

PART 4

MANAGEMENT AND ACCOUNTABILITY

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CORPORATE GOVERNANCE

The corporate governance practices in Treasury are designed to ensure the efficient, effective and ethical use of the department's resources, as well as compliance with statutory and other external requirements aimed at achieving sound administrative and financial management practice.

Key aspects of the department's corporate governance practices include:

- clearly established role accountabilities, including clear delegations of authority and responsibilities;
- the planning and monitoring of the department's outputs; and
- the monitoring of the department's resource usage, based on budgeting, financial accounting, audit, fraud, risk management and other reporting systems.

Primary responsibility for the management and strategic leadership of the department rests with Treasury's senior executive, which consists of the Secretary and three Executive Directors. Details of the Treasury's management structure is set out on page 14 of this report.

The Executive Board

Treasury's Executive Board comprises the Secretary, the Executive Directors and the General Manager, Corporate Services. The Executive Board is responsible for high-level policy issues relating to the strategic leadership and management of the department, including:

- organisational development — shaping the future of the department;
- policy development and coordination — in relation to major and/or new economic policy issues, generally with implications that cut across groups;
- corporate governance — ensuring the efficient, effective and ethical use of resources; and
- planning and allocating resources — to meet current and future work priorities.

Meetings of the Executive Board are generally held on a fortnightly cycle, although the Board meets more frequently when circumstances require. The board is supported by two committees: the Corporate Services Committee and the Audit Committee.

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Corporate Services Committee

The Corporate Services Committee was established by the Executive Board as an advisory committee to assist the General Manager, Corporate Services in taking decisions and in developing policies for consideration by the Executive Board. The Committee provides an interface between the providers and users of corporate services. It has a minimum of seven members at senior executive service (SES) level, including the General Manager, Corporate Services (Chair), and at least two members nominated by each Executive Director. The Committee typically meets each month and on such additional occasions as are agreed.

Audit Committee

The Audit Committee functions as a forum of review of audit issues by:

- supporting and enhancing the control framework;
- ensuring the objectivity and reliability of published financial information;
and
- assisting the Secretary to comply with all legislative and other obligations.

The committee is chaired by an Executive Director and comprises at least three and at most six members. It has six ordinary meetings each year, with additional meetings called as required. Treasury's external and internal auditors participate as observers at Audit Committee meetings.

EXTERNAL REPRESENTATION

In 2000-01 Treasury officers were members of various committees, boards and other bodies.

Ted Evans, Secretary to the Treasury until April 2001: member, by legislation, of the Board of the Reserve Bank of Australia; alternate Governor of the International Monetary Fund for Australia; Australia's deputy to the International Monetary and Finance Committee in 2000; chair of the Australian Office of Financial Management Advisory Board; and, ex-officio member of the Board of Taxation.

Ken Henry, Secretary to the Treasury from April 2001: member, by legislation, of the Board of the Reserve Bank of Australia; alternate Governor of the International Monetary Fund for Australia; chair of the Australian Office of Financial Management Advisory Board; and, ex-officio member of the Board of Taxation.

Ken Henry, Executive Director, Economic Group until April 2001: member of the Australian Statistics Advisory Council; and member of the Australian Office of Financial Management Advisory Board.

Gary Potts, Executive Director, Markets Group: chair of the Regulatory Advisory Committee; chair of the Royal Australian Mint Advisory Board; member of the Financial Reporting Council; and Secretary to the Financial Sector Advisory Council.

Greg Smith, Executive Director, Budget Group: chair of the GST Administrative Subcommittee; and chair of the Chief Executive Officer's Committee for Tax Reform.

Martin Parkinson, Executive Director, Economic Group from May 2001: member of the Australian Office of Financial Management Advisory Board.

Martin Parkinson, Chief Adviser (Economic) until April 2001: Australia's deputy to the International Monetary and Finance Committee in 2001.

Les Hosking, Chief Executive Officer, Axiss Australia: member of Finance Sector Advisory Council, Chairman of Financial Sector Advisory Council Task Force for Australia as a Financial Centre; and member of the Regulation Advisory Committee.

Kevin Deeves, Australian Government Actuary, Australian Government Actuary: member of Private Health Insurance Advisory Board.

Peter Martin, Acting Australian Government Actuary, Australian Government Actuary: member of the International Accounting Standards Taskforce of the Institute of Actuaries of Australia; member of the Medical Indemnity Insurance Task force of the Institute of Actuaries of Australia and member of the Australian National University Accreditation Panel.

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Murray Edwards, Secretary to the Board of Taxation.

Steve French, General Manager, Financial Institutions Division: member of the Royal Australian Mint Advisory Board.

Jan Harris, General Manager, Consumer Affairs Division: member of the Standing Committee of Officials on Consumer Affairs; member of the Environment, Safety and Material Standards Sector Board and member of the the Commonwealth Food Regulation Officials Group.

Blair Comley, General Manager, Macroeconomic Policy Division: member of the Australian Bureau of Statistics Labour Statistics Advisory Group and member of the Unemployment SPIRT¹ Advisory Committee, Melbourne Institute of Applied Economic and Social Research, University of Melbourne.

Veronique Ingram, General Manager, Corporate Governance and Accounting Policy Division: chair of the Organisation for Economic Co-operation and Development (OECD) Steering Group on Corporate Governance; and chair of the Asia-Pacific Economic Cooperation Task Force on Company Accounting and Financial Reporting; member of the OECD-World Bank Regional Roundtable on Corporate Governance; alternate member of the Financial Reporting Council; and observer on the Companies and Securities Advisory Committee and its legal subcommittee.

Jim Hagan, General Manager, GST Start-Up Assistance Office until December 2000: member of the Chief Executive Officer's Communication Subcommittee and member of the Expert's Panel on Emissions Trading, convened by the Australian Greenhouse Office.

Jim Hagan, General Manager, Foreign Investment Policy Division from January 2001: executive member of the Foreign Investment Review Board and Australia's National Contact Point for the OECD Guidelines for multinational enterprises.

Rob Heferen, General Manager, Business Entities and International Tax Division: member of National Tax Liaison Group and National Tax Liaison Group Subcommittees.

John Jepsen, General Manager, Structural Reform Division: Treasury representative on the Council of Australian Governments Committee on Regulatory Reform, which considers the reform of cross-jurisdiction matters.

Terry O'Brien, Specialist Adviser (International): member of Financial Stability Forum Follow-on Group on Implementation of Standards and Codes; and Australia's deputy to the Group of 20 during 2001.

Bruce Paine, General Manager, Commonwealth State Relations Division: Secretary to the Australian Loan Council; chair of the Fiscal Reporting

1 The Strategic Partnerships with Industry Research and Training (SPIRT) scheme is administered by the Australian Research Council.

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Committee; and chair of the Heads of Treasuries' Working Party on a National Excise Concession Scheme for Low Alcohol Beer.

Kerry Ashbolt, Analyst, Safety Policy Unit, Consumer Affairs Division: member of the Standards Australia Committees for Pedal Bicycles, Cigarette Lighters, Sunglasses; Safety of Children's Toys, Trampolines, Child Restraints, Prams and Strollers, Child Restraints, Children's Furniture and Scooters and member of the Committee to Advise on Recalls and Safety (convened by the Australian Transport Safety Bureau).

Susan Antcliff, Actuary, Australian Government Actuary: member, Public Awareness Council Committee of the Institute of Actuaries of Australia.

Bruce Bacon, Specialist Adviser, Retirement and Income Modelling Unit, Retirement and Personal Income Division: member of the APS Futures Forum Steering Committee.

Scott Bartley, Manager, Core Rules Unit, Business Income and Industry Policy Division: member of the Board of Taxation's Tax Value Method Legislation Group and Tax Value Method Working Group.

Michael Burt, Actuary, Australian Government Actuary: member of Private Health Insurance Advisory Board.

Joseph Castellino, Analyst, Intergovernmental Relations Unit, Commonwealth State Relations Division: member of the GST Performance Agreement Working Group.

Geoff Clark, Manager, State Finances and Reporting Unit: chair of the Heads of Treasuries' Working Party on a National Tax Equivalent Regime for Income Tax for State and Territory Government Business Enterprises.

John Coleman, Manager, Accounting and Financial Management Unit from June 2001: member of the Chief Financial Officers' Forum, Department of Finance and Administration.

David Crossley, Manager, Accounting and Financial Management Unit until February 2001: member of the Chief Financial Officers' Forum, Department of Finance and Administration.

Laurene Edsor, Specialist Adviser, Commonwealth State Relations Division: member of the Heads of Treasuries' Commonwealth, State and Territories Specific Purpose Payments Working Group.

John Hill, Manager and Simon Cobcroft, Analyst, Market Place Strategies and New Technologies Unit, Consumer Affairs Division: members of the Digital Broadcasting Australia Consumer Education Subgroup.

Ray Jones, Manager, Intergovernmental Relations Unit, Commonwealth State Relations Division: member of the Heads of Treasuries' Working Group on Private Sector Involvement in Public Sector Infrastructure Provision.

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Michael Kooymans, Manager, Accounting Policy and Information Economy Unit, Corporate Governance and Accounting Policy Division: secretary of the Financial Reporting Council.

Tony McDonald, Manager, Balance of Payments Unit, Domestic Economy Division: member of the Tourism Forecasting Council Technical Subcommittee.

Les Pascoe, Specialist Adviser Accounting, Accounting Policy and Information Economy Unit, Corporate Governance and Accounting Policy Division: Treasury representative on the Australian Accounting Standards Board Consultative Group.

May Priddle, Manager, Information and Records Unit: member of the Federal Libraries Network; and member of the Australian Library Copyright Committee.

Kim Salisbury, Analyst, International Tax Unit, Business Entities and International Tax Division: Treasury representative at the OECD Forum on Harmful Tax Competition and the OECD Committee of Fiscal Affairs.

Graham Smith, Manager, Contracts, Audit and Facilities Management Unit: chair of the Crime Prevention Forum.

Duncan Spender, Analyst, Personal Tax Unit, Retirement and Personal Income Division: Treasury representative on the Taskforce on the Use of Bankruptcy to Avoid Tax Obligations.

Dehne Taylor, Manager, Labour Market Unit, Macroeconomic Policy Division: Treasury representative on the Household, Income and Labour Dynamics in Australia Steering Committee.

Tony Webster, Analyst, State Finances and Reporting Unit, Commonwealth State Relations Division: member of the Heads of Treasuries' Working Party on a National Excise Concession Scheme for Low Alcohol Beer.

Bernadette Welch, Acting Manager, Accounting and Financial Management Unit from February 2001 until May 2001: member of the Chief Financial Officers' Forum, Department of Finance and Administration.

Peter Williams, Analyst, Safety Policy Unit: member of the Standards Australia Committee on Swimming Aids, Portable Fire Extinguishers, Pedal Cycle Helmets and Protective Helmets for Vehicle Users.

John Wunsch, Manager, Safety Policy Unit, Consumer Affairs Division: member of the Infant and Nursery Products Association of Australia, the Australian Gas Association Technical Committee, the Strategic Injury Prevention Partnership and the Standards Australia Committees for Vehicle Stands and Ramps and Vehicle Jacks, Ladders and Exercise Cycles.

EXTERNAL SCRUTINY

Fraud against the Treasury

In accordance with Part 7 of the *Financial Management and Accountability Act 1997*, Treasury has a Fraud Control Plan endorsed by the Commonwealth Law Enforcement Board. The Fraud Control Plan is made available electronically to all Treasury staff.

During 2000-01, Treasury was involved with an investigation by the Australian Federal Police. This investigation related to the loss of Foreign Investment Review Board case files. The police investigation concluded that the files were destroyed but was unable to identify who had done this, or whether the destruction was deliberate.

Audit

The Treasury has an Audit Committee that follows the recommended best practice guidelines issued by the Australian National Audit Office (ANAO). The ANAO also attends Treasury Audit Committee meetings as an observer. The Audit Committee reviews internal and external audits relating to the department and oversees any follow-up in response to these audits.

The Committee is chaired by an Executive Director and meets at least six times a year. Additionally, a subcommittee oversees the presentation of the department's financial statements. The Financial Statements subcommittee meets on an 'as needs' basis and has representation from the ANAO, Treasury's Chief Financial Officer and other relevant Treasury managers.

Treasury engaged the services of Ernst & Young to develop the department's Internal Audit Plan for 2000-01. The Audit Committee, with the assistance of Ernst & Young has a continuous improvement approach to audit services within Treasury.

Internal audits

Seven internal audits were conducted in 2000-01.

Financial assurance

The objective of the audit was to assess system risk and controls and to perform transactions testing covering the functions of travel, accounts payable, accounts receivable, use of Australian Government Credit Card and Cabcharge.

The review did not highlight any major problems with the department's controls in relation to the systems covered and made some recommendations designed to improve the Treasury's control environment.

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Internal GST processes

The objective of the review was to provide assurance that the department was calculating GST correctly and claiming from the ATO correctly. The review aimed to check recording procedures for the financial statements close process and sought to provide specific advice on GST arrangements relating to Australian Government Actuary invoices.

The review found that Treasury's substantiation methodology and accounting systems substantially comply with the requirements of the GST Act in respect of claiming input tax credits and also found that there were no significant issues of non-compliance. The review made a number of recommendations regarding some minor technical and procedural issues. These recommendations have been implemented.

Business risk assessment

The objective of the audit was to provide a comprehensive business risk assessment with a focus on insurable risk, fraud risk and business continuity.

The review was continuing as at 30 June 2001.

Performance Management System

The objective of the audit was to provide an assessment of Treasury's Performance Management System in its ability to assist the department to meet its outputs and outcomes while developing staffs professional and personal skills.

The review was continuing as at 30 June 2001.

GST Assistance Office — direct assistance payments

The objective of the audit was to provide assurance regarding the expenditure to be reported in Treasury's Financial Statements, the adequacy of system controls, and the potential for error and fraud within the GST Assistance Office.

The review was continuing as at 30 June 2001.

Information technology network administration and password control

The objective of the audit was to review the adequacy and effectiveness of security and administration controls in the Treasury's internal information technology network environment.

The review was continuing at 30 June 2001.

SAP and Aurion authorisations

The objective of the audit was to review security, administration and access controls in Treasury's financial information system (SAP) and human resource information system (Aurion).

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The audit found that the framework of security controls supporting the SAP environment was, in general, well defined and effective. The report noted that a number of controls should be strengthened to ensure the integrity of the controls framework is maintained.

Reports by the ANAO

The following reports of relevance to Treasury were released by the ANAO in 2000-01.

Audit Report No. 9: Implementation of whole-of-government information technology infrastructure

The objectives of this audit were to examine the administrative and financial effectiveness of the implementation of the information technology (IT) initiative, with the focus on the first four tenders conducted.

The ANAO found that implementation of the IT initiative required significant effort on the part of the Office of Asset Sales and IT Outsourcing and participating agencies. The issues relating to this audit have been overtaken by the review conducted by Mr Richard Humphry, AO.

Audit Report No. 13: Certified Agreements in the Australian Public Service

The objectives of this audit were to provide public accountability and to strengthen the link between certified agreements and improvements in productivity.

The ANAO made four recommendations aimed at further improving agreement making in the APS. Treasury gave qualified support for the recommendations.

Audit Report No. 14: Benchmarking of the internal audit function

This is a three-year study undertaken by the ANAO to compare the public sector benchmarks with equivalent international data to identify better practices and highlight opportunities for improvement.

The ANAO made two recommendations aimed at improving the level of scrutiny and review by agency audit committees, both of which were agreed by Treasury.

Audit Report No. 19: Management of public sector travel arrangements — follow-up audit

This follow-up audit of reviews undertaken in 1997-98 and the publication of a Better Practice Guide by the ANAO.

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The audit made 13 recommendations for better practices in relation to which Treasury is in broad agreement.

Audit Report No. 23: Audits of the financial statements of Commonwealth entities for the period ended 30 June 2000

This report summarised the final results of audits of the financial statements of Commonwealth entities for the period ended 30 June 2000.

Treasury's audit report opinion was issued on 15 August 2000 without qualification.

Audit Report No. 25: Benchmarking the finance function

This report collected benchmarking data on the public sector finance function and recommended that organisations compare their performance against these benchmarks in order to assist in the identification and diagnosis of improvements that might be made in business processes.

Treasury agreed with this recommendation which will be addressed by a project team in its Accounting and Financial Management Unit.

Audit Report No. 38: The use of confidentiality provisions in Commonwealth contracts

This report examined agencies' use of confidentiality provisions in contracts.

The ANAO made three recommendations, all of which Treasury agrees with.

Audit Report No. 52: Payment of accounts

The main objectives of this audit were to determine whether organisations had implemented appropriate risk management strategies for the processing of accounts and whether payment for goods and services had been properly authorised.

The ANAO concluded that the payment of accounts function was being administered satisfactorily. It recommended a number of better practices with which Treasury is in broad agreement.

Audit Report No. 53: Commonwealth management of leased office property

This audit aimed to develop a benchmark for agencies' property management performance for current and future comparisons as well as complying with the *Financial Management and Accountability Act* and effectively leasing office property.

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The Treasury noted the recommendations made regarding the case study agencies in this report.

Comments by the Ombudsman, decisions by the courts and administrative tribunals

Ombudsman

There were no comments by the Ombudsman on matters within the department in 2000-01.

Courts

Proceedings in the Federal Court's Victorian District Registry between *Felkro Nominees Pty Limited (in Liquidation) & Anor v Commonwealth of Australia & Anor* were discontinued by the plaintiff in 2001-01. The proceedings related to the Commonwealth's Transitional Assistance Payments Scheme.

Proceedings commenced in the Federal Court's Western Australia District Registry between *Broadway Fiduciary Pty Ltd and Ors v Australian Prudential Regulation Authority and Minister for Financial Services and Regulation*. The proceedings relate to a decision made by the Australian Prudential Regulation Authority (APRA) to remove Broadway Fiduciary Pty Ltd as the trustee of the Australian Independent Superannuation Fund (AISF) under the *Superannuation Industry (Supervision) Act 1993*. The Minister for Financial Services & Regulation consented to APRA's decision to remove Broadway Fiduciary as trustee, and the Minister has been joined as second respondent. The matter is continuing.

The Commonwealth commenced proceedings in the Supreme Court of Western Australia in the matter of *The Commonwealth of Australia v Temwood Holdings and Ors*. This matter concerns documents relating to the first respondent that were provided to the Commonwealth by the second and third respondents. It appeared to the department that the documents might have been obtained by the second and third respondents through the Court's discovery process in unrelated proceedings. The Commonwealth is seeking the Court's permission to be released from any implied undertaking as to the use of the documents. The documents were also subject to a Freedom of Information (FOI) request. The matter is continuing.

Administrative Appeals Tribunal

There were two matters relating to the Treasury in the Administrative Appeals Tribunal (AAT) during 2000-01.

An application made to the AAT in 1999-2000 for a review of the decision of the Department under the *Freedom of Information Act 1982* in the matter of *Cyclist Rights Action Group (Applicant) and Department of the Treasury (Respondent)* continued in 2000-01. The applicant had sought a review of the decision by the

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department to refuse to waive or remit charges relating to its FOI application. The application was successfully determined after the applicant narrowed the range of documents requested and the department agreed to waive charges for the provision of these documents.

An application was made to the AAT in 2000-20001 for review of a decision by a delegate of the Minister for Financial Services & Regulation in the matter of by *KG Saw (Applicant) and Australian Securities and Investments Commission (First Respondent)*. The applicant sought a review of the decision by the minister's delegate made under the Corporations Law not to grant permission for the use of the term 'University' in a Body Corporate Name. The applicant withdrew the application on 17 May 2001.

MANAGEMENT OF HUMAN RESOURCES

Treasury's Performance Management System and Career Development System, which underpin the Treasury Management Model, provide the framework for a range of Human Resource strategies by clarifying work level standards, appraising performance and identifying and managing longer term skills development targeted to improve work performance, career planning and staff retention. This framework is seen as critical to Treasury's ability to attract and retain the skills necessary to perform its core functions.

Performance management

The Performance Management System is an integral part of the Treasury Management Model incorporating a biannual performance management cycle. Key elements include context setting, ongoing task assignment, performance feedback and coaching and role development between appraisals.

Prior to each appraisal round, the Secretary and SES attend a context setting meeting. The aims of the meeting are to ensure there is consistency in the approach to the appraisal process and to set the broad context for the appraisals. The outcomes of the meeting are disseminated to all staff. Additional context setting meetings are held at the divisional and unit level to assist staff to understand the practical aspects of appraisals at the operational level.

In addition to context setting meetings, briefing sessions are offered to new starters prior to each performance appraisal round. *Giving and Receiving Feedback* workshops are also provided to managers and staff to develop skills related to performance appraisals and more general interpersonal communication.

The Treasury Performance Management System is designed to promote fairness through clearly defining expectations and building in system controls including:

- the application of a Treasury Work Value Matrix that sets out the standards expected of staff at each classification level and defines the assessment criteria against which performance will be measured;
- the use of upward feedback to the manager-one-removed (that is, two levels more senior), which acts as a system control by giving employees an additional opportunity to comment on the appraisal process and their manager's performance as a manager;
- the use of review panels comprising the manager-one-removed, the immediate manager and other relevant managers, which facilitates fairness and consistency among assessments;
- the use of structured under-performance provisions and strategies that require approval and monitoring by the manager-one-removed; and
- transparency of appraisal outcomes for all staff.

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Treasury is also committed to continuously improving its performance management processes and undertakes regular, comprehensive performance management reviews. The consultative processes provide opportunities for staff to participate actively in the reviews and provide feedback on all aspects of the appraisal process.

A review of the Performance Management System was undertaken by Ernst & Young in 2001. The terms of reference of the review were:

- the capacity of the Performance Management System to assist Treasury meet its outputs and outcomes while developing staff professionally and personally;
- a review of the system's integrity, particularly the:
 - consistency of application,
 - maintenance of confidentiality, and
 - achievement of system purpose.

The methodology involved:

- the development of assessment criteria;
- a review of system documentation;
- a survey of staff perceptions of the effectiveness of the system;
- interviews with staff on key issues emerging from the survey; and
- an interview with, and feedback from, the Workplace Relations Committee.

The overall findings included:

- a high degree of consistency of application across groups and classifications;
- confidentiality within the system is maintained;
- the purpose of the system has been largely achieved with good progress in system objectives; and
- the system is working well, has improved work in Treasury and is perceived by staff as a step forward.

Recommendations from the review, which were circulated to senior management and the Workplace Relations Committee for discussion, will be taken into account as part of a comprehensive departmental review of the Performance Management System during 2001-02.

The Treasury Certified Agreement 1999-2002 introduced a new broadband classification structure for staff below Executive Levels 1 and 2. Movements within the two broadbands are determined through the Treasury's Performance Management System or by merit selection involving an open field. The

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February 2000 appraisal cycle, the first cycle that facilitated movements to the new structure, resulted in movements of staff within the two broadbands. This streamlined process provides fair, objective and transparent broadbanded, performance-based advancement outside the traditional selection processes, eliminating the need for resource intensive selection processes. In addition, the Performance Management System provides opportunities for staff performing at a higher level to be recognised through a system of temporary payments or prospective and retrospective loadings.

APS values

Following the passage of the *Public Service Act 1999*, the Secretary issued a staff notice to all Treasury employees informing them of the principal features of the new legislation and the impact on their employment. The staff notice highlighted the new Australian Public Service (APS) values, which were reproduced in full as an attachment to the notice.

The Treasury Certified Agreement 1999-2002 includes a segment which reinforced the APS values as they existed before 5 December 1999. While the Certified Agreement was not renegotiated to incorporate the amended and additional values, key Treasury documents such as departmental operational plans, the Treasury induction package and the Performance Management System refer prominently to the current APS values. In addition to this, the APS values are published on the Treasury Intranet and displayed on posters which are placed around the building.

In June 2001, a staff survey was conducted as a measure of how well the APS Values and APS Code of Conduct had been incorporated into the Treasury culture. Of the staff who responded, more than 70 per cent indicated that they understood the APS Values and Code of Conduct and that they, and those with whom they worked, understood their application.

Treasury Certified Agreement

The Treasury Certified Agreement 1999-2002 came into effect on 3 September 1999. The three year Agreement was made under section 170LK of the *Workplace Relations Act 1996*.

The principal features of the agreement are:

- an agreement which will run for three years;
- broadbanding within the APS classification structure, comprising Broadband 1 for APS Levels 1 to 4 and Broadband 2 for APS Levels 5 and 6; Executive Levels 1 and 2 were not broadbanded;
- the availability of advancements within a broadband, and temporary loadings as a result of assessments under the Performance Management System;

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- an initial pay increase, on certification, of three per cent for all employees covered by the agreement;
- further increases of two per cent on each of the first and second anniversaries of the certification date;
- movement to a revised salary structure, based on performance appraisal under the terms of the Performance Management System;
- the elimination of retention periods for excess staff;
- access to accrued sick leave for use as personal leave;
- greater flexibility in determining allowances;
- a specific establishment allowance for new-entrant graduates from interstate;
- provisions to determine conditions for employees transferred as a result of 'machinery of government' changes;
- exclusion of SES employees from the agreement (all SES staff are offered Australian Workplace Agreements (AWAs)); and
- an enhanced role for the Workplace Relations Committee (WRC), particularly in relation to a review of conditions of service and drafting of the next agreement.

Through the processes of the Performance Management System, the vast majority of staff are now covered by the revised salary structure. The general pay increase scheduled for 3 September 2000 was duly delivered.

Recruitment and succession planning

Treasury advertises nation-wide for policy staff by way of regular bulk-round recruitment processes. Internal transfer rounds are also conducted on a regular basis. Specialist positions are advertised as required, with a temporary register actively catering for non-ongoing staff.

Graduate recruitment remains an important element of the department's overall recruitment strategy, with 40 graduates commencing in the 2000-01 financial year. A number of senior Treasury policy and SES staff participated in the Graduate Recruitment Program, through visits to universities to meet students and present seminars, attendance at the ACT 'Careers Fest' and participation in the Australia-wide selection process. An informative booklet, *Graduate Careers with Treasury 2002*, was developed in-house and distributed to universities, and all candidates interested in the graduate positions. A graduate website containing relevant information on the program, including input from previous graduates, is also accessible through Treasury's Internet website.

Graduates are offered a formal training program in their first year to provide the opportunity to enhance skills developed through on-the-job training. Training

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and other development opportunities are offered to staff, with priority placed on skills identified through the Performance Management System and the Career Development System.

Treasury was represented on the working group that developed the ANAO good practice guide *Planning for the Workforce of the Future* and has drawn on the guide to evaluate Treasury's workforce planning practices. Considerable energy has been invested in improving and streamlining recruitment and selection processes with an organisation-wide approach taken to most recruitment. Treasury has implemented biannual bulk round selection processes and annual graduate selection processes aligned to Treasury's capability frameworks. In addition, streamlined departmental recruitment guidelines and skills development for selection panels have enhanced Treasury's selection processes.

Work is being undertaken to refine Treasury's longer-term workforce needs and more particularly the need for specialist skills in both policy and administrative areas. Treasury's Performance Management and Career Development Systems enable the department to identify, track and align training and development needs to people development and management strategies. The department is also improving the capacity of its Human Resource Management System (Aurion) to provide a range of demographic and qualitative data of Treasury's workforce, a necessary tool for workforce planning.

Training and development

Treasury's Performance Management System and Career Development System regularly provide data that identifies the training and development needs of staff. This data is used to identify key modules for the Department's training program and to align development opportunities with business needs. As a result, key training areas for 2000-01 included leadership, communication, performance management and technical skills.

Some sixty participants completed a comprehensive Leadership Development program for Executive Level 2 (EL2) employees. The program incorporated 360 degree feedback based on the Public Service and Merit Protection Commission (PSMPC) Senior Executive Leadership Capability Framework and aimed to enhance individual development at the personal, team and strategic levels, as well as strengthen management and leadership skills for current and future management roles. This Program has had a positive impact at the organisational level, with consideration now being given to leadership development for the senior management group (SES).

Writing skills workshops have been offered throughout the year, specifically targeting Treasury requirements. Two workshops were offered on *Writing for Publications* to assist those involved with preparation of Budget documents. In addition, *Providing Oral Advice* workshops have been tailored to meet the requirements of SES and EL2 staff. The workshops topics included briefing ministers, participation in inter-departmental committees and appearances

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before parliamentary committees. *Presentation Skills* workshops have also been provided to Treasury staff.

Prior to each performance appraisal round, briefing sessions are offered to new starters, providing a context for the system and clarifying the processes. Workshops are also offered to managers and staff on giving and receiving feedback to develop skills related to performance appraisals and more general interpersonal communication.

Performance appraisal data indicates that more than 50 per cent of staff identify on-the-job training as a key method of development. Training options reflect an increased emphasis on developing coaching skills for managers. Individual coaching is available from Human Resource staff, external consultants and through Treasury's Employee Assistance Program (EAP), which offers a Manager Assist service. Training in team skills continues with many areas of the department conducting planning days and team building exercises. The EL2 leadership development program also provided managers with opportunities to develop their coaching and mentoring skills.

Treasury's studies assistance policy provides for leave provisions and, in some cases, financial assistance for staff to access tertiary study. External courses, conferences, workshops and seminars continue to be used for suitable development opportunities.

Graduates commencing in Treasury each year participate in a development program that includes comprehensive induction into the department, effective writing, presentation skills, people skills, and an introduction to the Senate and the legislative process, as well as on-the-job training.

Treasury's training costs totalled \$679,742 in 2000-01. This included information technology training, internally delivered training and externally attended development opportunities. (This figure excludes salary costs associated with attending training.)

Staffing information

There has been a slight increase in the employment of both on-going and non-ongoing staff in 2000-01. The increase in ongoing full-time staff largely reflects an increased graduate recruitment program. The increase in non-ongoing staff is mainly attributed to staff being recruited for specific tasks.

There were a number of Executive movements in the Treasury in 2000-01, the most prominent being the retirement of the Secretary, Mr E.A. Evans, AC on 26 April 2001. Details of other Executive movements are detailed on page 133.

The following tables represent the number of Treasury staff, by category and gender, as at 30 June 2001. Staff paid by other agencies are not included. All staff are employed under the *Public Service Act 1999*.

Table 5: Operative and paid inoperative staff by classification and gender (as at 30 June 2001)^(a)

Classification	Ongoing				Non-ongoing				Total
	Full-time		Part-time		Full-time		Part-time		
	Male	Female	Male	Female	Male	Female	Male	Female	
Cadet		1							1
APS1		2			1				3
APS2	1	3			1	1	1	2	9
APS3	32	25			4	15		2	78
APS4	5	26		2	4	7	1	1	46
APS5	27	38		4	3	4			76
APS6	49	33		3		2		1	88
EL1	70	33	1	1	1	2	1		109
EL2	67	23		5	3		1		99
SEB1	24	7							31
SEB2	9	1							10
SEB3	3								3
Secretary	1								1
Total (b)	288	192	1	15	17	31	4	6	554

(a) Includes staff located outside Canberra.

(b) The staffing figure of 548 reported in last years annual report included AOFM staffing of 23.

Changes in staffing at overseas posts

Details of staffing changes at overseas posts were:

- Michael Willcock replaced Michael Shadwick at the Beijing post;
- Janine Murphy replaced Nigel Ray at the Washington post; and
- Paul Tilley replaced David Parker at the Paris post.

Table 6: Staff located at overseas posts

Overseas Post	SES Band 1	EL2	Total
Beijing	1		1
Jakarta		1	1
London		1	1
Paris	1		1
Tokyo	1		1
Washington	1	1	2
Singapore		1	1
Total	4	4	8

Note: Locally engaged staff have not been included in tables.

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Senior Executive Service — remuneration and performance appraisal

All SES employees have their remuneration and conditions determined by AWAs. The AWAs are supplemented by a remuneration model which allows for progression through a number of salary points and the payment of performance bonuses.

Table 7: Salary scales — SES

Classification	3 September 2000		3 September 2001	
	Top \$	Bottom \$	Top \$	Bottom \$
SES Band 1	101,488	88,250	103,518	90,015
SES Band 2	130,716	113,667	133,330	115,940
SES Band 3	170,085	147,900	173,487	150,858

From September 2000, SES were appraised using the PSMPC Senior Executive Leadership Capability Framework. Previously, the SES were appraised against the work value matrix contained in the Performance Management System.

The appraisal process has two steps. Initially, SES are assessed as performing satisfactorily or unsatisfactorily against each appraisal criterion and on an overall basis. SES are then given an individual quintile ranking for each criterion, and an overall quintile ranking, reflecting their performance relative to their peers.

As a result of appraisal, salary movements and payments of loadings and bonuses of up to 15 per cent of base salary are made in accordance with the SES pay model and, as appropriate, the terms of individual AWAs.

The total amount of performance pay made to SES in 2000-01 was:

SES Band 1	\$174,568
SES Band 2	\$111,353
SES Band 3	\$66,636
Total	\$352,557

Note 14 on page 194 shows more information on Executive Remuneration over the financial year. In 2000-01, for the first time, performance pay reported in Note 14 Executive Remuneration represents amounts that were accrued in that period, not the actual amounts paid.

All SES employees have the use of a private plated vehicle and where applicable, parking paid for by the Treasury. Other benefits include airline lounge membership, mobile phones and in some cases, home office facilities.

Remuneration — employees other than SES

The Treasury Certified Agreement 1999-2002 introduced a revised pay structure which provides salary outcomes as a result of performance appraisal under the Performance Management System. All employees are appraised at six-monthly intervals, in February and August.

Table 8: Certified Agreement salary scales — Non-SES

Classification	3 September 2000		3 September 2001	
	Top \$	Bottom \$	Top \$	Bottom \$
Cadet				
APS1	28,630	26,265	29,203	26,790
APS2	32,569	30,467	33,220	31,077
APS3	36,771	34,670	37,506	35,363
APS4	40,973	38,872	41,792	39,649
APS5	46,752	43,863	47,687	44,740
APS6	52,530	49,641	53,581	50,634
EL1	65,137	58,650	66,440	59,823
EL2	79,846	72,491	81,443	73,941

A small number (19) of non-SES employees are covered by AWAs for the purposes of remuneration and conditions of service. In the main, this reflects the need to attract and retain employees with particular skills or qualifications. While conditions of service are usually identical to those contained in the certified agreement, the AWAs allow remuneration outside the pay model which applies to all other staff.

Some non-SES AWA holders may also earn performance pay of up to 15 per cent of salary, on the basis of assessments made under the Performance Management System. Payments of performance pay made in 2000-01 to non-SES employees (8 EL2's and 1 EL1) totalled \$58,373.

Mobile phones and home office facilities are provided to some non-SES employees where justified.

Senior management changes

Information on senior management movements within Treasury are outlined below.

Details of the senior staff departures from Treasury were:

- Wayne Mayo resigned on 4 July 2000;
- Karen Spindler resigned on 13 December 2000;
- Kevin Deeves retired on 29 March 2001;

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- Deidre Gerathy was promoted to the Australian Taxation Office on 15 June 2001;
- Richard Wood resigned on 26 June 2001; and
- James Horne was promoted to the Department of Prime Minister and Cabinet on 4 August 2000.

Temporary departures were:

- Gary Johnston took long term leave of absence from 24 July 2000;
- Michael Callaghan took long term leave of absence from 27 November 2000; and
- David Parker took long term leave of absence from 15 January 2001.

The following internal promotions were made during 2000-01:

- James Hagan at the Senior Executive Band 2 level from 19 October 2000;
- Veronique Ingram at the Senior Executive Band 2 level from 19 October 2000;
- David Parker at the Senior Executive Band 2 level from 19 October 2000;
- Nigel Ray at the Senior Executive Band 2 level from 19 October 2000;
- Ian Robinson at the Senior Executive Band 2 level from 20 October 2000;
- Rob Heferan at Senior Executive Band 1 level from 18 January 2001;
- Nicole Masters at Senior Executive Band 1 level from 18 January 2001;
- John Lonsdale at Senior Executive Band 1 level from 18 January, 2001; and
- Martin Parkinson at the Senior Executive Band 3 level on 10 May 2001.

Details of the senior staff commencements to Treasury were:

- Nigel Bailey returned from extended leave on 8 January 2001;
- David Tune at Senior Executive Band 2 level from 5 February 2001;
- David Martine at Senior Executive Band 1 level from 5 February 2001;
- Martin Parkinson returned from extended leave on 5 February 2001; and
- Graeme Davis at Senior Executive Band 1 level from 27 April 2001.

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Table 9: SES commencements

Reason for Commencement	SES Band 3	SES Band 2	SES Band 1	Total
Engagement (ongoing)			1	1
Internal promotion	1	5	3	9
Transfer from other agencies		1	1	2
Return from leave		1	1	2
Total	1	7	6	14

Table 10: SES cessations

Reason for Movement	SES Band 3	SES Band 2	SES Band 1	Total
Resignation			3	3
Retirement		1		1
Long term leave		2	1	3
Internal promotion		1	5	6
Promotion to other agencies			2	2
Appointment as Secretary	1			1
Total	1	4	11	16

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PURCHASING

Treasury's policy and procedures on purchasing goods and services are contained in the department's Chief Executive Instructions and are based on the Commonwealth Procurement Guidelines issued by the Department of Finance and Administration.

During the course of the year Treasury has developed an internal procedural manual on contract and complex procurement aimed at assisting staff in the conduct of their responsibilities.

ASSETS MANAGEMENT

Treasury's assets predominantly consist of computers, IT software, plant and equipment. Treasury has established appropriate procedures, via the Chief Executive Instructions, for the management of these assets.

COMPETITIVE TENDERING AND CONTRACTING

In accordance with the Government's corporate services market testing policy, Treasury is currently market testing a range of human resource and accounting and finance related activities. It is expected that market testing of these areas will be completed by March 2002.

In accordance with the Government's IT outsourcing policy, Treasury is currently market testing its IT network and help desk functions including all related equipment and services. It is expected that this process will be completed by 31 December 2001.

CONSULTANCIES

Consultants

Treasury's policy and procedures on contracting services are contained in the department's Chief Executive Instructions and are based on the Commonwealth Procurement Guidelines issued by the Department of Finance and Administration.

The most frequent reasons for Treasury to use consultants were:

- access to specialist skills or knowledge not available in-house;
- need for rapid access to latest technology and expertise in its application; and
- specialist in-house resources unavailable in time allowed.

Forty nine consultancies valued at \$10,000 or more were contracted by Treasury during 2000-01 at a total cost of \$3,757,744. A further 23 consultancies valued at less than \$10,000 each were contracted by Treasury during 2000-01 at a total cost of \$108,124.

Table II: Consultancies over \$10,000 in 2000-01 by output group

	Output Group	Consultancies Number	Cost \$
1.1	Economic	3	61,582
2.1	Budget	9	943,024
3.1	Markets	19	1,910,552
	Corporate Services	18	842,586
Total		49	3,757,744

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Table 12: List of consultancies over \$10,000 in 2000-01 by output group

Consultant	Project	Cost ⁽ⁱ⁾ \$	Reason	Procurement Method ⁽ⁱⁱ⁾
Output Group 1.1 (Economic)				
Greg Taylor	Provision of advice to Papua New Guinea Treasury on relations with International Financial Institutions	15,875	(e)	Direct engagement
John Brown	Technical assistance to Papua New Guinea Department of Finance for expenditure on monitoring systems	25,907	(e)	Select
McKibbin Software Group Pty Ltd	Provision of training on the MSG3 Model	19,800	(a), (e)	Direct engagement
Total Output Group 1.1		61,582		
Output Group 2.1 (Budget)				
AJ Baxter and Associates	Oversight and coordinate testing of the Tax Value Method draft legislation	94,495	(a), (c), (e)	Direct engagement
Arthur Andersen Consulting	Provide research and analysis of taxation policy development and issues	36,645	(e)	Select
Customised Software Solutions	To develop an Internet linked database system within the Direct Assistance programme of the GST Start-Up Assistance Office	43,796	(b)	Direct engagement
Ernst & Young (iv)	Develop a publication for the GST Start-Up Assistance Office	49,415	(b)	Direct engagement
Ian Sheppard	Chair of the Inquiry into definitional Issues relating to charities, religious and community organisations	24,000	(b)	Direct engagement
John Church	Provide assistance to the Charities Definition Inquiry	10,000	(e)	Direct engagement
KPMG Consulting	Provide consultancy services for the Board of Taxation's review of community consultation arrangements for the development of taxation legislation	261,723	(c), (e)	Select
Moore Stephens HF Services Pty Ltd	To develop information used by the Call Centre operated by GST Start Up Assistance Office	82,500	(b)	Direct engagement
Spherion Outsourcing Solutions Pty Ltd	Specialist staff for GST Start-Up Assistance Office	340,450	(b)	Direct engagement
Total Output Group 2.1		943,024		

Table 12: List of consultancies over \$10,000 in 2000-01 by output group (continued)

Consultant	Project	Cost ⁽ⁱ⁾ \$	Reason	Procurement Method ⁽ⁱⁱ⁾
Output Group 3.1 (Markets)				
Advance Consulting and Evaluation Pty Ltd	Prepare report relating to the Australian venture capital industry	40,990	(b)	Select
Alan Cameron Consulting	Development of strategies to increase regulatory cooperation	24,075	(e)	Direct engagement
Arthur Anderson Consulting	Advice on location decision drivers for Global Financial firms	36,386	(e)	Select
Clayton Utz	Legal advice on issues related to HIH	326,766	(e)	Select
Colmar Brunton Social Research	Research services into consumer issues affecting youth	44,000	(e)	Select
Gillooly Warner and Associates Pty Ltd	Develop and implement an education, research and training strategy for Axiss Australia	164,250	(e)	Direct engagement
Global Communications Strategists	Development of a Youth Calendar and Budget Planner	65,000	(e)	Select
Grey Advertising Canberra Pty Ltd	Ongoing development of Product Recalls Australia website	48,285	(a), (e)	Direct engagement
Hogan Marketing Services Pty Ltd	Provision of a Call Centre service for HIH policy holders	207,540	(e)	Select
Ian R Harper & Associates Pty Ltd	Australia as a Centre for Global Financial Services independent review	43,920	(c)	Direct engagement
INFACCT Consulting	To create a database for Axiss and advise on export opportunities	25,000	(c)	Direct engagement
John Connolly and Partners Pty Ltd	Management advice and assistance on issues related to HIH	176,718	(e)	Select
Leslie Hosking	CEO of Axiss Australia	293,304	(e)	Select
One Planet Solutions Pty Ltd	Upgrade of FIPD computing system and development of an on-line application form	111,426	(e)	Select
Rosslyn Pty Ltd	Collection of property and economic data for a report on the Australian prime office market.	49,500	(e)	Direct engagement
Stephen William Scott	Provide support in relation to education/skilled workforce initiatives undertaken by Axiss Australia	30,800	(e)	Direct engagement

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Table 12: List of consultancies over \$10,000 in 2000-01 by output group (continued)

Consultant	Project	Cost ⁽ⁱ⁾ \$	Reason	Procurement Method ⁽ⁱⁱ⁾
Output Group 3.1 (Markets) (continued)				
Techne-Ventures	Initial development and publication of Axiss Perspectives	77,000	(e)	Select
The Good Guides Group	Development of an e-commerce initiative to reach the youth consumer market	44,000	(e)	Select
TMP Worldwide Pty Ltd	Recruitment services for Axiss Australia	101,592	(c)	Select
Total Output Group 3.1		1,910,552		
Corporate Services				
Acumen Alliance	Provision of financial analysis and modelling services associated with IT outsourcing	19,217	(b)	Select
Acumen Alliance	Specialist advice on the department's financial reporting procedures	96,213	(e)	Select
Acumen Alliance	Advice and preparation of the department's financial statements	21,120	(e)	Direct engagement
Aspect Computing Pty Ltd	Provision of database administration and specialist programming and analysis services for the SAP Financial Management System	110,000	(b)	Direct engagement
Business Synetics Pty Ltd	Consulting Services relating to Treasury's IT Outsourcing Project	40,385	(e)	Direct engagement
Cupertino & Partners	Editorial and writing services for the Treasury Centenary Booklet	10,274	(e)	Direct engagement
Davidson Trahaire	Provision of Employee Assistance Programme	19,000	(e)	Select
DeakinKM Pty Ltd	SAP FMIS end user training and preparation of documentation manuals	10,042	(b), (e)	Select
Deloitte Touche Tohmatsu Consulting (ICS)	Specialist advice on various enhancements to SAP FMIS	44,774	(e)	Select
Excelerated Consulting Pty Ltd	Assist with the establishment, implementation, training and documentation of the budgeting and reporting tool iTM1-Phase 1	78,866	(e)	Select

Table 12: List of consultancies over \$10,000 in 2000-01 by output group (continued)

Consultant	Project	Cost ⁽ⁱ⁾ \$	Reason	Procurement Method ⁽ⁱⁱ⁾
Corporate Services (continued)				
Gutheridge Haskins and Davey Pty Ltd	Security practices and procedures Stage 2	11,440	(e)	Direct engagement
Hallet and Co	Specialist advice for preparation of FBT Return	13,000	(b), (e)	Direct engagement
Mastech Asia Pacific Pty Ltd	Provision of specialist web based application programming services for website development	74,246	(b)	Select
Mastech Asia Pacific Pty Ltd	Management of Intra/Internet services	44,131	(b)	Select
SAP Australia Pty Ltd	Upgrade assessment service costs for new version upgrade	24,000	(c)	Direct engagement
Upton Martin Consultants	Provide management workshops for Treasury	19,459	(e)	Direct engagement
Upton Martin Consultants	PMS Briefings and Giving and Receiving Feedback Workshops	12,291	(e)	Select
Vantage Point Consulting Pty Ltd	Development and provision of EL 2 leadership programmes	194,128	(d), (e)	Select
Total Corporate Services		842,586		
Total Consultancies over \$10,000		3,757,744		

(a) Need for rapid access to latest technology and expertise in its application.

(b) Specialist in-house resources unavailable in time allowed.

(c) Need for an independent study or review.

(d) Need for a change agent or facilitator.

(e) Specialist skills or knowledge not available in-house.

Notes

i. Any cost increase or decrease not paid in 2000-01 will be paid in 2001-02.

ii. Direct engagement includes the engagement of: a consultant selected from a pre-qualified panel arrangement; a recognised and pre-eminent expert; a consultant who had previously undertaken closely related work for the Department; or a consultant known to have the requisite skills where the value of the project did not justify the expense or delay associated with seeking tenders.

iii. Axiss Australia was formerly known as the Australian Centre for Global Finance.

iv. This consultancy was raised in 1999-2000 with \$19,250 paid in that year but not reported.

WORKPLACE RELATIONS

Treasury has continued to undertake extensive consultation with employees on matters which affect them in the workplace. The key consultative body is the Workplace Relations Committee (WRC) which operates under the terms of the *Treasury Certified Agreement 1999-2002* to facilitate employee consultation on the operation of the Agreement and related staffing and management issues. Elections for the Committee were held in May 2001 with three Executive level employees and three APS level employees being elected. In addition, staff invited the Community and Public Sector Union (CPSU) to participate on the WRC.

The WRC took a key role in the audit of the Performance Management System conducted by Ernst & Young this year. The Committee assisted the Executive Board in scoping the terms of reference for the audit and consulted with staff on Performance Management System issues related to the consistency and integrity of the operation of the Performance Management System and the level of staff satisfaction with the System. The WRC also provided comments on the report and its recommendations.

The WRC was also consulted on a range of people management systems and policies including the revised Workplace Diversity Plan and the Disability Action Plan.

The current Certified Agreement will expire in September 2002. The WRC has begun preparatory work for the next Certified Agreement and as part of this process is meeting regularly with the Secretary to discuss workplace issues of interest to staff. The Committee will also be represented on the steering committee for market testing of Corporate Service functions.

Throughout 2000-01, the department developed its Intranet site improving accessibility of information, policies and guidelines. The Intranet is also being used increasingly as a tool for staff consultation to facilitate comments on draft policies prior to finalisation.

WORKPLACE DIVERSITY

The strategies and initiatives of Treasury's Workplace Diversity Program encourage and utilise the contributions of people of different backgrounds, experiences and perspectives. The focus of the program has been to implement strategies that attract, develop and support employee participation reflecting the broad cross-section of the Australian community.

Treasury's Disability Action Plan is linked to the Commonwealth Disability Strategy and is intended to ensure equal opportunities for people with disabilities to access and utilise government programs and services. It is supported by the principles and objectives of Treasury's Workplace Diversity Program. The plan was reviewed and updated early in 2001 in consultation with the Workplace Relations Committee.

In 2000-01, 26 staff worked in a part-time capacity, 16 of whom were ongoing and 10 were non-ongoing. This compared with 32 staff who worked in a part-time capacity in 1999-00, 17 of whom were ongoing and 15 were non-ongoing.

The Treasury Certified Agreement provides for a carers' room to offer staff a safe and quiet workplace in which to attend to their dependant's needs while continuing to fulfil their work commitments in Treasury. The carers' room guidelines were revised and released on the departmental Intranet in April 2001. The carers' room continues to be used regularly by staff caring for sick children, nursing mothers and staff caring for children while the primary carer is unavailable. Staff are asked to complete an evaluation form after using the room. Generally, staff have indicated that they are happy with the carers' room.

Treasury has a number of workplace harassment contact officers who are fully trained to provide advice and assist staff members. Ongoing training is offered to all contact officers on a regular basis and a list of workplace harassment contact officers is provided to all Treasury staff members through the Treasury Staff Bulletin and electronic mail.

Treasury has participated in the Indigenous Cadetship Program since 1993. Currently Treasury employs four staff (three operative and one inoperative) who have self-identified as being from an Indigenous background.

The following charts show the gender trends within Treasury over the past three financial years.

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Chart 8: Number of new entrant graduates — by gender

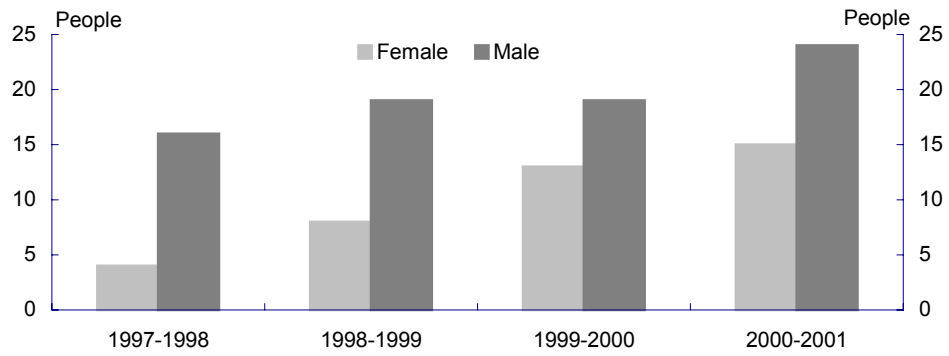
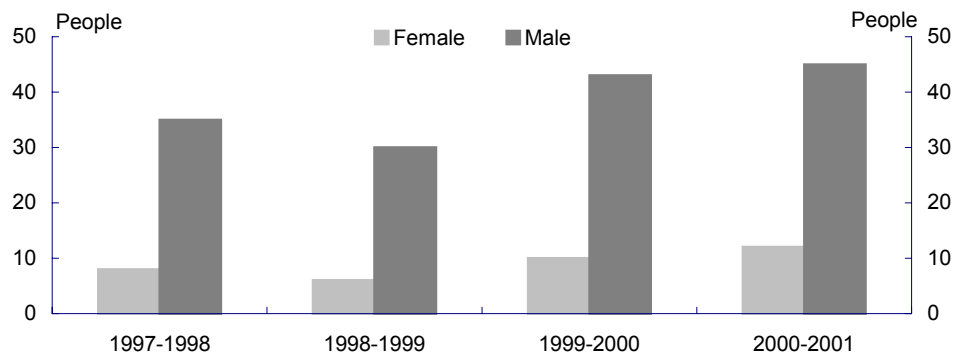


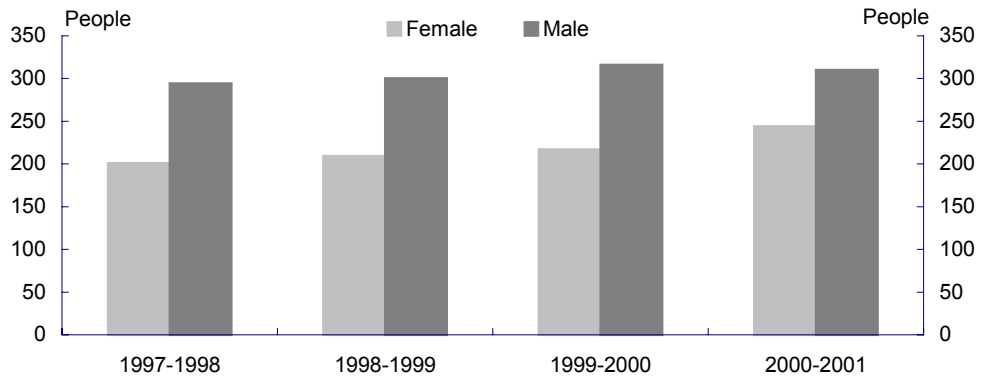
Chart 9: Number of SES staff members — by gender

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Chart 10: Treasury staff levels — by gender



Note: These figures are at 30 June for the financial years.

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Women's representation in senior levels in the department is supported through overall people management strategies, including the Performance Management System and Career Development System. Particular strategies include coaching and on-the-job training, internal and external development programs and mobility within the department.

Table 13: Operative and paid inoperative staff by EEO target group

Classification	Female	Born Overseas	ESL	AATSI	Disability
Cadets	1	0	0	1	0
APS1	2	0	0	0	0
APS2	6	3	1	0	0
APS3	42	14	6	0	0
APS4	36	6	5	0	3
APS5	46	22	12	0	1
APS6	39	10	4	1	3
EL1	36	17	5	1	2
EL2	28	18	5	1	2
SESB1	7	4	0	0	0
SESB2	1	1	0	0	0
SESB3	0	0	0	0	0
Total	244	95	38	4	11

Note: For equal employment opportunities (EEO) categories other than gender, staff identification is made on a voluntary basis and staff may be included in more than one category. The above table is not directly comparable with Table 5 on page 131 as it is compiled on a basis which recognises acting (as at 30 June 2001) rather than substantive classifications.

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Table I4: EEO in appointments to boards (or equivalent) of statutory and non-statutory bodies (as at 30 June 2001)^(a)

	Total Positions filled as at 30 June	Number from EEO Target Groups	Number of appointments made during the year	Number of appointments from EEO target groups
Australian Accounting Standards Board	1	0	0	0
Australian Competition and Consumer Commission	20	2	4	0
Australian Competition Tribunal	9	1	0	0
Australian Prudential Regulation Authority	7	1	0	0
Australian Securities and Investments Commission	2	1	2	1
Australian Statistics Advisory Council	9	2	0	0
Business Regulation Advisory Group	9	2	1	1
Commonwealth Consumer Affairs Advisory Council	8	5	0	0
Companies and Securities Advisory Committee	9	3	1	0
Companies Auditors & Liquidators Disciplinary Board	6	0	6	0
Corporations and Securities Panel	43	22	19	9
Financial Reporting Council	19	4	2	0
Financial Sector Advisory Council	9	1	0	0
Foreign Investment Review Board	4	1	0	0
Legal Committee of the Companies and Securities Advisory Committee	2	1	0	0
Life Insurance & Actuarial Standards Board	7	0	2	0
National Competition Council	5	1	5	1
Payments System Board	7	1	0	0
Productivity Commission	11	2	6	2
Reserve Bank of Australia Board	8	1	2	0
Superannuation Complaints Tribunal	18	10	7	5
Tax Agents' Boards	18	0	2	0
Total	231	61	59	19

(a) In this table, the only EEO target group notified was women.