
A Corporate review

This appendix provides information on staffing and management issues and additional information in accordance with parliamentary requirements for departmental annual reports.

Role of the Commission

The Productivity Commission was formally established on 16 April 1998 following Royal Assent to the *Productivity Commission Act 1998*. As noted in chapter 3, the Commission is the Commonwealth Government's principal review and advisory body on microeconomic policy and regulation. Further information about the Commission's role is contained in that chapter and in its first annual report.

Structure

The Commission is headed by a Chairman and can comprise between four and eleven other Commissioners, who are appointed by the Governor-General for periods of up to five years. In addition, Associate Commissioners can be appointed by the Treasurer for terms of up to five years or for the duration of specific projects.

The Commission's structure and senior staff at 30 June 1999 are shown in figure A.1.

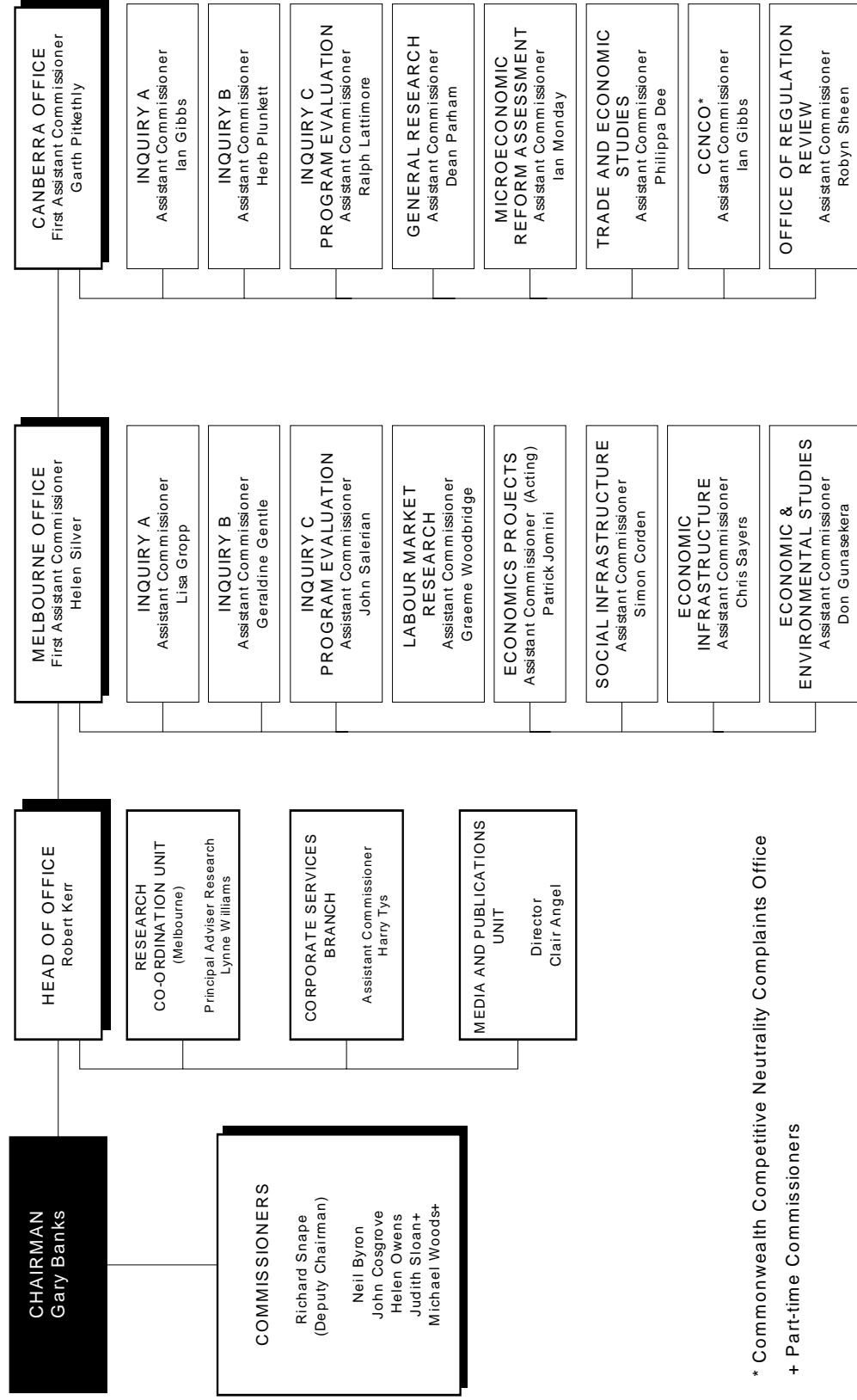
Commissioners

At 30 June 1999, in addition to the Chairman there were six Commissioners, two of whom were part-time (table A1.1 of attachment A1). Biographical information on the Commissioners can be found on the Commission's internet website and in the Commission's first annual report (PC 1998b).

No new Commissioners were appointed during 1998-99.

An existing Commissioner, Professor Richard Snape, was appointed Deputy Chairman by the Treasurer on 24 February 1999. The Deputy Chairman assists the Chairman in the exercise of his powers and the performance of his duties under the Act.

Figure A.1 Productivity Commission structure and senior staff, 30 June 1999



* Commonwealth Competitive Neutrality Complaints Office

+ Part-time Commissioners

Associate Commissioners

The Productivity Commission Act enables the Commission to draw on people with specific expertise in conducting its inquiries.

Five Associate Commissioners, appointed for the duration of particular inquiries on a part-time basis, were current during 1998-99. Details of the appointments are shown in table A1.2 of attachment A1.

Mr Ray Braithwaite was appointed part-time Associate Commissioner for the inquiry on the impact of competition policy reforms on rural and regional Australia on the basis of his knowledge of country Australia. He has extensive experience in rural industry, as a sugar farmer and a chartered accountant, as well as extensive parliamentary, public and community service.

Mr Robert Fitzgerald AM, part-time Associate Commissioner for the inquiry on Australia's gambling industries, was National President of the Australian Council of Social Service from 1993 to 1997 and has held other senior honorary positions with the NSW Catholic Commission on Employment Relations, JOBFutures Ltd and the St Vincent de Paul Society (NSW). He has also practised as a commercial and corporate solicitor and management consultant for 20 years. Subsequent to his appointment as an Associate Commissioner, Mr Fitzgerald was appointed as a Councillor on the National Competition Council and as the Community Services Commissioner in New South Wales. He brings to the inquiry considerable expertise in both commercial and social welfare matters.

Dr Derek Scafton, part-time Associate Commissioner for the inquiry on progress in rail reform, has extensive experience in the transport industry from a public policy perspective. He is currently Adjunct Professor of Transport, Policy and Planning at the Transport Systems Centre, University of South Australia. Dr Scafton was previously Director-General of Transport in South Australia and a Commissioner of Australian National Railways. He has participated on numerous advisory bodies, as well as the Industry Commission inquiry on urban public transport.

Mr Stuart Simson, part-time Associate Commissioner for the broadcasting inquiry, has a managerial and editorial background in media organisations. In addition to his current business interests as a developer of content and programs for the Internet and pay television, he is the current chair of the Australia China Council.

Dr Robin Stewardson was appointed part-time Associate Commissioner for the inquiry on international liner cargo shipping on the basis of his broad academic and business background. His extensive experience at BHP, where he was Chief Economist, covered amongst other things, a range of industry policy issues.

Staff

Staff numbers at 30 June increased from 195 in 1998 to 201 in 1999.

The Commission's 'natural' attrition — that is, excluding departures from end-of-contract and voluntary redundancy packages — of 10 per cent in 1998-99 was the lowest for several years. Natural attrition continues to be higher in the Melbourne office than in Canberra reflecting, in part, the different labour markets.

The Commission recruited 55 staff during the year, including six females and three males through its graduate recruitment program.

Statistical information on staffing is provided in tables A1.3 to A1.7 of attachment A1.

Key management developments

The past year was the first full year of operation since passage of the *Productivity Commission Act 1998*. The Commission took the opportunity to review, and modify as necessary, management structures in light of its new functions.

An outline of the key management structures in place at 30 June 1999 is as follows:

- The Chairman, as Chief Executive Officer, is assisted in the overall management and corporate governance of the Commission by a Management Committee which he chairs. The committee meets monthly and otherwise as required.
- Commissioners meet monthly as a group, to discuss key issues related to the Commission's extensive work program. Commission meetings, which are attended by senior staff, are also used to raise relevant management matters.
- Each functional area of the Commission provides periodic reports to Commission meetings. The specific management structures in these areas are:
 - an Inquiry Committee, in respect of government commissioned projects. The Committee is chaired by the Head of Office and reports on a six-monthly basis;
 - a Research Committee, in respect of the research program. The Committee is chaired by the Deputy Chairman, meets on a monthly basis and reports on a quarterly basis;
 - a Steering Committee for the Review of Commonwealth/State Service Provision, chaired by the Chairman of the Commission, whose work is reported on a quarterly basis;

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- the Chairman also has a particular role in overseeing the work of the Office of Regulation Review, which provides quarterly reports on its activities; and
 - one Commissioner is designated with responsibility for competitive neutrality issues, and reports on a quarterly basis.

Management effort during the year also focused on the Commission's relationships with external clients, on staff employment matters, and on improvements in its systems and processes. Of particular note were:

- two external feedback surveys;
- an internal staff survey;
- implementation of the Certified Agreement 1998–2000; and
- continuing work on the Year 2000 compliance issue.

These and a number of other matters are covered below.

External relationships

Feedback surveys

The Commission actively sought feedback on its work during the year. In particular, it conducted two surveys of external views and perceptions of the Commission's performance. Details are provided in chapter 3 and appendix B.

Website developments

The Commission's internet website was further developed during 1998-99 to improve its usefulness to external clients. The enhancements included the addition of a 'text only' version of the home page which provides easier viewing for the visually impaired. 'Latest Developments' boxes now provide immediately accessible information on the progress of inquiries, changes to scheduling of public hearings, report release dates and other developments. Additional material — such as inquiry transcripts of hearings and all submissions (excluding confidential information) — is being made available on the site. A 'Site Search' facility, which links to the Commonwealth Government's search engine, was also added to help users find relevant information on the website more easily.

The Commission's website pages were accessed around 827 000 times by external clients during 1998-99 compared with around 300 000 times in 1997-98, indicating

that the site is rapidly becoming an important means of communication with the public. The Commission's website is located at <http://www.pc.gov.au>.

Service charters

The Commission's service charter was published on 1 May 1998 and was reviewed towards the end of 1998-99.

Given its separate functions, a service charter was also developed for the Commonwealth Competitive Neutrality Complaints Office established within the Commission. This charter is also reviewed regularly.

The Commission's service charters were developed through consultation with staff and apply to all its clients — individuals, government bodies, the Commonwealth Treasurer, internal clients and service providers. The charters are widely available, including on the Commission's website.

Performance against the charter is monitored through complaints to designated senior managers. No complaints were recorded in 1998-99.

Conflict of interest procedures

The Commission is often required to make judgments about contentious policy issues in which substantial interests can be at stake. It is important that transparent procedures are in place to avoid any potential conflicts of interest — whether real, inadvertent or perceived — which could undermine the Commission's independence.

During the year the Commission reviewed its procedures in respect of potential conflicts between the private interests and public duties of its Commissioners and staff.

The revised procedures, which build on the latest Australian Public Service guidelines, are in the process of being implemented.

Social justice and equity

The Commission's processes contribute to the Government's social justice and equity policies in a number of ways. At the broadest level, the statutory requirement for the Commission in all its work to take into account impacts on the community as a whole is intended to promote fairer outcomes.

The transparency of the public inquiry process provides the opportunity for anyone with an interest in an inquiry to make their views known and to have these considered. The Commission actively seeks out those who are likely to have an interest in an inquiry, so that a range of views and circumstances can be taken into account. Developments in the past year to enhance the reach and accessibility of Commission processes are discussed in chapter 3.

The Commission's Access and Equity Plan sets out the processes to be followed to provide groups with special needs the opportunity to participate in Commission activities. This Plan will be updated during 1999 to reflect the Government's *Charter of Public Service in a Culturally Diverse Society*.

Freedom of Information

The Commission received two applications for documents under the *Freedom of Information Act 1982* in 1998-99.

The first application sought research results and documentation in relation to the Staff Research Paper, *Youth Wages and Employment*. The request was received on 23 November 1998.

The second application sought documents in relation to information contained in the Commission's report, *Microeconomic Reform by Australian Governments 1997-98*, which formed part of the Commission's annual report series. The request was received on 9 February 1999.

In both cases, full access was granted within the required time.

A statement encompassing formal reporting requirements is provided in attachment A2.

Staff employment matters

Staff survey

In March 1999 the Commission undertook a survey of staff views on a range of organisational and management issues. The survey was designed to help identify areas where current practices could be improved and ways to provide a better working environment for staff. Questions were framed with a view to allowing some comparisons with previous staff surveys.

The 90 per cent response rate was an excellent outcome for a voluntary survey. A detailed examination of the survey responses, and consideration of possible courses of action, are still under way. However, as a broad indicator of staff satisfaction, almost 80 per cent of responses rated the Commission as a 'good' or 'very good' place to work — an improvement on what was still a broadly favourable response to a similar question in the previous survey in 1995.

Certified Agreement 1998–2000

The Commission's certified agreement, negotiated with its employees in accordance with section 170LK of the *Workplace Relations Act 1996*, was approved by the Australian Industrial Relations Commission on 10 August 1998.

The main provisions of the agreement were outlined in the Commission's 1997-98 Annual Report.

Implementation of the agreement has proceeded smoothly, assisted by a staff, union and management consultative committee established under the agreement. All but a handful of the 37 specific 'action' items had been implemented by 30 June 1999. The most challenging area of the agreement, and one highlighted in the survey of staff, is that relating to the Commission's performance management scheme. The operation of the system is being monitored to ensure it meets its objectives.

Australian Workplace Agreements

Following the negotiation of Australian Workplace Agreements with most Senior Executive Service staff, a number of agreements were negotiated with staff below this level.

Occupational health and safety (OH&S)

Significant effort was maintained during the year to improve the Commission's OH&S performance. A clear indication of the effectiveness of these efforts over a number of years is the decline in the Commission's insurance premium rate for workers compensation. The rate for 1998-99 was 0.55 per cent of salary expenditure, compared with 0.77 per cent in the preceding year, and the average premium of 1.0 per cent for the relevant equivalent pool of Australian Public Service agencies.

Specific OH&S Committee initiatives for the year included team-training programs for staff in the Melbourne office, and a number of out-of-hours activities such as

yoga and meditation. Touch typing classes were also offered to staff as an OH&S prevention initiative.

Ergonomists continue to provide a preventative strategy for early identification of potential workplace injuries. All new staff receive an ergonomic assessment and training as part of their induction process. An eyesight testing program related to the use of screen-based equipment continues, and a flu vaccination program for staff was conducted for a second year.

The OH&S Committee met four times during 1998-99 and dealt with a variety of topics including a revision of the OH&S Agreement, the development of the OH&S annual program and team training programs. Each meeting received reports on the Employee Assistance Program, workplace hazard inspections and accident, incident and injury statistics.

No formal OH&S investigations were conducted during the year and no Provisional Improvement Notices were served.

Employee Assistance Program

Contracts were renewed during the year with Occupational Services of Australia in Melbourne and Industrial Program Services in Canberra for Employee Assistance Program services. The program provides independent, confidential and professional counselling, consultation and training assistance to staff and their immediate families who seek help with work-related or personal problems.

The utilisation rate for the Melbourne office decreased from 19 people in 1997-98 to 10 people in 1998-99. In the Canberra office, it increased from three to six people.

Training and development

Recorded expenditure on training and development in 1998-99 fell to 2.1 per cent of the annual salary budget, compared with 2.5 per cent in the previous year. One hundred and eighty one employees undertook a total of 681 days of training and development in 1998-99. These measures, of course, do not include the extensive on-the-job training within the Commission or attendance at the regular internal seminar programs.

Training and development needs are identified mainly at the individual level. They focus on a mixture of professional, technical and managerial objectives and include training of a general nature covering areas such as computer, presentational and

technical skills, and attendance at external conferences. Induction of new starters, including graduates, continued to feature prominently in the Commission's training and development program.

Other development opportunities are provided by the Commission under its Studies Assistance Scheme for part-time students and its Post-Graduate Study Awards Scheme. Twenty seven staff participated in the Studies Assistance Scheme during 1998-99 and the associated financial assistance totalled \$6635. Two employees were granted post-graduate study awards to undertake full-time study at a total cost of \$42 000.

Performance appraisal and pay

Following certification of the Commission's *Certified Agreement 1998-2000*, all staff are required to have performance agreements and to participate in six monthly performance appraisals. Ratings achieved have a bearing on salary increases.

In addition, Senior Executive Service (SES) and Staff Levels 3/4 employees participate in a performance pay scheme. Bonuses of up to 13 per cent of salary for SES and 12 per cent for Staff Levels 3/4 are achievable. The amount of bonus paid depends on the rating achieved on a 5 point scale, where a rating of 5 provides the highest bonus.

Performance ratings for eligible employees in 1998-99 were:

- for the SES — 10 per cent were rated at 5, 47 per cent at 4 and 43 per cent at 3; and
- for Staff Levels 3/4 — 2 per cent were rated at 5, 36 per cent at 4, 58 per cent at 3 and 4 per cent at 2.

A higher proportion of remuneration is available as performance bonuses for the SES than for Staff Levels 3/4. For the SES, 18 eligible staff received bonuses totalling \$174 000, which averaged around 9 per cent of salary. For Staff Levels 3/4, 68 eligible staff received bonuses totalling \$316 000 which averaged 6.5 per cent of salary.

Workplace diversity

The Commission fosters a culture which supports staff to achieve their full potential and values staff diversity. It does this through the Commission's equity and diversity strategic plan, the designation of a Senior Executive with Responsibility

for Workplace Diversity, and training and support for harassment contact officers. The Commission's strategic plan is to be reviewed next year.

Particular activities during the year included the development of a draft of a disability action plan and a policy to address any workplace harassment. Both initiatives include improved indicators to assist in monitoring the effectiveness of the planned approaches. Two new harassment contact officers underwent training during the year.

Aspects of the Commission's Certified Agreement, designed to improve the balance between work and family responsibilities, were also implemented during the year. These included the introduction of greater flexibility in hours of work and leave arrangements, and the further development of the home-based work policy.

The Commission obtains feedback from staff on workplace diversity matters through a number of means, including from staff exit interviews and questionnaires and periodic staff surveys. Such feedback suggests that the approaches are producing positive results.

Commission employees at 30 June 1999, classified to designated equal employment opportunity groups, and comparisons with Australian Public Service targets for 2000 are shown in tables A1.8 and A1.9 of attachment A1, respectively. The Commission has already achieved the targets set in a number of areas.

Employee consultation

The Commission uses a range of measures to enable employee participation in policy formulation and to improve the work environment. These include staff representation on committees, open consultation on important issues, and a variety of means of communicating internally. The Productivity Commission Consultative Committee, which was established on 26 October 1998 following the implementation of the Commission's Certified Agreement, meets at least quarterly. The Chairman and senior management hold regular meetings for all staff. No industrial issues affecting Commission staff arose during 1998-99.

Systems and processes

Substantial work was undertaken during the year to implement improvements in systems and processes within the Commission.

Management information systems

An evaluation of the Commission's human resources management and information system was undertaken during the year, prompted in part by the Department of Finance and Administration's decision to cease providing payroll services to agencies. Following a cost-benefit analysis, including an assessment of in-house versus 'bureau' delivery, the Commission decided on a bureau service to be provided by Frontier Software. The bureau service covers not only payroll services, but also the software component of all human resources services.

Further implementation work occurred on the Commission's new financial management and information system (Finance One) and library software system (FIRST). Both systems have improved internal efficiencies. Enhancements to Finance One enable the Commission to be fully compliant with the Government's accrual-based budgeting and accounting requirements.

Information technology

The Commission continues to benefit from the systematic review and standardisation of information technology. The year's activities have included the Commission-wide upgrade of desktop hardware and software to cater for 32-bit processing, decommissioning of mini-computers used for modelling and econometrics processing, and adoption of compatible software for communications.

The result of these activities is a more stable information technology infrastructure, involving enhanced compatibility with outside organisations. There has been an increase in the dependence of the organisation on technology for communications, via email and video conferencing, and information management.

The Commission's three-year Information Technology Strategic Plan concluded on 30 June 1999. New strategies are now being developed.

Year 2000 compliance

Eighty five per cent of the Commission's business-critical systems were Year 2000 compliant as at 30 June 1999. Compliance of the remaining 15 per cent was dependent on completion of the final stages of the desktop upgrade, which occurred early in September 1999. As such, all the Commission's business-critical systems are Year 2000 compliant.

Chief Executive Instructions

In accordance with the *Financial Management and Accountability Act 1997*, a new set of Chief Executive Instructions was developed during 1998-99.

Development of the instructions provided the opportunity to implement a number of improvements in administrative processes.

Audit Committee

The Commission's Audit Committee has a charter to review processes and practices, examine financial statements and advise on improvements. Most of the committee's efforts during the year related to the financial statements process.

External reviews

The Australian National Audit Office in *Audit Report No. 20: 1998-99 Financial Statement Audit* indicated that the Commission's 1997-98 audit report was unqualified and not modified.

Resource summary

The Commission's audited financial statements for 1998-99 are included in appendix F.

The operating deficit for 1998-99 on an accrual basis reflects the strategy adopted in 1996-97 to use funds in a way which smoothed the effects of the Government's reduction in budget funding for the Commission. On a cash basis, the Commission produced a surplus.

A comparative summary of staff and financial resources in 1998-99 and the preceding year is provided in table A.1.

Table A.1 **Financial and staffing resources summary**

	<i>Actual 1997-98</i>	<i>Budget and Additional Estimates 1998-99</i>	<i>Actual 1998-99</i>
	\$'000	\$'000	\$'000
Budgetary (cash) basis			
Running costs	21 658	23 011 ^a	21 552 ^b
Annotated appropriations (section 31 of the <i>Financial Management and Accountability Act 1997</i>)	0	193	0
Other services: contribution to economic modelling	788	0	0
Total annual appropriations	22 446	23 204	21 552
Less receipts under section 31 of the <i>Financial Management and Accountability Act 1997</i>	-89	-193	-103
Less other adjustments ^c	-14	-36	0
Total adjustments	-103	-229	-103
Total outlays	22 343	22 975	21 449
Accrual Basis			
Net cost of service delivery	22 848		21 778 ^d
Staffing			
Staff years (actual) ^e	218	215	203

^a 1998-99 Appropriation Act Nos 1 (\$19.905m) and 3 (\$3.106m). ^b Includes \$0.694m of costs attributable to 1997-98 but paid in 1998-99, giving a net total of \$20.858m for output costs in 1998-99. ^c Miscellaneous receipts. ^d See appendix F – Statement of Revenues and Expenses (total expenses \$21.902m less revenues from independent sources \$0.114m). ^e Full-time equivalents.

Other

Consultancies

The Commission continued to utilise the services of a range of consultants where it was considered cost effective to do so. A summary of consultancies let in 1998-99 is shown in table A.2 and further details are provided in attachment A3.

Section 45 of the *Productivity Commission Act 1998* requires that, where the estimated value of a consultancy exceeds the amount prescribed by regulations under the Act, the Chairman of the Commission must ensure that an open and competitive tendering process is used to select the consultant. On 30 July 1998 the Governor-General made a regulation prescribing that amount to be \$20 000.

Table A.2 Summary of consultancies let in 1998-99

<i>Purpose</i>	<i>No. of consultancies</i>	<i>Contract amount (\$)</i>
Government-commissioned projects	16	313 491
Performance reporting	2	35 500
Supporting research and activities and annual reporting	4	65 000
Corporate management and services	4	40 500
Total	26	454 491

Special payments

The Commission made a number of special payments during 1998-99. Such payments were made to organisations and activities judged by management as making a worthwhile contribution to the Commission's objectives. The main payments were as follows:

Consortium membership: \$25 641 for membership to the Global Trade Analysis Consortium based at Purdue University, USA. The Commission's contribution supports the development and updating of a publicly available database and model framework for multi-country trade policy analysis. It also gives the Commission early access to database updates, priority access to model training and input to the future direction of model and database development.

Research partnership: \$17 000 to the Melbourne Institute of Applied Economic and Social Research, University of Melbourne, as the second of three annual instalments for a project on innovation, productivity and profitability in Australian enterprises. The Commission is one of five partners in this project. The others are IBIS Information Pty Ltd, the Australian Taxation Office, the Office of Small Business and the Victorian Department of State Development. The project brings together a range of data, some previously unavailable for research purposes, to examine issues related to the performance of Australian enterprises.

Conference sponsorships: \$15 000 to Monash University for part sponsorship of the 1999 Industry Economics Conference; \$1500 for the Economic Society's 1998 Conference of Economists and \$3000 for the 1999 conference; and \$1000 to the University of Western Australia for the PhD conference in Economics and Business.

Awards: \$500 to the top 1998 student, Master of Economics, at the Australian National University (Robert Jones Prize).

Research sponsorships: The Commission discharged a commitment of \$40 000 to the Johns Hopkins University, USA. This was for the completion of the final stage

for the Australian component of the Comparative Non Profit Sector Project which aims to collect comparative data on non-profit organisations from a number of countries.

Advertising and market research

The Commission publicises its government commissioned inquiries and studies so that any individual, firm or organisation with an interest has an opportunity to present their views. Publicity takes the form of newspaper advertisements, regular distribution of *pc update*, press releases and direct mailing of Commission circulars.

A total of \$95 980 was paid for advertising (including recruitment) in 1998-99, being \$52 022 to TMP Worldwide and \$43 958 to Advertising Investment Services P/L.

Publications and submissions

Appendix E lists all publications and submissions to other review bodies completed in 1998-99.

Annual reporting requirements and aids to access

Information contained in this annual report is provided in accordance with section 74 of the *Occupational Health and Safety (Commonwealth Employment) Act 1991*, section 49 of the *Financial Management and Accountability Act 1997* and section 8 of the *Freedom of Information Act 1982*.

The entire report is provided in accordance with section 10 of the *Productivity Commission Act 1998*.

The annual report has also been prepared in accordance with parliamentary requirements for departmental annual reports issued by the Department of Prime Minister and Cabinet. A compliance index is provided in attachment A4.

The contact officer for inquiries or comments concerning this report is:

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Inquiries about any Commission publication can be made to:

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Attachment A1

Corporate information and statistics

Table A1.1 **Chairman and Commissioners, 30 June 1999**

	<i>Period of appointment</i>	
	<i>From</i>	<i>To</i>
Mr G R Banks (Chairman)	20 May 1998	19 May 2003
Prof R H Snape (M) (Deputy Chairman ^a)	17 Apr 1998	16 Apr 2003
Dr R N Byron ^b (M)	17 Apr 1998	16 Apr 2002
Mr J H Cosgrove (C)	17 Apr 1998	16 Apr 2002
Mrs H J Owens (M)	17 Apr 1998	16 Apr 2001
Prof J Sloan (M) (p/t)	17 Apr 1998	16 Apr 2001
Mr M C Woods (C) (p/t)	17 Apr 1998	16 Apr 2001

(C) denotes Canberra based, (M) denotes Melbourne based and (p/t) denotes part time.

^a From 24 February 1999. ^b Dr Byron did not commence duty until 15 July 1998 due to prior international commitments.

Table A1.2 **Associate Commissioners appointed to inquiries, 1998-99**

		<i>Period of appointment</i>	
		<i>From</i>	<i>To</i>
Mr R W Fitzgerald	Australia's gambling industries	26 Aug 1998	24 Dec 1999
Dr D Scrafton	Progress in rail reform	29 Aug 1998	30 Sep 1999
Mr R A Braithwaite	Impact of competition policy on rural and regional Australia	16 Dec 1998	31 Oct 1999
Mr S A Simson	Broadcasting	26 Mar 1999	30 Apr 2000
Dr B R Stewardson	Liner cargo shipping	13 Apr 1999	30 Sep 1999

Table A1.3 Staff profile^a, 30 June 1999

<i>Level</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>
Senior Executive Service Band 3	0	1	1
Senior Executive Service Band 2	2	1	3
Senior Executive Service Band 1	4	14	18
Staff Level 4	13	29	42
Staff Level 3	17	27	44
Staff Level 2	17	27	44
Staff Level 1	38	11	49
Total	91	110	201
Corresponding totals at 30 June 1998	87	108	195

^a Excludes 21 inoperative staff at 30 June 1999 and 12 at 30 June 1998.

Table A1.4 Senior Executive Service staff^a by employment status, 30 June 1999

<i>Level</i>	<i>Status</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>
SES Band 3	Full-time Permanent	0	1	1
SES Band 2	Full-time Permanent	2	1	3
SES Band 1	Full-time Permanent	3	11	14
SES Band 1 (HDA)	Full-time Temporary	1	3	4
Total		6	16	22
Corresponding totals at 30 June 1998		5	16	21

^a Excludes 3 inoperative staff at 30 June 1999 and 1 at 30 June 1998.

Table A1.5 Staff other than Senior Executive Service^a by employment status, 30 June 1999

<i>Status</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>
Full-time permanent	74	86	160
Full-time temporary	6	7	13
Part-time permanent	4	1	5
Part-time temporary	1	0	1
Total	85	94	179
Corresponding totals at 30 June 1998	82	92	174

^a Excludes 18 inoperative staff at 30 June 1999 and 11 at 30 June 1998.

Table A1.6 Staff^a by level and location, 30 June 1999

<i>Level</i>	<i>Melbourne</i>	<i>Canberra</i>	<i>Total</i>
Senior Executive Service Band 3	1	0	1
Senior Executive Service Band 2	2	1	3
Senior Executive Service Band 1	9	9	18
Staff Level 4	18	24	42
Staff Level 3	22	22	44
Staff Level 2	31	13	44
Staff Level 1	32	17	49
Total	115	86	201
Corresponding totals at 30 June 1998	107	88	195

^a Excludes the following inoperative staff at 30 June 1999 — Melbourne 8 and Canberra 13, and at 30 June 1998 — Melbourne 3 and Canberra 9.

Table A1.7 Staff by level and reason for separation, 1998-99

<i>Level</i>	<i>Promotion</i>	<i>Transfer</i>	<i>Resignation</i>	<i>Retirement</i>	<i>VRP^a</i>	<i>Other</i>	<i>Total</i>
SES ^b	0	0	0	0	2	0	2
Staff Level 4	0	2	5	1	0	0	8
Staff Level 3	1	2	4	0	0	0	7
Staff Level 2	2	2	3	0	1	1	9
Staff Level 1	1	1	2	1	1	8	14
Total	4	7	14	2	4	9	40
Corresponding totals at 30 June 1998	8	7	30	0	7	18	70

^a Voluntary Redundancy Package. ^b Senior Executive Service.

Table A1.8 Staff by equal employment opportunity groups, 30 June 1999

<i>Level</i>	<i>Gender</i>			<i>Aboriginal or Torres Strait Islander peoples</i>	<i>People with disabilities</i>	<i>NESB^b</i>	
	<i>Female</i>	<i>Male</i>	<i>Total</i>			<i>1st gen.</i>	<i>2nd gen.</i>
SES ^a Band 3	0	1	1	0	0	0	0
SES ^a Band 2	2	1	3	0	0	0	0
SES ^a Band 1	5	16	21	0	2	1	4
Staff Level 4	14	33	47	0	1	0	6
Staff Level 3	21	26	47	0	6	6	8
Staff Level 2	19	32	51	0	1	0	12
Staff Level 1	41	11	52	0	2	1	11
Total	102	120	222^c	0	12	8	41

^a Senior Executive Service. ^b Non-English speaking background (1st generation and 2nd generation).

^c Includes 21 inoperative staff.

Source: Based on staff responses to voluntary EEO surveys. Staff may choose not to identify themselves in EEO groups.

Table A1.9 Proportion of staff in equal employment opportunity groups^a

<i>EEO Group</i>	<i>Productivity Commission</i>		<i>APS^b</i>	
	<i>Per cent at 30 June 1998</i>	<i>Per cent at 30 June 1999</i>	<i>Per cent at 30 June 1998</i>	<i>Year 2000 target per cent</i>
Females				
– in SES	25	27	22	20
– in Staff Level 4	32	30	25	28
– in total staff	45	46	48	50
Aboriginal or Torres Strait Islander people in total staff	0	0	2	2
People with disabilities in total staff	6	6	5	5
People of non-English speaking background in total staff	16	22	15	15

^a Based on staff responses to voluntary EEO surveys. ^b Public Service Commissioner (1998) and PSMPC (1997).

Attachment A2

Freedom of Information Statement

The following information is provided in accordance with section 8(1) of the *Freedom of Information Act 1982*.

Organisation, role and functions

The role, functions and organisational structure of the Commission are detailed elsewhere in this report.

Arrangements for outside participation

The Commission is required under its Act to conduct public inquiries on matters referred to it by the Government and the Commission's inquiry procedures actively seek to encourage participation by all interested parties. In respect of its non-inquiry work, the Commission's procedures aim to promote transparency to the greatest extent possible.

The Commission may inspect and copy relevant documents and summons persons to give evidence in the course of its inquiries. Such persons are protected under the Act from being subject to prejudicial treatment as a result of their giving evidence, as are people who assist the Commission in the performance of its functions in any other way.

Each year the Commission invites a range of government departments and agencies, peak employer bodies, unions, community and environmental groups and academics to consultations on the Commission's supporting research program

The Commission acts as the Secretariat for the Steering Committee for the Review of Commonwealth/State Service Provision. The Committee comprises senior representatives from Commonwealth, State, Territory and Local governments.

The procedures of the Competitive Neutrality Complaints Office allow any individual, organisation or government body to consider and, if necessary, lodge a complaint in relation to the application of competitive neutrality. In addition, representatives from various competitive neutrality branches and complaint offices from the Commonwealth, State and Territory governments meet to discuss issues relevant to the interpretation and implementation of competitive neutrality policy.

Categories of documents

Principal categories include:

- inquiry records including, information circulars, issues papers, inquiry guidelines, draft reports, submissions, participant correspondence, public hearing transcripts;
- documents relating to infrastructure research and performance monitoring across the Commonwealth, States and Territories;
- documents relating to national and international benchmarking;
- competitive neutrality complaint queries and details of investigations;
- documents relating to research on industry and productivity issues.
- Regulation Impact Statements and correspondence;
- Commonwealth legislation review correspondence;
- regulatory best practice correspondence;
- administrative, policy, procedural and contractual documents, relating to information technology, human and financial resource management;
- legal advice and other legal documents;
- FOI documents;
- media releases;
- mailing lists;
- speeches;
- consultancy documents;
- service charters;
- parliamentary questions and answers; and
- submissions to inquiries undertaken by other organisations.

Facilities for access

Information circulars, issues papers, information on the inquiry process and draft reports are sent to interested parties and inquiry participants. They are available on the Commission's website and, on request, to the public free of charge. Final reports are distributed, free of charge, to inquiry participants and are also available for downloading from the Commission's website.

Documents available for purchase at AusInfo Shops and from the Commission's website include:

- the Commission's annual report to Parliament;
- reports on matters referred to the Commission by the Minister;
- reports on matters researched and monitored by the Commission, and
- reports on competitive neutrality matters investigated by the Commission.

Copies of submissions made to inquiries, excluding confidential material, and transcripts of public hearing can be downloaded from the Commission's website or purchased through Photobition Digital Imaging, GPO Box 427, Canberra, ACT 2601.

Copies of submissions and transcripts of public hearings may be inspected in the Commission's libraries in Melbourne and Canberra between 9.00am and 5.00pm, Monday to Friday. These documents can also be accessed through all State libraries and the Commission's website.

Information and written requests for access to Commission documents under the *Freedom of Information Act 1982* can be made through:

FOI Coordinator
Productivity Commission
Locked Bag 2
Collins Street East Post Office
MELBOURNE VIC 8003
Telephone (03) 9653 2107
Facsimile (03) 9653 2199

Attachment A3

Consultancies let in 1998-99

<i>Consultant</i>	<i>Nature of consultancy</i>	<i>Cost (\$)</i>	<i>Method of selection</i>
Government-commissioned projects			
Dr Derek Scafton	Advice on rail inquiry before appointment	878	Directly approached one provider
IRIC/Muresk (Curtin University)	Quantify impact of imports of pigmeat on the domestic industry	29 400	Public tender
Dr Brett Inder	Referee modelling for pigmeat inquiry	5 000	Directly approached one consultant
Econtech	General equilibrium modelling of the economic impacts of the gambling industries in Australia	38 000	Tenders sought from two of six acknowledged industry expert consultants (note other four had links to inquiry participants)
Dr G Griffith NSW Agriculture	Quantify impact of imports of pigmeat on the domestic industry	16 073	Public tender
Prof Richard Morey	Provide expert commentary and participate in modelling workshop on rail inquiry	14 000	Directly approached three possible consultants
Dr J Madden	Referee modelling for impact of competition policy inquiry and participate in modelling workshop	5 000	Chosen on basis of familiarity with type of modelling
Prof Ken Clements	Referee modelling for impact of competition policy inquiry and participate in modelling workshop	5 000	Chosen on basis of familiarity with type of modelling
Economic Insights	Referee modelling for impact of competition policy inquiry and participate in modelling workshop	5 000	Chosen on basis of familiarity with type of modelling
Roy Morgan Research	National survey of gambling	160 000	Tenders sought from four major national survey consultants

(continued on next page)

Consultancies (continued)

<i>Consultant</i>	<i>Nature of consultancy</i>	<i>Cost (\$)</i>	<i>Method of selection</i>
Trace & Associates	Provide expert commentary and participate in modelling workshop on liner cargo shipping inquiry	4 500	Directly approached one consultant
Trace & Associates	Provide expert commentary and participate in modelling workshop on rail inquiry	4 500	Directly approached one consultant
Media Strategies P/L	Provide media advice and media strategy development	9 000	Directly approached one consultant
Aust Key Centre for Cultural & Media Policy (Griffith University)	Research paper on indigenous broadcasting	5 000	Directly approached one consultant
Aust Key Centre for Cultural & Media Policy (Griffith University)	Provide workshop on social and cultural objectives of broadcasting regulation	2 140	Directly approached one consultant
Prof Jan Carter	Provide written comment on material relating to gambling inquiry	10 000	Directly approached one consultant
<i>Government-commissioned projects — total</i>		<i>313 491</i>	

Performance reporting

School Research Evaluation & Measurement Service	Prepare background paper on current stock and scope of performance data for schools	8 000	Proposals from four providers
Ovum P/L	Developments in telecommunications markets	27 500	Public tender
<i>Performance reporting — total</i>		<i>35 500</i>	

Supporting research and activities and annual reporting

CTC Consultants	Conduct case study on contracting out to assess contribution to improved procedure, policy and mechanisms by which it is achieved	20 000	Public tender
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Continued on next page

Consultancies (continued)

<i>Consultant</i>	<i>Nature of consultancy</i>	<i>Cost (\$)</i>	<i>Method of selection</i>
Dr Anne Daly	Determinants of youth employment	10 000	Directly approached one consultant
Centre of Policy Studies (Monash University)	Regional validation of the Monash model ^a	25 000	Single tender as task required extension of existing model
Assoc Prof Jeff Borland	Provide specialist labour advice	10 000	Directly approached one consultant
<i>Supporting research and activities and annual reporting — total</i>		<i>65 000</i>	
Corporate management and services			
Price Waterhouse	Undertake a quality control and review role in the preparation of the PC's 1997-98 financial statements	11 000	Directly approached two consultants
Wizard Info systems	Quality review	7 000	Recommended by implementation sub-committee
Simsion Bowles & Associates	HR and payroll review phase 1	15 000	Directly approached one consultant
Simsion Bowles & Associates	HR and payroll review phase 2	7 500	Directly approached one consultant
<i>Corporate management and services — total</i>		<i>40 500</i>	
Total consultancies		454 491	

^a Payment for this consultancy is being made over 3 years: \$25 000 in 1998-99; \$50 000 in 1999-00 and \$25 000 in 2000-01.

Attachment A4

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