboriginal and Torres Strait Islander employees may leave the APS is because of a lack of workplace support. As a result, in 2006–07 the Commission continued to provide targeted support to this group of employees.

The Commission has continued to provide resources and secretariat support to the Indigenous Australian Public Service Employee Networks (IAPSENs) in Canberra, Adelaide, Brisbane, Melbourne, Perth, Sydney and Townsville. In 2006–07 the Commission assisted to initiate a network in Darwin and expects that several other networks will commence in other regional locations in 2007–08.

In Victoria the APS Indigenous Employment Steering Committee was presented with a 2006 Executive Leadership Group Victoria Innovation Award for its work in organising the *Us Government mob—making our mark* event which included the creation of a banner.



Making our mark banner and Victorian state office staff receiving award

In New South Wales, the IAPSEN agreed to focus its energy on seminar-based activities with a learning component to help build the skills of members. The major event of the year was the Indigenous Employees Career Forum held at the end of July 2006. Over 70 Indigenous employees from around New South Wales attended. The focus of the forum was the value of networking and mentoring and the keynote address was delivered by Mr Tom Calma, the Aboriginal and Torres Strait Islander Social Justice Commissioner and Acting Race Discrimination Commissioner.



Indigenous employees career forum participants including NSW IAPSEN chair, Mr Shane Willams and Mr Tom Calma

In June 2007, the West Australian Office of the Commission together with the Western Australian (WA) Department of Premier and Cabinet in conjunction with the IAPSEN, organised the one-day conference *Stand up & be proud*, and *Pathways to a successful career in the public sector* for over 60 participants from the APS and WA state public sector. The conference was shaped around the topics of current trends in employment, networking and mentoring, career planning, and promoting cultural understanding. Lieutenant General John Sanderson, WA Government Special Adviser on Indigenous Affairs, opened the conference with a breakfast address, followed by a series of talks and workshops presented by a range of prominent speakers.



Lt Gen John Sanderson, *Stand up and be proud* presentation

Horizons—the APS Indigenous mobility scholarship programme was undertaken for the first time in 2006–07. The programme was introduced to enhance career progression opportunities for high potential Aboriginal and Torres Strait Islander employees in the APS. The scholarship provides Indigenous APS 4–6 employees with the opportunity to experience a secondment of between 4–6 months within another APS department or agency. It also provides a scholarship grant of \$15,000 to the participant’s home agency to help off-set the costs associated with releasing employees for secondments. Six participants were selected to take part in the *Horizons* programme in 2006–07 with secondments being undertaken at: Department of the Prime Minister and Cabinet; Medicare Australia; the Department of Communications, Information Technology and the Arts; the Australian Crime Commission; DEWR; and the APS Commission.

The Indigenous Capability Fund was established to assist small and medium sized APS agencies provide training and development opportunities for their Indigenous staff. Agencies that met a set of defined criteria were offered \$500 for each ongoing Indigenous employee as at 30 June 2006. In 2006–07, \$434,000 was distributed to 25 agencies to support the capability development of their Indigenous employees.

Supporting employers

During 2006–07 the Commission initiated the *Public calling: APS Indigenous career ambassadors* campaign targeted at attracting Indigenous people with the professional experience to work at the APS 5–6 and Executive Levels. Eleven Indigenous APS employees from various agencies act as ambassadors to promote the APS as an employer of choice to Aboriginal and Torres Strait Islander people.

The Indigenous career ambassadors were selected from a strong field of over 50 applicants. They were provided with training in leadership, media and presentation skills to promote the APS through a range of media including the internet, press advertising, radio and public appearances. A three-month National Indigenous Radio Service campaign featuring the ambassadors was launched in June 2007 complemented by a *Public calling* web interface featuring each of the ambassadors on the Commission’s website: <http://www.apsc.gov.au/publiccalling/index.html>



Indigenous career ambassadors group portrait

The Commission attended various careers fairs and job expos during 2006–07 to introduce the APS and promote it as an employer of choice to Indigenous Australians. The locations of the career fairs have included Redfern, Mount Druitt, Illawarra, Rockhampton and Canberra.

Staff in the West Australian regional office showcased two Commission guides developed in 2005–06, *Not just a job* and *Getting a job in the APS* at Centrelink Employment Expos in Albany, Northam, Geraldton, Bunbury and Kalgoorlie. Staff in the Victoria/Tasmania office also provided APS employment information at the Centrelink Swan Hill employment expo.

An Indigenous liaison officer was established within the Commission in 2006–07. This officer meets with Indigenous staff and supervisors of Indigenous staff to discuss the APS, the assistance available in the strategy and provide guidance on supervising Indigenous staff.

The Commission is also developing an Indigenous cultural competency training programme for managers of Indigenous employees to be piloted in early 2007–08.

Partnerships

To ensure that employment outcomes for Aboriginal and Torres Strait Islander people are met, the Commission works collaboratively with both APS agencies and external organisations. For example, 25 APS agencies have been active partners in the range of pathways to employment initiatives being coordinated by the Commission.

As a way of forging partnerships with other jurisdictions also involved in Indigenous employment, in May 2007 the Commission hosted a *Cross-jurisdictional forum on Indigenous employment in the public sector*. The forum was attended by representatives of the Commission and all state and territory public services (excluding Queensland). The forum was well-received and it was proposed that a similar forum be held during 2007–08.

In order to inform stakeholders about the Commission's Indigenous employment initiatives and other Indigenous employment matters, the Commission instigated an electronic newsletter *Going public*. Four editions of the newsletter were produced during 2006–07 and distributed nationally to a range of Indigenous and non-Indigenous stakeholders, both internal and external to the APS.

Overall, significant progress has been made on the implementation of the *APS employment and capability strategy for Aboriginal and Torres Strait Islander employees*.

Drawing together

This year marked the 40th anniversary of the 1967 referendum which is largely remembered as a vote to end discrimination against Aboriginal and Torres Strait Islander Australians and is recognised as a landmark event in Indigenous and non-Indigenous relations in Australia.

The referendum proposed two changes to the Australian constitution: the removal of a discriminatory clause preventing the Federal Government from legislating for Aboriginal people; and deletion of Section 127 of the Australian Constitution which excluded Aboriginal people from being counted in the national census. Both proposals were accepted by an overwhelming 90 per cent of Australian constituents.

To commemorate the significant anniversary of this historic event, the Commission developed *Drawing together*—an art competition delivered in partnership with the National Archives of Australia, the National Museum of Australia and the Department of Families, Community Services and Indigenous Affairs.

Drawing together comprised two major initiatives: a national art competition exploring reconciliation and promoting the employment

of Aboriginal and Torres Strait Islander people in the Australian Public Service; and an exhibition showcasing selected artworks from the Aboriginal and Torres Strait Islander Affairs art collection.

Drawing together art competition

The *Drawing together* art competition was launched on 9 March 2007 at the National Archives of Australia and invited all Australians to explore the theme of reconciliation through the mediums of painting and print. Over 570 entries were received to the competition and an exhibition of 38 short-listed finalists was held at the National Archives of Australia from 2–28 July 2007.

Indigenous artists dominated the field of winners taking out six of the seven prize categories, including the major prize which was awarded to Mr Shane Pickett, a Nyoongar man from South Australia. The competition offered prizes seven award categories as identified in Table 17.

In addition to the three partner agencies, 21 other agencies provided sponsorship to assist in raising the profile of the APS as an employer that welcomes, values and encourages its Indigenous employees to enjoy diverse and rewarding careers.

Drawing together—showcasing the Aboriginal and Torres Strait Islander affairs art collection

Drawing together—showcasing the Aboriginal and Torres Strait Islander affairs art collection was held at the National Archives of Australia from 18 May–15 July 2007 and generated a great deal of positive response from the public. The exhibition offered the general public the opportunity to view artworks from this collection for the first time. The works were collected over a 30 year period by various federal government departments with responsibility for the administration of Indigenous affairs and featured pieces by renowned artists such as Mr Jimmy Pike, Ms Sally Morgan and Mr Shane Pickett.

TABLE 17:

Drawing together art competition: award categories, sponsors and winning artists

Award category	Sponsors	Winning artist and title
Drawing together... Major award	Australian Public Service Commission, Attorney-General's Department, Treasury, Australian Customs Service	Mr Shane Pickett 'Travel lines crossing the Bunurroo Waterway'
Indigenous award	Department of Families, Community Services and Indigenous Affairs	Ms Daisy Loongkoonan 'Bush Tucker in Nyikina Country'
Youth Award	Department of Health and Ageing	Ms Frances Belle Parker 'Forty'
Caring for Country award	Department of Agriculture, Fisheries and Forestry, Australian Department Quarantine and Inspection Service	Watarru Artists 'Kuka Kanyini'
Partnerships between Community and Government award	Centrelink	Ms Kelly Dee Knight 'In Loving Memory of our Drover's Boys'
The Australian Public Service Indigenous Employees award	Attorney-General's Department	Mr Jandamarra Cadd 'United Journey'
Commissioner's Choice award	Australian Public Service Commission	Omborin 'Gullaroonari-Munja Country'

YEAR HI GHLI GHT



DRAWING TOGETHER

In 2007 the Australian Public Service Commission partnered with an unprecedented twenty-two public service agencies to successfully deliver *Drawing together*—an art competition exploring reconciliation and promoting the employment of Aboriginal and Torres Strait Islander people in the *Australian Public Service*. Communities across the country received a loud and clear message that the Australian Public Service is not only an employer that can offer Aboriginal and Torres Strait Islander (Indigenous) Australians varied and rewarding career paths but that the public service values and celebrates Indigenous people, communities and culture.

The response from the public was overwhelming with over 570 entries exploring the theme of reconciliation from Indigenous and non-Indigenous artists all over Australia. Further information on the *Drawing together* awards, sponsors and winning artists can be found at Table 17.

Output 3.2

PROMOTE BETTER PRACTICE

In 2006–07 the promotion of better practice took on a number of new initiatives in relation to people management, organisational capability, and an emerging focus on the attraction, recruitment and retention of employees.

Consultation with APS agencies remained a key component of the development and distribution of advice. There was also increased consultation with external stakeholders, particularly in relation to a number of the recruitment initiatives undertaken in 2006–07.

TABLE 18:

Performance information: output 3.2—promote better practice

Target	Result
Quantity	
Number of better practice forums developed and offered:	
a) workforce planning summits—estimate 2	Not achieved. Only one summit was held in response to demand.
b) HR capability programme—estimate 4	Not achieved. 3 HRCDP programmes were completed and 2 commenced.
c) COMNET meetings—estimate 5	Mostly achieved. COMNET was ceased following a review of its effectiveness and purpose. It was replaced by the Corporate Management Forum, which meets a minimum of twice a year. Two Forums were held in 2006–07.
d) development, networks and special events—estimate 64.	Exceeded. 94 activities were run in 2006–07 comprising development workshops, networks and special events.
Quality	
85% of responding participants, when surveyed, give a rating of 4.5 or above on a 6 point scale for:	Exceeded. 95% of respondents rated the development workshops, networks and special events as 4.5 and above.
<ul style="list-style-type: none"> • achieving objectives • programme content • quality of presenters 	
or	
<ul style="list-style-type: none"> • relevant • useful • high quality. 	
Estimated price: \$1.730 million	Actual: \$1.982 million

WORKFORCE PLANNING

In March 2007 the Commission held the workforce planning summit on the employment of people with disability. *From rhetoric to reality* explored practical strategies and solutions to support the recruitment and retention of people with disabilities in the APS. The summit included case studies, presentations and exhibition stands from a number of APS agencies, as well as peak bodies and service providers. The summit was attended by over 30 people, representing 20 APS agencies.

Also in March 2007 the Commission worked in partnership with the Department of Immigration and Citizenship (DIAC) to facilitate shared approaches to workforce planning. DIAC led the *Together in the public service* (TIPS) initiative which brought together over 30 APS agencies interested in sharing practical approaches to workforce planning, recruitment, retention and succession planning activities.

Attracting, recruiting and retaining skilled employees

As reported in outputs 1.2—employment services and 2.2—programme delivery, the Commission undertook a range of new activities in 2006–07 aimed at:

- increasing the profile of the APS in the labour market
- encouraging people to apply for jobs and build a career in the APS
- attracting particular skill sets or groups to pursue APS careers
- improving APS management of the recruitment process, in order to remain competitive in the labour market
- retaining staff in the APS to build future workforce capability.

Recruitment simplification project

In its 2005 report *Managing and sustaining the APS workforce*, MAC emphasised that APS agencies need to develop a range of strategic responses in order to attract and retain skilled staff into the future. Current APS recruitment processes are potential barriers to attracting and selecting high quality candidates. MAC decided that:

A working group of agencies—guided by advice from the Australian Public Service Commission on legislative requirements and better practice—will be formed to develop guidelines for streamlined recruitment processes.

In response to the MAC decision, the Commission worked collaboratively with agencies to develop guidance on process mapping, streamlining and the simplification of recruitment exercises within the APS. The advice consists of a booklet and set of recruitment mapping cards that provide a means of systematically reviewing agency recruitment processes. The new resource *Better, faster: streamlining recruitment in the APS* was launched on 9 August 2007 with other tools aimed at attracting, recruiting and retaining staff and is available online, at: <http://www.apsc.gov.au/publications07/betterfaster.htm>

Cracking the code

Cracking the code: how to apply for jobs in the Australian Public Service has been developed in response to another MAC decision that a short guide be developed to assist job applicants overcome perceived barriers to the APS selection processes, employment and classification arrangements.

The guide assists in meeting an additional MAC decision that:

The APS will become more active in marketing the range of employment and learning opportunities available within an APS career.

The *Cracking the code* publication has been developed as a series of fact sheets providing advice on: careers in the APS; how to apply for jobs; addressing selection criteria; and what to expect in APS interviews. The publication dispels a number of common myths about jobs in the APS and also provides advice on supporting the employment of Aboriginal and Torres Strait Islander people, and people with disabilities. This publication was part of the suite of products launched on 9 August 2007.

Tertiary to work careers fair

In March 2007 the Commission participated in the Canberra *Tertiary to work* careers fair. The goal of the fair was to provide students and recent graduates with access to a diverse range of employment, professional experience and opportunities to enhance their future career prospects. *Tertiary to work* provided the opportunity to raise the profile of the public service as a leading employer of students and graduates.

The Commission focused broadly on careers in the APS, providing information and advice on:

- the wide range of employment opportunities in APS agencies
- the flexibilities and opportunities available within the APS
- advice for students on how to apply for APS vacancies, with the aim of making the task less daunting
- APS departments which may be of interest to students based on their qualifications and interests.

The Commission also presented a session at the fair on applying for jobs in the APS.

Recruitment of accountants

The Commission is leading an initiative directly targeting the recruitment of accountants and finance professionals into the APS. A national marketing and rolling recruitment campaign will be run in the second half of 2007.

In 2006–07 the Commission spent significant time in scoping the project and liaising with interested APS agencies. Through this initiative the APS will offer a diverse range of finance and accounting jobs from junior finance staff (APS 4) to senior management levels (EL 2).

IMPROVING PEOPLE MANAGEMENT

Better people management series

Following the June 2006 launch of the better practice guides on workforce planning, performance management and workplace absence, the Commission undertook a regional rollout of the guides via a series of workshops focussed on identifying key themes and strategies from each of the five publications.

These publications were:

- *Sharpening the focus—managing performance in the APS*
- *Fostering an attendance culture—a guide for APS agencies* (booklet and quick reference guide)
- *Building business capability through workforce planning*
- *Turned up and tuned in—a manager's guide to maximising staff attendance.*

Delivered predominantly in the first and second quarters of 2006–07, workshops were held in all capital cities, and attended by over 350 people. In addition, a number of workshops were delivered to human resource areas and line managers at the request of individual APS agencies.

Copies of the five publications were distributed to all APS agencies and approximately 22,500 additional copies were requested.

Employee life cycle

Significant research highlights the pivotal role line managers play in attracting, recruiting, developing and retaining talented people. The *State of the Service report 2005–06* identified management skills and positioning the APS as an employer of choice as critical challenges facing the APS, particularly in light of Australia's ageing workforce and labour market shortages. In response, the Commission is currently developing an online tool for line managers that identifies the core set of people management behaviours that make a difference to employee performance, commitment and growth. The tool will also link to other Commission and wider APS information sources and guides making it easier for line managers to access relevant and useful people management resources and support. A training workshop has been developed to complement the publication with rollout of the tool and workshops beginning in early 2007–08.

NETWORKS AND FORUMS

Networks and forums continue to form part of our strategy for promoting better practice and improving people management practices throughout the APS. Each forum is targeted at different management levels across the APS and is designed to facilitate information sharing and encourage discussion and debate around people management approaches.

SES HR Roundtable and HR Directors Forum

The SES HR Roundtable and HR Directors Forum continue to provide a valuable

opportunity for APS agencies to discuss current topics affecting the APS as a whole. Topics discussed at the HR Directors Forum throughout 2006–07 included: the employment of people with disability; superannuation; bullying and harassment; absence management; and improving recruitment. The SES HR Roundtable focused on issues such as: business continuity; succession management; innovative HR practice and regional areas; and exploring opportunities to work more closely with universities.

Commonwealth Managers Network (COMNET)/Corporate Management Forum

In the second half of 2005–06 the Commission undertook a review of COMNET following concerns that the forum was not operating effectively in providing opportunities to explore and discuss issues impacting on or likely to impact on APS agencies.

As a result of the Commission's evaluation, COMNET was replaced by the Corporate Management Forum (the Forum) in October 2006. The forum is focused towards a target audience of heads of corporate and consists of less frequent, higher level meetings, with an emphasis on discussing key topics affecting APS agencies. The forum meets twice a year, with meetings in 2006–07 focusing on the employment of people with disabilities, and on the attraction and recruitment of employees to the APS.

Regional networks

Networks are important in keeping APS and other government employees connected, and regional offices have an important role in facilitating networks. Throughout the year, APS and state government employees participated in human resource and better practice networks.

In Victoria, two people management network meetings were conducted related to the theme of *Health at work*. In New South Wales one of the most successful events run by its people management network was a meeting in May 2007 to preview the Commission's new Induction e-learning programme see (output 2.2—programme delivery).

In Western Australia, the DIAC continued its sponsorship of the Human Resource Network. A number of events were organised including a lunch time seminar in May 2007 on *Parliamentary considerations of the Budget* presented by the Speaker of the House of Representatives, the Hon David Hawker MP, and the Clerk of the House, Mr Ian Harris.

HR capability development programme

The Commission has continued to support building and developing HR practitioners with the *HR Capability Development Programme* (HRCDP). This year three programmes were completed and two additional programmes commenced. The programme is continuously updated to ensure that the most relevant issues and ideas are incorporated.

Getting Connected

Getting connected is a series of 90 minute seminars presented by senior public servants with extensive whole-of-government experience, followed by a facilitated group discussion to help apply the lessons learnt to participants' current responsibilities. Two sessions were held in 2006–07 on the topics of:

- *Doing whole-of-government and keeping your head: survival tips from connected government in Indigenous affairs*
- *Getting connected—lessons from whole-of-government: working across government-being practical about it.*

A total of 48 attendees representing 29 APS agencies participated in the 2006–07 seminars.

Connected Government website

In 2006–07 the Commission continued to support the Connected Government website which complements a range of activities within individual agencies and central agencies co-ordinating whole-of-government activities.

An evaluation of the website was conducted during October–November 2006 to assess the relevance, effectiveness and value of the material as well as the level and patterns of usage. The evaluation methodology included an assessment of the site through visitor numbers, online survey responses, selected APS staff survey and focus groups.

Overall the evaluation demonstrated that the website meets its original aim to promote and facilitate whole-of-government initiatives and responses by providing consolidated online access to relevant information and tools, however its value as a more general communication tool for the promotion of whole-of-government will be considered further over the coming months.

WORKPLACE DIVERSITY

PEOPLE WITH DISABILITY

During 2006–07 the Commission placed an increasing emphasis on initiatives that foster the employment of people with disability.

In August 2006 MAC launched its report *Employment of people with disability in the APS*. The report acknowledged the consistent decline in the employment of people reporting disability as a proportion of APS employees over the past decade and examined the factors impacting on the recruitment and retention of people with disability in the APS. The report is discussed in output 3.4—research and evaluation.

The Commission is providing assistance to APS agencies to identify and put in place strategies to improve the recruitment, development and retention of people with disability in the APS. In particular, during 2005–06 the Commission conducted an evaluation of agencies' approaches to identifying best practice. The evaluation also involved wide consultation with managers, staff with disability and community-based disability support services.

The results of the evaluation led to the development of a good practice toolkit for APS agencies. This toolkit, *Ability at work: tapping the talent of people with disability*, was launched by the Commission in June 2006.



Mr Paul Casimir, Mr Leon Sewell and Ms Ngaire Hosking presenting the *Ability at work: tapping the talent of people with disability* publication

The toolkit has been circulated widely within the APS and is available in full on the Commission's website at: <http://www.apsc.gov.au/abilityatwork/index.html>

The Commission has also negotiated with the National Disability Recruitment Coordinator to provide a direct link from their website to our newly developed jobs site: www.APSjobs.gov.au. We have also updated the definition of disability on the APS Employment Database

and issued advice to agencies on the employment of people with intellectual disability.

The Commission ran seminars and workshops dealing specifically with issues concerning the employment of people with disability including:

- an interactive half day seminar on disability which included a presentation by Professor Ron McCallum AO
- workshops on Supporting staff with mental health issues were also conducted for APS managers, team leaders, HR practitioners and staff, providing practical advice, assistance and support for those working with people who are living with mental illness. The success of the workshops has led to expanded delivery in 2007–08.

Over the next 12 months we will focus on enhancing *Ability at work* and further promoting it to agencies. The Commission will continue to embed disability into our internal and external products including policy advice and programmes.

International day of people with disability

The Commission hosted a successful event to celebrate International Day of People with *disAbility*. The celebration was attended by representatives of APS agencies, members of the community with disability and their carers, and agencies supporting people with disability. It highlighted the experiences of people with disability, in different jobs, in the APS and providing agencies with information on services available to support them when employing people with disability.



International day of people with disability event participants

Lifting and raising of the marriage bar

The eighteenth of November 2006 marked the 40th anniversary of the legislative amendment to remove what was commonly known as 'the marriage bar'—opening up career opportunities for married women in the APS.

Prior to November 1966 married women were not allowed to be permanent public servants. Whilst they could be employed on a temporary basis, married women could not be promoted to supervisory positions and women who married while they were permanent public servants were required to resign.

To celebrate the anniversary and the advances women in the APS have made since then, the Commissioner and the Executive Director of the Office for Women hosted *Lifting and raising the bar*, a function that provided an opportunity for a diverse range of women to talk publicly

about their perspectives and stories of life in the APS including the stories of women personally affected by the marriage bar. Speakers also discussed how the role of women has progressed in society, and compared current experiences with the arrangements that had frustrated the proper participation of women in the APS workforce.

The event provided an opportunity to celebrate the fact that women now represent more than 50 per cent of the APS workforce and that numbers in the SES are also increasing. A commemorative booklet, *Lifting and raising the bar* was published for the event. This booklet provided snapshots of some of the historical events and changes that affected women in the APS.

In Western Australia an informal event was held for Regional Directors with guest speakers providing an insight into the practical and humorous experience of the marriage bar on APS employment conditions at that period of time.



Lifting and raising the marriage bar event

International women's day

This year the Commissioner co-hosted an event with the Office for Women to mark International Women's Day. The Minister Assisting the Prime Minister for Women's Affairs, the Hon Julie Bishop MP, launched the Office for Women's publication *Women in Australia 2007*. Other speakers provided information and advice on how women could look after their physical and financial health.

The Commission also organised a number of International Women's Day events in capital cities including:

- an address of 281 people in Western Australia by ABC radio presenters Ms Shannon Lush and Ms Jennifer Fleming, authors of *Spotless* and *Speed cleaning*
- a lunch time event with Ms Kate Fitzpatrick, Australian theatre and television actress, in the Brisbane office with 230 people in attendance
- a lunchtime celebration and seminar by Professor Judith Whitworth AC, Director of the John Curtin School of Medical Research, Telstra ACT Business Woman of the Year in 2002 and ACT Australian of the Year in 2004, sharing her story of achieving success and the key health challenges facing women in the future to over 200 guests in Sydney.

Output 3.3

STATISTICAL/INFORMATION SERVICES

In supporting a high-performing APS, the Commission collects and analyses workforce statistics. This data collection and analysis assists the APS in identifying workforce challenges and helps agencies in benchmarking their workforce planning activities.

TABLE 19:

Performance information: output 3.3—statistical/information services

Target	Result
<i>Quantity</i>	
1. Maintain and analyse data on APS employment for research within the Commission and by other organisations.	
a) APS Employment Database	Achieved. APSED was used for APS-wide workforce analysis and reporting, including for the State of the Service report, the MAC disability report and briefing on workforce issues for Portfolio Secretaries.
b) Internet accessible data reporting tool	Achieved. The APSED Internet Interface is fully functional, with enhancements made during the year.
c) Australian Public Service Statistical Bulletin—target 1 per year.	Achieved. The APS Statistical Bulletin was published in hard copy and electronically.
<i>Quality</i>	
1. Comprehensive and reliable data in a useful format.	Achieved. Improved data quality was achieved by ongoing liaison with agencies and HR vendors.
Estimated price: \$1.280 million	Actual price: \$1.246 million

MAINTAIN APS EMPLOYMENT DATABASE AND UNDERTAKE RELATED RESEARCH

The Commission maintains the APS Employment Database (APSED), the central source of information on APS workforce trends and an important tool for ensuring cross-service accountability, especially for the State of the Service report. APSED is used as the sampling frame for the State of the Service employee and other surveys. APSED is also used for other research such as MAC projects. This year, data from APSED was used extensively for the State of the Service report and the MAC report on employment of people with disability in the APS. APSED was also

used for additional analysis of the composition of the SES and EL 2 cadres for consideration by the Portfolio Secretaries' Group.

The provision of APSED data by APS agencies continues to improve, with almost all agencies providing regular data through automated processes. The Commission works in close collaboration with agencies to ensure APSED requirements are incorporated into updates of their HR systems to ensure the integrity of data. It is important that APS agencies allocate sufficient resources to ensure data meets APSED specifications. Securing accurate data initially means fewer resources are needed to respond to queries.

This year, we worked closely with several agencies that moved into coverage of the Act, to ensure the integrity of their APSED data.

Some agencies continue to send data based on old APSED data specifications presenting some problems with data consistency and reducing the completeness of newly collected data items such as email addresses for employees.

In 2006–07 the Commission completed the development of the Online Employee Provided Information (OEPI) system for implementation across agencies. OEPI enables Commission staff to contact APS employees directly by email, to obtain data such as diversity status, educational qualifications and previous workforce experience. This data is loaded directly into APSED and also provided to agencies to enable them to update their records. OEPI has been implemented in a number of agencies, bringing about improved data quality with fewer missing fields. To date, emails inviting APS employees to update their details on OEPI have been sent to approximately 4700 employees. Around one-third of these employees have accessed the system and of this group, over one-quarter have updated their details. Overall, provision of diversity data by many agencies continues to be of concern.

APS Employment Database Internet Interface

The APS Employment Database Internet Interface (APSEDII) promotes better practice in workforce planning and benchmarking, enabling users to produce data similar to that published in the APS statistical bulletin. APSEDII produces charts and tables and users can download the results for further manipulation. Agencies and other users can access aggregated data directly through the

APSED Internet Interface (APSEDII) at: <https://www.apsedii.gov.au>.

Some 30 agencies have requested access to more detailed information on APSEDII through a secure logon and password procedure. This level of access allows designated users to look at unit record information for employees in their agency, which assists in workforce planning and improves data integrity.

APS statistical bulletin

The *APS statistical bulletin 2005–06* (the bulletin) provides useful information to agencies in benchmarking their activities against APS-wide trends. The bulletin is distributed to all Australian APS agency heads, State, Territory and New Zealand public service commissioners and major public and university libraries. It is available in hard copy and electronically on the Commission's website.

The 2005–06 bulletin contained a snapshot of APS-wide staffing as at June 2006 and staff movements throughout 2005–06. The bulletin also provided summary data for the past 15 years and its format largely followed that of the previous year, with the exception of a new table showing all promotions and transfers between states and territories.

The online version was considerably enhanced this year, enabling users to easily download and print tables, with graphs presented in a format more accessible to visually impaired users (see: <http://www.apsc.gov.au/stateoftheservice/0506/statistics/index.html>).

Output 3*

RESEARCH AND EVALUATION

The Commission undertakes research and evaluation that contributes to a sustainable, contemporary and vital APS. The Commission pursues its research and evaluation role through:

- statistical assessment of APS performance
- comprehensive annual surveys of APS operations and employee attitudes
- public administration research both Australian and international
- producing speeches and presentations for the Commission's Executive.

Each of these activities enable the Commission to assess the capacity of the broader APS and its employees to meet Government objectives, address future challenges and to develop guidance and recommendations for change. In addition, our research and evaluation work better equips us to learn from and benchmark our performance against that of overseas public sector jurisdictions.

In 2006–07, the Commission's research and evaluation programme was particularly focused on supporting the Commission priority of generating active dialogue on and a supportive environment for, the next stages of public sector reform and performance improvement.

TABLE 20:

Performance information: output 3.4—research and evaluation

Target	Result
<i>Quantity</i>	
1. Undertake research into and advise on public administration.	Achieved. A range of speeches, presentations and papers encompassing contemporary public administration issues were prepared and research undertaken on public administration issues facing other jurisdictions for the State of the Service report and the Executive. Preparation of a range of papers on contemporary governance challenges has also commenced.
2. Evaluate and provide information on the performance of the APS through the State of the Service report (including the Workplace Diversity Report) and other publications—one State of the Service Report (including the Workplace Diversity Report).	Achieved. Produced the <i>State of the Service report 2005–06</i> (including the Workplace Diversity Report), the <i>State of the Service employee survey results 2005–06</i> , the <i>State of the Service report 2005–06: At a Glance</i> publications and 29 agency-specific employee survey reports.
3. At least one new evaluation and 'good practice' guide aimed at improving the performance of APS departments and agencies.	Achieved. Two evaluations were finalised and the findings reported in the <i>State of the Service Report 2005–06</i> . The first dealt with agencies' written remuneration policies and the second assessed the use and effectiveness of identified positions and special measures for the employment of Aboriginal and Torres Strait Islander people in the APS. A third evaluation was undertaken of agencies' approaches to recruitment, development and retention of people with disability in the APS, in 2006–07. A good practice toolkit for APS agencies (<i>Ability at work</i>) was released in June 2007. <i>Handling misconduct, a good practice guide to the reporting and handling of suspected and determined breaches of the Australian Public Service Code of Conduct</i> based on an evaluation of the importance of Code of Conduct procedures reported in previous annual reports was released in February 2007.

Part two

Performance review

4. Secretariat and research support services provided to the Management Advisory Committee (MAC) and MAC Deputy Secretaries' Groups which are responsible for overseeing particular MAC projects; and operational support to the Commissioner as the Executive Officer of the MAC—estimate
- 2 MAC meetings
 - 8 Deputy Secretaries' Group meetings and
 - 2 projects to be supported.

Achieved. The Commission provided support for three MAC meetings throughout 2006–07 and five Deputy Secretaries' Group meetings for the recordkeeping report. The sixth MAC report, *Employment of people with disability in the APS* was launched in August 2006. The seventh MAC report, *Reducing red tape in the Australian Public Service* was launched in February 2007. The eighth MAC report, *Note for file: a report on recordkeeping in the Australian Public Service* was launched on 31 August 2007.

Quality

1. High level of client use of research outputs.
2. High level of client use of the State of the Service report.
3. 100% compliance with tabling requirements.
4. High level of satisfaction of agencies directly involved in the evaluation and a high level of client use of good practice guides.
5. A high level of satisfaction of the MAC and its Deputy Secretaries' Groups with the relevance, quality and timeliness of advice and support provided.

Achieved. Speeches, presentations and papers prepared met all relevant requirements.

Achieved. Positive feedback on the usefulness of *State of the Service report 2005–06* publications was received from a wide range of APS agencies and employees. Commission staff were contacted by human resource management staff who were drawing on their agency-specific reports to brief senior managers on a range of issues. High uptake of the report, with just over 4250 hard copy reports distributed. Presentations promoting the report by the Commissioner, the Deputy Commissioner and Evaluation Group staff were attended by over 500 APS staff in all mainland states and territories. Public administration conference publications and discussions indicate increasing academic reliance on State of the Service publications. The Commission received a UN Public Service Award for the State of the Service report in the category of 'Improving transparency, accountability and responsiveness in the Public Service', which was based in part on an assessment of the impact of the report within Australia and internationally.

Achieved. The *State of the Service report 2005–06* complied with Government tabling requirements. Reports, which were produced to a high standard of accuracy, relied on the latest relevant data and international and Australian research material on public administration.

Achieved. Positive feedback was received from the Deputy Secretaries' Indigenous Employment Strategy Steering Committee Group in relation to the evaluation of identified positions. Agencies involved with the evaluation of agency approaches to recruitment, development and retention of people with disability in the APS were satisfied with their involvement in the evaluation. Positive feedback from APS and non-APS agencies has been received on the good practice toolkit *Ability at work*. Informal feedback on the *Handling Misconduct* good practice guide has been positive.

Achieved. MAC members have committed to the eight objectives of *Employment of people with disability in the APS*. MAC and its Deputy Secretaries' Groups have indicated satisfaction with the support provided by the Commission.

Estimated price: \$2.098 million

Actual price: \$2.078 million

RESEARCH AND ADVICE ON PUBLIC ADMINISTRATION

Research into public administration developments within the Australian Government, in Australia's state and territory jurisdictions and overseas enables us to better position the APS to respond to its key challenges and contribute to improved APS performance. The results of the Commission's research and evaluation programme are promoted widely through our publications, speeches, presentations and learning and development programmes to generate an active dialogue on and a supportive environment for, the next stages of public sector reform and performance improvement.

Evaluate and provide information on APS performance through the State of the Service report and APS Statistical bulletin

The performance of the APS is evaluated through the Commissioner's State of the Service report to Parliament and through more specific issues-based research and evaluation projects. Since 2003, the State of the Service report has included the Workplace Diversity Report.

Under section 44(2) of the the Act, the Public Service Commissioner is required to report annually on the state of the APS. Although the Act does not specify the issues to be covered in the report, the Commissioner's approach has been to focus on contemporary issues confronting the APS while maintaining her evaluation of the extent to which agencies incorporate and uphold the APS Values (in line with section 41(1)(a) of the Act). The Commissioner is required to table the report in Parliament by 30 November each year.

Following the success of the broader scope of the previous year's report, the *State of the Service report 2005–06* was restructured around three key themes to ensure it maintained relevance and currency for a modern APS:

- employee engagement, that is, the extent to which agencies' policies and practices encourage employees to actively engage with their work and the organisation by examining issues such as integrity, fairness, diversity, leadership and learning and development
- organisational effectiveness, including organisational capability, effective governance processes and whole-of-government capability
- the effectiveness of the APS in working with the community.

The Commission drew upon diverse and complementary data sources to develop the *State of the Service report 2005–06*. These sources included the Commission's own research and databases (particularly APSED), published and unpublished material from other agencies, Parliamentary Committee and Australian National Audit Office (ANAO) reports and, where available, comparable data from other Australian jurisdictions.

The Commission also conducted two surveys that contributed to the report. The agency survey provided information on a large range of management and capability issues in agencies with 20 or more APS employees. For the fourth consecutive year the agency survey was conducted online and we achieved a 100 per cent response rate from the 84 agencies in scope.

The second survey, sent to over 6500 randomly selected APS employees, provided data on employee attitudes to, and understanding of, a range of issues including the APS Values, Code of Conduct, merit, work or life balance, job satisfaction, whole-of-government, working

YEAR HIGHLIGHT



COMMISSION WINS UNITED NATIONS AWARD FOR THE STATE OF THE SERVICE REPORT

The Commission has been internationally recognised for its outstanding contribution to improving public administration. On 26 June 2007, the Commissioner was presented with a UN Public Service Award (UNPSA) in the category of 'Improving transparency, accountability and responsiveness in the Public Service' for the State of the Service report. The Awards ceremony, which took place as part of the 7th Global Forum on *Reinventing Government*, received considerable attention in the international press and the State of the Service report will be highlighted as a case study in a publication containing information about the 2007 UNPSA Winners to share with other government officials and experts from around the world interested in innovative solutions to governance challenges.

The UN highlighted that our 'outstanding achievement has demonstrated excellence in serving the public interest' and 'should be an inspiration and encouragement for others working for the public service'.

Although the award represents a significant achievement for the Commission, it is also a tribute to the APS and its leaders. Each State of the Service report relies on the willingness of public servants across the country and the cooperation of agencies in responding honestly to our surveys. The Commission is grateful for all the support it receives across the APS.

with external stakeholders, diversity, individual performance management and bullying and harassment. The 2006 employee survey had a high response rate, for a voluntary survey, of 64 per cent—up from 59 per cent response rate in 2005.

Employee survey data was also used to produce agency-specific reports for large agencies (i.e. those with over 1000 APS employees) and medium sized portfolio departments which summarised their own employee responses and compared those results to the APS-wide results. Differences that were statistically valid were marked appropriately. Small and medium sized agencies were provided with a benchmark summary of all small or medium sized agencies respectively. The Commission has received positive feedback from agencies about the value of these reports in assisting them to improve their performance. Coverage of these agency-specific reports was extended in 2007 to encompass all agencies with at least 400 employees (which together comprise over 95 per cent of APS employment).

The Commission also produced two associated publications: the *State of the Service employee survey results 2005–06*, which provided the results of the employee survey in a collated, aggregate form and the *State of the Service 2005–06: at a glance* pamphlet, which provided a succinct summary of findings and was widely disseminated to encourage debate and discussion of key findings. The online version of the State of the Service report was improved this year, with all graphs being presented in a format more accessible to visually impaired users.

In order to maintain the relevance of the State of the Service report within the ever-changing and challenging environment faced by the APS, planning the focus and direction of the

2006–07 report began in January 2007. As part of the preparatory work the employee and agency surveys were reviewed to ensure that both instruments appropriately captured the issues to be covered in the 2006–07 report. Particular focus was given to employee engagement, issues of attraction and retention, capability and performance improvement.

Reflecting the projected focus of the 2006–07 report, new questions were added to assess employees' experiences of recruitment processes, drivers of attraction and retention and ways to improve the efficiency and effectiveness of the APS and whole-of-government work. The 2007 employee survey was in the field from 14 May–8 June 2007 and achieved a response rate of 64 per cent.

Consistent with the approach taken in the previous year, in developing the 2007 agency survey the Commission focused on minimising respondent burden for APS agencies. Pilot testing confirmed that the complexity of the survey has been minimised. The agency survey includes new questions on attraction and retention, agency governance, whole-of-government and workplace absence (unscheduled leave). It was sent online to agencies on 6 June for completion and return by 18 July 2007.

Undertake research and analysis

During 2006–07, the Commission estimated that it would undertake at least one new evaluation and good practice guide aimed at improving the performance of APS departments and agencies.

YEAR HIGHLIGHT



STATE OF THE SERVICE REPORT OUTLINES KEY CHALLENGES

In keeping with the high quality and future focus of the State of the Service report, the 2005–06 report outlined five key challenges for the APS as a whole:

- 1. Developing capability in the senior leadership group.** Agencies need to ensure that they have senior leadership of the highest quality. Depending on the depth and breadth of experience of their SES, different agencies need to take different approaches to developing their SES. SES employees also need to invest in themselves and plan their careers carefully so they are able to contribute to the maximum extent possible.
- 2. Supporting and developing EL employees—the middle-management and SES feeder group.** Agencies need to ensure they have sufficient capability among their middle-management EL cadre, especially in the areas of strategic thinking and people management. Agencies also need to identify and develop high potential EL employees, who are capable of fulfilling senior leadership roles into the future.
- 3. Positioning the APS as an employer of choice.** The APS must compete effectively for a diverse and sophisticated workforce under tight labour market conditions. To do this, agencies need to market themselves as an employer of choice to a wide range of people and continue to draw on the full diversity of the workforce. There are continuing challenges in the employment of Indigenous Australians and people with disability.
- 4. Achieving excellence in governance.** Effective governance goes beyond agency driven accountabilities, frameworks and systems, and requires employees to be thoughtful and helpful, as well as active and critical participants in the governance of their agency. There is a need for further work to deliver a governance model that deals effectively with the challenges of a modern APS and alerts executive management to potential problems before they develop into systemic problems.
- 5. Building our organisational capacity to address the challenges of the future.** It is time for the debate around future public service directions, and the capacity for the APS to deal with new directions, to regain momentum. To deal with emerging challenges, the APS will need to continue to examine ways of working in a whole-of-government way, along with strengthening relations with external stakeholders and the community. The APS will need to ensure it has both leaders and employees with the necessary capability, and supportive and flexible governance structures to facilitate reform.

Undertake specific-issue evaluations

The Commission conducts research and undertakes evaluations that support the Commissioner in promoting the APS Values and Code of Conduct and contribute to a sustainable, contemporary and dynamic APS. In 2006–07, the Commission focused on finalising a number of projects arising out of earlier evaluation programmes.

Handling misconduct

A good practice guide drawing on the findings of an evaluation of agency management of suspected breaches of the Code of Conduct, reported in previous annual reports was released in February 2007. The guide, *Handling misconduct: a human resources practitioner's guide to the reporting and handling of suspected and determined breaches of the APS code of conduct* (and the *Summary guide*), were released electronically on the Commission's website. The guide provides advice to agency HR practitioners responsible for developing agency procedures as well as other guidance material. It is supplemented by a short summary guide directed at all employees that is available in hard copy or electronically. Feedback to date from APS agencies on *Handling misconduct* has been very positive.

Remuneration policies

The findings of an evaluation of APS agencies' remuneration policies were reported in the *State of the Service report 2005–06*. The evaluation found that transparency in the application of individualised pay systems was paramount in gaining employee acceptance and that a written remuneration policy was critical in this regard. The evaluation identified several benefits of long-term strategic planning in the area of remuneration policy, but also found that a likely inhibitor on the

development of agencies' remuneration policies was that for many agencies, long-term, strategic corporate objectives remained unclear.

Identified positions

In 2006, the Commission also conducted a desk-based evaluation, drawing on a range of existing data sources, which examined the use and effectiveness of identified positions and special measures for the employment of Indigenous Australians. The evaluation, the findings of which were reported in the *State of the Service report 2005–06*, concluded that the use of identified positions and special measures is associated with higher levels of Indigenous representation and retention in agencies, but is not associated with increased levels of career progression for Indigenous employees. It is difficult to determine the extent to which this is a direct result of the strategies, or whether it reflects more broadly on the nature of work performed in these agencies. The findings are also being considered in consultation with agencies as part of the Commission's *APS employment and capability strategy for Aboriginal and Torres Strait Islander employees*.

Ability at work

Following the release of the MAC report, *Employment of people with disability in the APS* in August 2006, the Commission conducted an evaluation of agencies' approaches to identifying and implementing strategies designed to improve the recruitment, development and retention of people with disability in the APS. The evaluation drew from practices in six APS agencies, but also involved wide consultation with managers, employees with disability and disability support services.

The major findings of the evaluation were:

- the important role of supportive leadership and workplace cultures
- a lack of specific policies within organisations targeted at the employment of people with disability
- low levels of awareness about employment-related disability issues
- low levels of awareness concerning available support, the role of diversity support providers and how they can be accessed
- concerns about advertising and selection processes and the need for better understanding of the application of the merit principle, reasonable adjustment and the inherent duties of the job
- the identification of opportunities to revisit the design of some jobs to explore recreating jobs at lower classifications that may be suitable for some people with disability.

The results of the evaluation were used to identify elements of good practice among agencies and more broadly, in formulating approaches to recruiting and managing people with a disability, which led to the development of a good practice toolkit for APS agencies. This toolkit, *Ability at work: tapping the talent of people with disability*, was launched by the Commission in June 2007.

The toolkit has been circulated widely within the APS and is also available on the Commission's website: <http://www.apsc.gov.au/abilityatwork/index.html>. Braille versions of the toolkit are also available from the Commission.

Changing behaviour

The Commission commenced a number of case studies examining effectiveness of selected agencies' approaches to engaging with

Australian citizens to promote behavioural change. The learnings from the case studies will be highlighted in the *State of the Service report 2006–07* and inform discussion papers on behavioural change strategies and 'wicked problems' (see below). The case studies will be incorporated into the Commission's leadership development programmes.

Other research projects

The Commission undertook a number of additional research projects focusing on service challenges. This work will provide a foundation for the Commission's 2007–08 strategic priorities of stimulating debate about future directions for the public sector and improving the capability and performance of the APS.

Agency health

In 2006–07, the Commission commenced a research project, initially through the auspices of the Public Service Commissioners' Conference, to identify the key corporate health indicators of high performing agencies, and those at risk of poor performance. A paper highlighting the results of the project will be released in the first half of 2007–08. It will be the first in a series of papers that address 'Contemporary Government Challenges'.

Wicked problems and behavioural change

The Commission also commenced work on two discussion papers designed to stimulate debate around two public sector challenges—solving 'wicked' or complex problems and securing behavioural change. These papers are due to be completed in the first half of 2007–08.

MANAGEMENT ADVISORY COMMITTEE (MAC)

The Commission continued to provide a range of secretariat and research services to MAC. The committee was established under section 64 of the Act and is chaired by the Secretary of the Department of the Prime Minister and Cabinet, with the Public Service Commissioner as executive officer. The committee met in November 2006, March 2007, and May 2007.

The committee currently has 25 members, including all portfolio Secretaries, the Commissioner and the heads of the Australian Bureau of Statistics, the Australian Customs Service, the Australian Taxation Office, Centrelink, and the Office of Indigenous Policy Coordination, based in the Department of Families, Community Services and Indigenous Affairs. The Auditor-General is invited as an observer.

Since it first met in 2000, MAC has been responsible for advising the Government on matters relating to the management of the APS. While it has no statutory powers or executive functions, the committee provides a forum for members to discuss significant issues of topical and strategic interest to the APS.

In 2006–07, the committee has focused its efforts on:

- continuing to implement the recommendations of MAC's fifth report, *Managing and sustaining the APS workforce*
- launching the sixth MAC report, *Employment of people with disability in the APS*
- preparing and launching the seventh MAC report, *Reducing red tape in the Australian Public Service*
- preparing the eighth MAC report *Note for file: a report on recordkeeping in the APS*

Employment of people with disability in the APS

Over the past decade, although the data is incomplete, there has been a consistent decline in the employment of people reporting disability as a proportion of APS employees. In July 2005, MAC agreed to undertake a project that would address the employment of people with disability in the APS. The report was launched in August 2006.

Employment of people with disability in the APS examines the factors affecting the recruitment and retention of people with disability in the APS. Through this report, all MAC members have committed their agencies to eight objectives for promoting the employment of people with disability in the APS and identified a range of better practice strategies for meeting those objectives which agencies will consider implementing on a case-by-case basis. The objectives focus on: cultural change; recruitment and training; special employment measures for people with intellectual disability; the provision of accessible and supportive work environments; support for managers of people with disability; the use of consistent definitions across the APS; and mechanisms for monitoring the employment of people with disability.

Reducing red tape in the APS

In March 2006, MAC agreed to the formation of a Deputy Secretaries' Group to oversee a project team located in the Department of Finance and Administration that would focus on reducing red tape in the APS. The report was intended to complement the Government's response to the Productivity Commission inquiry, *Rethinking regulation: report of the taskforce on reducing regulatory burdens on business* (January 2006), which considered the burden of red tape on business.



Reducing red tape in the Australian Public Service, launch. Ms Lynelle Briggs, with keynote speakers, Dr Shergold and Dr Watt

The report was launched in February 2007. *Reducing red tape in the APS* sets out a principles-based framework for the review of existing requirements and for the scrutiny of proposals for new requirements, with a view to reducing red tape in the APS.

Recordkeeping in the APS

In March 2006, MAC agreed to examine the issue of recordkeeping in the APS. The project, which commenced in August 2006, is focusing on articulating the purpose and business case for recordkeeping, identifying any impediments in the APS context, and explaining how recordkeeping interacts with obligations in relation to information collection, use and disclosure. It is also examining how agencies can achieve efficient and effective recordkeeping in the current context (including in relation to electronic communication). The report *Note for file: a report on recordkeeping in the Australian Public Service* was released in August 2007.

Managing and sustaining the APS workforce

The *Managing and sustaining the APS workforce* report was released in 2005 by MAC. The report addresses the challenges facing the APS in attracting and retaining skilled and talented staff in a changing employment environment. All agencies are responsible for implementing

the general action items arising from *Managing and sustaining the APS workforce* and its findings have been actively promoted throughout the APS. Key agencies, including the Commission, are also charged with leading specific initiatives (see outputs 1.2—employment services, 2.2—programme delivery and 3.2—promoting better practice for work undertaken in 2006–07).

At its meeting on 23 November 2006, MAC considered a consolidated progress report on the implementation of action items from *Managing and sustaining the APS workforce*. Considerable progress was occurring against most actions, particularly in MAC agencies. MAC agreed that the Commission would continue to report annually to MAC on the implementation of the report findings.

PUBLIC SERVICE COMMISSIONERS' CONFERENCE (PSCC)

The *Public Service Commissioners' Conference* (PSCC) provides a cross-jurisdictional forum for Commonwealth, State and Territory public service commissioners and their New Zealand equivalent (the State Services Commissioner). The Commission provides secretariat and research services to the conference to support its work. It identifies and considers issues of shared topical and strategic importance which are central to improving public administration and include policy and service delivery issues. The location and chairmanship of each meeting rotates through each jurisdiction.

The conference provides a forum for commissioners to set the agenda for wider consideration of public sector change and future directions in public administration. It also creates opportunities for exchanging information and experience and progressing commissioners' consideration of issues by:

- determining the nature and extent of data and information collection
- comparing and analysing performance and best practice across public sectors
- establishing priorities and an ongoing work programme
- identifying cross-jurisdictional projects and setting up senior officer working groups to advise and recommend to commissioners
- considering research and evaluation outcomes
- determining the feasibility of joint approaches to service delivery.

These collaborative activities are intended to enhance the capacity of individual commissioners to influence and guide the development and implementation of public sector employment policies and practices within their jurisdictions.

Since 2003, the PSCC has met twice each year. In 2006–07, it met in September 2006 in Alice Springs and in Melbourne in February 2007. Major issues discussed included: current developments and options for responding to a possible influenza pandemic; harassment and/or bullying issues; the role of ministerial staff; governance and devolved government arrangements; identifying underperforming agencies; and performance agreements.