



Australian Government

Department of Finance and Administration

Reference: 2004 February Estimates Hearing
Contact: Sean Giddings
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Mr Alistair Sands
Committee Secretary
Senate Standing Committee on Finance and Public Administration
Parliament House
CANBERRA ACT 2600

Dear Mr Sands

Response to Questions on Notice – February 2004 Hearings

I am pleased to provide to the Committee the Finance and Administration portfolio's responses to another 17 questions on notice raised at the Senate Estimates Hearing on 17 February 2004. These are enclosed in both hard copy and compact disk.

The Department has previously provided responses to 155 questions on notice and these were tabled with the Committee on 21, 23, 30 April 2004 and 3 and 20 May 2004 respectively.

We are continuing to work on responses to the remaining questions and will provide these to you as soon as possible.

Should you have any queries, please do not hesitate to contact Mr Sean Giddings on 6215 3590.

Yours sincerely

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

Ian McAuley
Branch Manager
Parliamentary and Corporate Support

24 May 2004

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Additional Estimates Hearings 2003-04 – 17 February 2004

Question: F22

Outcome 1 – Sustainable Government Finances, Output 1.1 - Budget

Topic: The Minister for Finance and Administration's release of costings for a proposal to provide paid maternity leave.

Hansard Page: F&PA 68

Senator Jacinta Collins asked:

Was there a particular reason why the Minister released these costings prior to the task force's considerations?

Answer:

The costings released by the Minister were related to the proposed paid maternity leave scheme developed by the Human Rights and Equal Opportunity Commission (HREOC). Given the issue was a matter of public interest the Minister released costings to assist in the public debate on the proposal. HREOC released a draft paper on paid maternity leave in April 2002 entitled '*Valuing Parenthood: Options for Paid Maternity Leave - Interim Paper 2002*'. The Minister released costings for the proposed paid maternity leave in September 2002. HREOC's final paper entitled '*A Time to Value: Proposal for a national scheme of paid maternity leave*' was released in December 2002.

The Work and Family task force was established to consider issues relating to work and family balance. The HREOC proposal was a separate issue and was not developed by the task force.

Date: 8 April 2003
Cleared by (SES): Kathryn Campbell, Division Manager
Group/Branch: Social Welfare Division
Contact Officer: David Nicol
Telephone No: 6215 3491

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Additional Estimates Hearings 2003-04 – 17 February 2004

Question: F23

Outcome 1 – Sustainable Government Finances, Output 1.1 - Budget

Topic: Costing assumptions for the Finance costings of the December 2003 announcement of 10,000 additional Outside School Hours Care places.

Hansard Page: F&PA 69

Senator Jacinta Collins asked:

Did you cost the 10,000 place option? Do you have the detail of the assumptions that were made in that costing?

Answer:

Yes

The costing consisted of three elements:

FaCS Administered – These costs were based on additional Child Care Benefit (CCB) being paid to eligible parents for 10,000 places, at a cost of \$17.2 million over four years (2003-04 to 2006-07). This was based on the average cost under CCB for each outside school hours care place. Costs in addition to CCB related to additional funding to establish the extra places, provided through the Child Care Support Programme (CCSP). These were assumed to cost \$2.6 million over four years and were based on current support costs for outside school hours care.

FaCS Departmental - The costing assumed additional departmental staffing requirements of two ongoing full-time equivalents (FTE) for FaCS with one off additional staffing of eight and a half FTE for one year for implementation purposes, at a total cost of \$1.4 million over four years (2003-04 to 2006-07).

Centrelink Departmental - Costs were assumed to require approximately three and a half ongoing FTE as well as other related administration costs. These FTEs were required to process applications, enquiries and appeals at a total cost for Centrelink of \$1.1 million over four years (2003-04 to 2006-07).

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Summary of costs:

Family Support – additional outside school hours care places: Summary of Costs (underlying cash)					
	2003-04 (\$m)	2004-05 (\$m)	2005-06 (\$m)	2006-07 (\$m)	Total (\$m)
FaCS Administered - CCB	-2.340	-4.833	-4.954	-5.059	-17.186
FaCS Administered - CCSP	-0.457	-0.698	-0.711	-0.721	-2.587
FaCS Departmental	-0.217	-0.667	-0.235	-0.308	-1.426
Centrelink Departmental	-0.255	-0.267	-0.270	-0.274	-1.066
Total	-3.269	-6.465	-6.170	-6.362	-22.266

Date: 15 April, 2004
Cleared by (SES): Kathryn Campbell
Group/Branch: Social Welfare Division
Contact Officer: Lucas Klausen
Telephone No: 6215 3702

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Additional Estimates Hearings 2003-04 – 17 February 2004

Question: F24

Outcome 1 – Sustainable Government Finances, Output 1.1 - Budget

Topic: In-home care, costing assumptions for the provision of 7,000 additional places.

Hansard Page: F&PA 69-70

Senator Jacinta Collins asked:

Now that you've raised that, let me ask a further question about the costings that were done at the time in relation to the government's announcement of the in-home care child-care program. Were they done within your department and, if so, what was the basis of those assumptions?

Answer:

The provision of 7,700 additional in-home care places was included as part of the 2000-01 Budget measure *Stronger Families and Communities Strategy – greater flexibility and choice in child care initiative*. The Department of Finance and Administration agreed the costs for the additional places with the Department of Family and Community Services.

The costings consisted of three elements:

FaCS Administered – Costs involved in the measure were based on additional Child Care Benefit (CCB) being paid to eligible parents for 7,700 places, at a cost of \$33.6 million over four years and \$14.8 million over four years relating to the child care subsidies required to establish the extra places provided through the Child Care Support Programme (CCSP). These costs were based on the cost of establishing Family Day Care places.

FaCS Departmental - The costing assumed additional departmental staffing requirements of four and a half staff for FaCS in 2000-01 and two full-time equivalents (FTE) for 2001-02 to establish and administer the places. In addition, the costing assumed publicity and staff training costs of \$0.7 million. Total costs assumed for FaCS departmental were \$1.4 million over two years.

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Finance and Administration Portfolio

Department of Finance and Administration

February Additional Estimates Hearings 2003-04 – 17 February 2004

Summary of costs:

Additional 7,700 In-home Child Care Places: summary of costs (underlying cash)					
	2000-01 (\$m)	2001-02 (\$m)	2002-03 (\$m)	2003-04 (\$m)	Total (\$m)
FaCS Administered - CCB	-1.220	-4.867	-10.447	-17.094	-33.628
FaCS Administered - CCSP	-0.641	-2.285	-4.627	-7.255	-14.808
FaCS Departmental	-1.063	-0.304	0.000	0.000	-1.367
Total	-2.924	-7.456	-15.074	-24.349	-49.803

Date: 15 April, 2004
Cleared by (SES): Kathryn Campbell
Group/Branch: Social Welfare Division
Contact Officer: Lucas Klausen
Telephone No: 6215 3702

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Commonwealth Grants Commission

February Estimates Hearings 2003-04 – 17 February 2004

Question: F30

Outcome Commonwealth Grants Commission

Topic: Performance Assessment Mechanisms

Hansard page: N/A

Written Question on Notice: 17 February 2004

Senator Carr asked:

1. For each agency within the Department, please provide full details of each of the performance assessment mechanisms linked to the pay outcomes or other financial reward of individual employees, including:
 - (a) What are the current process/es of performance assessment within the portfolio agency? If more than one, please provide details of each, and the employee category it applies to.
 - (b) For each of the performance assessment process/es identified in (a), please list the range of outcome results an employee can achieve from each of the performance assessment processes identified in (a);
 - (c) For each of the performance assessment process/es identified in (a), what pay or other financial change is linked to each outcome or result for the employee from the performance assessment [ie, the pay increase or one-off bonus or classification or level change];
 - (d) For each of the performance assessments identified in (a), what is the classification level of employees subject to this performance assessment (eg SES, EL1, EL2 or APS and equivalent);
 - (e) What is the principal industrial or other instrument governing each of the performance assessment mechanism/s (eg, the certified agreement or AWA);
 - (f) Does the performance assessment operate over a common cycle? Please provide the commencement and end dates of the most recent full cycle of each of the assessment process/es.

2. For each performance assessment mechanism described in (1), advise the number of male and the number of female employees at each possible outcome, by classification level for the most recent cycle (if the performance mechanism does not operate over a common cycle – aggregate outcomes using the 2002-03 financial year).

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Commonwealth Grants Commission

February Estimates Hearings 2003-04 – 17 February 2004

Answer:

1.

Performance feedback is an on-going process that is both formal and informal — supervisors set realistic and clearly understood goals and performance measures, and ensure that employees are given ongoing feedback on how they are performing. The supervisor is also responsible for ensuring that employees are informed of the nature and standard of work expected.

The Performance Feedback System (PFS) supports the skills and responsibilities component of the remuneration framework of the Commission by providing the basis for assessment of an employee's salary point within the classification band.

The PFS's objectives are:

- to assist employees to develop and maintain effective performance, both within their work teams and across the Commission; and
- to ensure that each employee is trained to meet changing requirements of their job.

The PFS operates under the following broad parameters:

- The annual period for performance feedback shall generally commence on 1 April.
- A performance agreement for each employee outlining objectives, skills requiring development, performance indicators, and a training and development plan, shall be completed annually at the time of assessment.
- Formal feedback discussions between each employee and their supervisor shall be held at least twice each year, covering:
 - o work performance and contribution, both individually and as part of a team; and
 - o training and development needs (including career development).

The formal feedback discussion in March each year shall focus on an assessment of the employee's contribution to the Commission's objectives and shall include a self-assessment by the employee.

A program of performance management training, including training for supervisors and employees in the giving and receiving of performance feedback, shall be provided as required.

(a)

- Each employee is subject to the PFS. A skills and responsibilities component for all employees is established at one of the two to four salary points above the base salary point and reviewed through the PFS.
- An employee shall be assessed every twelve months, within the PFS, for movement from their salary point at 31 March.

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(b)

Range of outcome results an employee can achieve:

- (i) *Outstanding (O)*
- (ii) *Meets Agreed Expectations (MAE).*
- (iii) *Needs Development (ND)*
- (iv) *Less than Effective at Level (<EatL)*

(c)

- The following points guide movement through pay points in a classification for the twelve months commencing 1 April each year: Where an employee is assessed as achieving an *Outstanding* performance level, he or she shall advance through more than one salary point, except where he or she is at the maximum of their classification. The number of salary points advanced shall be at the discretion of the Secretary.
- Where an employee is assessed as achieving a *Meets Agreed Expectations* performance level, he or she shall advance one salary point, except where he or she is at the maximum of their classification.
- Where an employee is assessed as achieving a performance level of *Needs Development*, no salary point movement shall result and a development plan will be agreed between the supervisor and the employee. Progress against that plan will be evaluated after 60 days. If there is improvement, the plan shall continue as part of the next performance agreement, but, if there is no improvement the procedures specified in the Performance Management section of the Certified Agreement (CA) shall apply unless special circumstances exist.
- If an assessment of *Less than Effective at Level* is likely, the employee should be notified 90 days prior to the end of the assessment period and the formal underperformance processes outlined in the Performance Management section of the CA should be put in place. If performance improves by the end of the processes, the implications will be in accordance with those outlined above for the assessment received. If performance does not improve or the final assessment is *Less than Effective at Level* the implications will be in accordance with the Performance Management section of the CA.
 - o Where an employee is assessed as performing at a *Less than Effective at Level*, and did not receive prior notification, no salary point movement shall result and the procedures specified in the Performance Management section of the CA shall apply unless special circumstances exist.
- When an employee achieves a rating of *Outstanding*, and are at the top of their salary range - a one-off lump sum payment equal to 2.5% of their 31 March salary point is payable.
- When an employee achieves a rating of *Outstanding*, and prior to the assessment was one pay point below the maximum for the classification - advance to the maximum pay point of the classification and receive a one-off lump sum payment equal to 1.5% or more of the maximum 31 March salary pay point for the classification. The size of the bonus shall be at the discretion of the Secretary.

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- When an employee achieves a rating of *Meets Agreed Expectations* and is at the top of their salary range - a one-off lump sum payment equal to 1.5% of their 31 March salary point is payable.
- Performance bonuses paid will be treated as salary for superannuation purposes on a one off basis in the first year after they are awarded and to a maximum of an additional 2.5% during the life of the Certified Agreement.
- For SES employees the responsibilities and skills component of the employee's total salary is the amount agreed by the employer having regard to the work value/weight of the employee's duties relative to other SES positions in the APS, together with the demonstrated skills, particularly in relation to leadership and management, and the experience of the employee in the area of inter-government financial relations.
- The responsibilities and skills component is re-assessed at the end of the performance appraisal cycle each year. The maximum value of this component varies with the SES classification.

The amount of the responsibilities and skills component shall not be reduced, other than for changed job weight assessment, except in accordance with a performance appraisal of the employee under the Commission's PFS.

- Where an SES employee is assessed under the Commission's PFS as *Meets Agreed Expectations*, he/she will receive a one-off lump sum payment equal to 5% of his/her total salary as at 31 March.
- Where an SES employee is assessed under the Commission's PFS as achieving a rating higher than *Meets Agreed Expectations*, he/she will receive a one-off lump sum payment equal to 7.5% of his/her total salary as at 31 March.
- Performance bonuses paid to SES employees will be treated as salary for superannuation purposes on a one off basis in the first year after they are awarded and to a maximum of an additional 7.5% cent during the life of their Agreement

(d)

- The classification levels currently covered by the PFS are:
 - APS1-6
 - EL1-2
 - SES Band 1-2

(e)

- Non-SES employees are covered by the Commission's Certified Agreement; *Commonwealth Grants Commission, Certified Agreement, 2002-2004*, unless they have negotiated an AWA.
- Each SES employee is covered by an AWA in accordance with government policy.

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(f)

- The assessment system operates over a common cycle for all employees i.e. 1 April through to 31 March. The most recent full cycle being for the twelve month period 1 April 2002 to 31 March 2003.

2.

- Outcomes for cycle 1 April 2002 to 31 March 2003. Actual classifications have been grouped for privacy.

Classification	Outstanding	MAE	ND	<EatL
APS3-4	1	4	0	0
APS5-6	0	5	0	0
EL1-2	2	6	0	0
SES B1-2	0	1	0	0
FEMALE	3	16	0	0
APS5-6	0	5	0	0
EL1-2	3	12	0	0
SES B1-2	0	2	0	0
MALE	3	19	0	0
TOTAL	6	35	0	0

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Finance and Administration Portfolio

Department of Finance and Administration

February Additional Estimates Hearings 2003-04 – 17 February 2004

Question: F30.1

Across All Outcomes and All Outputs

Topic: Performance Management

Hansard Page: N/A

Written Question on Notice: 17 February 2004

Senator Carr asked:

For each agency within the Department, please provide full details of each of the performance assessment mechanisms linked to the pay outcomes or other financial reward of individual employees, including;

- a. What are the current process/es of performance assessment within the portfolio agency? If more than one, please provide details of each, and the employee category it applies to.
- b. For each of the performance assessment process/es identified in (a), please list the range of outcome results an employee can achieve from each of the performance assessment processes identified in (a);
- c. For each of the performance assessment process/es identified in (a), what pay or other financial change is linked to each outcome or result for the employee from the performance assessment [i.e., the pay increase or one-off bonus or classification or level change];
- d. For each of the performance assessments identified in (a), what is the classification level of employees subject to this performance assessment (eg SES, EL1, EL2 or APS and equivalent);
- e. What is the principal industrial or other instrument governing each of the performance assessment mechanism/s (e.g., the certified agreement or AWA);
- f. Does the performance assessment operate over a common cycle? Please provide the commencement and end dates of the most recent full cycle of each of the assessment process/es.

Answer:

- a. The Finance Certified Agreement (CA) Performance Management Cycle applies to all staff employed under either the Finance or the COMCAR CAs. It provides for:
 - a quarterly review in the case of COMCAR drivers;
 - a mid cycle review; and
 - an end of cycle review.

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The Finance AWA Performance Management Cycle applies to all staff employed under an Australian Workplace Agreement, including members of the Senior Executive Service (SES). It provides for:

- a quarterly review in the case of COMCAR drivers;
- a mid cycle review; and
- an end of cycle review.

Performance assessment applies to all employees of the Department.

b. Possible outcomes:

Under a Finance CA Performance Management System:

- a rating of Superior (score 7.1-10) can earn a performance bonus of 7.3%-15% of cash salary, based on a sliding scale;
- a rating of Competent (score 5.1-7) can earn a performance bonus of 2%-7% of cash salary, based on a sliding scale;
- a rating of Borderline (score 3.6-5) means that no performance bonus is payable; and
- a rating of Unsatisfactory (Score 0-3.5) means that no performance bonus is payable.

Included in the maximum potential performance bonus available (15% of cash salary) there is the concept of "on target" for COMCAR drivers who are covered by the CA. This equates to a rating of 6.7 and attracts a performance bonus of 5% of cash salary. The balance of the performance bonus percentage is payable on a sliding scale as outlined above, depending on performance.

Under the Finance AWA Performance Management System:

The maximum performance bonus (MPB) that can be paid is as follows:

- for SES employees – 10% of base salary;
- for EL1 and EL2 level employees – 7.5% of base salary; and
- for APS1 to APS6 level employees – 5% of base salary.

The following percentage of the MPB is payable for the following ratings:

- Outstanding (100% MPB);
- Superior (75% MPB);
- Highly Effective (50% MPB);
- Effective (25% MPB); and
- Requires Development (no performance bonus payment).

For COMCAR drivers covered by AWAs the possible outcomes are as follows:

- A rating of Superior (score 7.1-10) can earn a performance bonus of 9%-15% of base salary, based on a sliding scale;
- A rating of Competent (score 5.1-7) can earn a performance bonus of 2%-8.7% of base salary, based on a sliding scale;

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- A rating of Borderline (score 3.6-5) means that no performance bonus is payable; and
- A rating of Unsatisfactory (Score 0-3.5) means that no performance bonus is payable.

Included in the MPB available (15% of base salary) there is the concept of “on target” for COMCAR drivers who are covered by AWAs. This equates to a rating of 6.7 and attracts a performance bonus of 7.5% of base salary, i.e. 50% of the MPB. The remaining 50% is subject to the sliding scale outlined above.

- c. Under the Finance CA Performance Management System: one-off performance bonus payment.
Under the Finance AWA Performance Management System: one-off performance bonus payment.
- d. All APS levels, Executive Levels 1 and 2 and SES Bands 1-3.
- e. 1. Department of Finance and Administration Certified Agreement 1997-1999.
2. COMCAR Certified Agreement 1997-1999.
3. COMCAR Drivers' Certified Agreement 2002-2005.
4. Individual Australian Workplace Agreements.
- f. All Finance Performance Management Systems operate on a common cycle for a full financial year. The most recent assessment period was for 2002-2003, i.e. 1 July 2002 to 30 June 2003.

Date: April 2004
Cleared by (SES): Lembit Suur
Group/Branch: Corporate Group
Contact Officer: Tracy Muddle
Telephone No: 6215 2102

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

Additional Estimates Hearings 2003-04 – 17 February 2004

Question: F31.2

Across All Outcomes and All Outputs

Topic: SES Staff Levels

Hansard page: N/A

Written Question on Notice: 17 February 2004

Senator Conroy asked:

2. How many Senior Executive Officers (or equivalent) were employed in the Department of Finance in 1996-97, 1997-98, 1998-99, 1999-00, 2000-01, 2001-02, 2002-03, 2003-04?

Answer:

	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Department of Finance, later Finance and Administration (Finance) SES Bands 1-3	52*	51*	40*	43*	48*	45*	59*	55*
OASACS SES Bands 1-3**		9	11	10	8	7		
Department of Administrative Services SES Bands 1-3	83*							
Total in what is now Finance		60	51	53	56	52	59	55

* These SES employment numbers have been sourced from the annual reports and systems records in all of the above-mentioned years.

The SES employment numbers for 2003-04 as at 31 December 2003.

** OASACS was abolished in November 2001 and staff transferred to Finance through Machinery of Government changes.

Date: April 2004

Cleared by (SES): Lembit Suur

Group/Branch: Corporate Group

Contact Officer: Tracy Muddle

Telephone No: 6215 2102

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Question: F31.7

Across all Outcomes, Across all Outputs

Topic: SES officers issued with Motor Vehicles

Hansard page: N/A

Written Question on Notice: 17 February 2004

Senator Conroy asked:

How many SES (or equivalent) were issued with cars in the Department of Finance in 1996-97, 1997-98, 1998-99, 1999-00, 2000-01, 2001-02, 2002-03, 2003-04?

Answer:

The table below details the number of cars issued to SES officers (or equivalent) in the Department of Finance and Administration as at 31 December of each relevant year:

Financial Year	Number of cars on issue
1996-1997	The Department of Finance and Administration did not exist prior to October 1997.
1997-1998	47
1998-1999	40
1999-2000	31
2000-2001	39
2001-2002	41
2002-2003	39
2003-2004	35

The above table was compiled using fleet leasing information supplied by the Department of Finance and Administration's motor vehicle fleet service provider.

Date: 23 March 2004
Cleared by (SES): Lembit Suur
Group/Branch: Strategic Partnerships
Contact Officer: Peter Manwaring
Telephone No: 6215 2737

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Estimates Hearings 2003-04 – 17 February 2004

Question: F31.8

Across all Outcomes and Outputs

Topic: Management retreats/training conducted by the Department of Finance and Administration

Hansard page: N/A

Written Question on Notice: 17 February 2004

Senator Conroy asked:

Could you please list all ‘management retreats/training’ conducted by the Department of Finance which were attended by employees during 2000-01, 2001-02, 2002-03, 2003-04 to date. For such meetings held off-site (from the Department of Finance) could you please indicate:

- where (location and hotel) and when they were held;
- how much was spent in total;
- how much was spent on accommodation;
- how much was spent on food;
- how much was spent alcohol/drinks; and
- how much was spent on transport.

Answer:

Attachment A outlines expenditure incurred for ‘management retreats and training’ conducted off-site by the Department of Finance and Administration during 2000-01, 2001-02, 2002-03, 2003-04 to 29 February 2004. To provide a breakdown of costs would be resource and time intensive and involve a disproportionate diversion of resources.

Management Retreats and Training' conducted off-site by the Department of Finance and Administration**2000-01**

Description	Location	No. Held	Total Cost (excl. GST)
Executive Board Offsite	Canberra	3	\$1,719.00
Finance SES Offsite Conference	Canberra	1	\$11,875.00
Finance SES Offsite Conference	Bungendore, NSW	1	\$11,607.00
Office of Asset Sales and IT Outsourcing SES offsite	Bungendore, NSW	2	\$6,139.50
Business Services Group SES and Team Leaders	Bowral, NSW	1	\$7,442.00
Budget Group SES Offsite	Bowral, NSW	1	\$14,020.00
Budget Group SES Interviews and Workshops	Canberra	1	\$10,178.87
Budget Group SES Offsite	Canberra	1	\$1,829.87
Total			\$64,811.24

2001-02

Description	Location	No. Held	Total Cost (excl. GST)
Executive Board Offsites	Canberra	3	\$1,556.00
Finance SES Offsite	Canberra	1	\$2,108.00
Corporate Group Managers Offsite	Canberra	1	\$745.00
Financial and e-Solutions Group Management Conference	Kangaroo Valley, NSW	1	\$10,360.00
Budget Group SES Offsite	Bundanoon	1	\$2,452.65
Total			\$17,221.65

2002-03

Description	Location	No. Held	Total Cost (excl. GST)
Executive Board Offsite	Canberra	2	\$389.00
Finance SES Offsites	Canberra	2	\$15,383.55
Corporate Group Senior Managers Offsite	Canberra	1	\$6,213.68
Corporate Group Senior Managers Offsite	Wollongong, NSW	1	\$5,245.53
Business Services Group SES and Team Leaders	Bowral, NSW	1	\$14,054.09
Financial Management Group SES and Team Leaders	Bowral, NSW	1	\$13,364.09
Budget Group Offsite	Bowral, NSW	1	\$18,420.45
Senior Managers Presentation Skills Training	Canberra	1	\$8,600.00
Total			\$81,670.39

2003-04 to date

Description	Location	No. Held	Total Cost (excl. GST)
Executive Board Offsites	Canberra	2	\$439.00
Finance Senior Management Offsites	Canberra	3	\$6,280.00
Corporate Group Senior Managers Offsite	Bowral, NSW	1	\$10,478.43
Financial and e-Solutions Group Management Business Planning Session	Kurrajong Hotel, ACT	1	\$500.00
Ministerial and Parliament Services Management Team Conference	Jamberoo Valley Lodge, Jamberoo	1	\$10,976.03
COMCAR Annual Management Workshop and Award Presentation	Greenhill, Wollongong	1	\$13,756.00
Financial Management Group SES and Team Leaders	Canberra	1	\$4,448.00
Budget Group Offsite	Canberra	1	\$1,283.64
Total			\$48,161.10

Date: 29 April 2004

Cleared by (SES): Mr Suur, Mr Staun, Ms Mason, Mr Lewis, Mr McPhee and Mr Bowen

Group/Branch: Corporate Group

Contact Officer: Lisa Ward

Telephone No: 6215 3861

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Estimates Hearings 2003-04 – 17 February 2004

Question: F31.15

Across all Outcomes and Outputs

Topic: Amount spent on advertising

Hansard page: N/A

Written Question on Notice: 17 February 2004

Senator Conroy asked:

How much was spent on advertising by the Department of Finance in 1996-97, 1997-98, 1998-99, 1999-00, 2000-01, 2001-02, 2002-03, 2003-04 to date.

Answer:

Based on information published in the relevant Annual Reports for these years, the table below shows the amount spent on advertising by the Department of Finance and Administration and the departments and agencies amalgamated with the Department, from 1996-97 to 2003-04.

As per the Annual Report Guidelines issued by the Department of the Prime Minister and Cabinet, figures shown for the years 1999-00 to date do not include expenditure on items of payments of \$1,500 or less. To include these figures would be both resource and time intensive and involve a disproportionate diversion of resources.

Year	Department	Amount
1996-97	Department of Finance	\$7,149
1996-97	Department of Administrative Services	\$935,624
1996-97	Office of Asset Sales	\$8,832,163
1997-98	Department of Finance and Administration	\$258,006
1997-98	Office of Asset Sales and Information Technology Outsourcing (OASITO)	\$17,811,031
1998-99	Department of Finance and Administration	\$3,675,011
1998-99	Office of Asset Sales and Information Technology Outsourcing	\$119,725
1999-00	Department of Finance and Administration	\$296,653
1999-00	Office of Asset Sales and Information Technology Outsourcing	\$3,119,233

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Estimates Hearings 2003-04 – 17 February 2004

2000-01	Department of Finance and Administration	\$323,084 incl GST
2000-01	Office of Asset Sales and Information Technology Outsourcing	\$73,703 incl GST
2001-02	Department of Finance and Administration	\$952,002 incl GST
2002-03	Department of Finance and Administration	\$557,359 incl GST
2003-04*	Department of Finance and Administration	\$561,739 incl GST

* Year to 29 February 2004

Date: 26 March 2004

Cleared by (SES): Lembit Suur

Group/Branch: Corporate Group / Parliamentary and Corporate Support

Contact Officer: Lisa Ward

Telephone No: 6215 3861

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Estimates Hearings 2003-04 – 17 February 2004

Question: F31.16

Outcome: Across Outcomes

Topic: Publications on Government Programmes

Hansard page: N/A

Written Question on Notice: 17 February 2004

Senator Conroy asked:

Did the Department of Finance produce publications that provided electorate breakdowns on spending on government programmes in 1996-97, 1997-98, 1998-99, 1999-00, 2000-01, 2001-02, 2002-03, 2003-04 to date.

Answer:

No

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Estimates Hearings 2003-04 – 17 February 2004

Question: F31.17

Outcome: Across Outcomes

Topic: Advertising of Government Programmes

Hansard page: N/A

Written Question on Notice: 17 February 2004

Senator Conroy asked:

How much was spent on advertising which provided electorate breakdowns of spending by the government on programmes within the Department of Finance in 1996-97, 1997-98, 1998-99, 1999-00, 2000-01, 2001-02, 2002-03, 2003-04 to date.

Answer:

Nil

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Estimates Hearings 2003-04 – 17 February 2004

Question: 31.18

Outcome - Across all Outcomes, Output - Across all Outputs

Topic: Consultancies

Hansard page: N/A

Written Question on Notice: February 2004

Senator Conroy asked:

How much was spent on consultancies by the Department of Finance in 1996-97, 1997-98, 1998-1999, 1999-00, 2000-01, 2001-02, 2002-03, 2003-04 to date?

- Please provide a breakdown of these costs according to the name of the project, the entity providing the consultancy service and the branch of the department commissioning the consultancy.
- Please also indicate how these consultancies were appointed/chosen.

Answer:

Reporting of consultancies occurs in Finance's Annual Reports based upon guidelines issued by the Department of Prime Minister and Cabinet, "Requirements for Annual Reports". As such, the details provided below in response to Senator Conroy's question, are in accordance with Finance's disclosure in its Annual Reports.

The Department of Finance's expenditure on consultancies in the requested years is detailed in the table below.

Year	1997-98	1998-99	1999-00*	2000-01*	2001-02**	2002-03	2003-04 to date
Consultant Costs	\$19.3M	\$12.5M	\$15.1M	\$10.8M	\$32.7M	\$13.1M	\$9.4M

* Expenditure represents the value of consultancies "let" in these years. Expenditure reported in the previous 2 years and since 2001 reflect "actual spend" figures incurred in these years.

** Expenditure in 2001-02 was significantly higher as consultancy costs associated with the asset sales function of the former Office of Asset Sales and Commercial Support (OASACS) were transferred to Finance as part of Administrative Arrangement Orders (AAOs). The associated expenses were \$25.7 million (GST inclusive).

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Estimates Hearings 2003-04 – 17 February 2004

Finance's Annual Reports for the years 1999-00 onwards provide a breakdown for consultancies entered into over \$10,000. Additional copies of Annual Reports can be provided on request. Departmental Annual Reports for the periods 1997-98 and 1998-99 did not require disclosure of such details.

In accordance with PM&C guidelines, consultancies entered into under \$10,000 for the years 1999-00 onwards, are not listed in Departmental Annual Reports.

Finance's financial management systems do not record the name of the project, only the consultants' name, selection method, principle justification and cost. Prior to April 2003, Finance's systems do not provide details by business group or branch. Accordingly, detailed information by business group/branch can only be provided for the current year to date in Attachment A.

Date: 5 April 2004

Cleared by (SES): Dominic Staun

Group/Branch: Financial and e-Solutions Group/Financial Accounting Branch

Contact Officer: Michael Strickland

Telephone No: 6215 3865

Consultancies 2003-04 to date

Business Group	Branch	Consultant Name	Selection Method	Principle Justification	YTD Expenditure (GST Inclusive)
ASSET MANAGEMENT GROUP	Asset Sales	Accumen Alliance (ACT) PTY LTD	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$3,520.00
ASSET MANAGEMENT GROUP	Asset Sales	Australian Government Solicitor	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$400,839.04
ASSET MANAGEMENT GROUP	Asset Sales	Australian Government Solicitor - All States	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$19,800.00
ASSET MANAGEMENT GROUP	Asset Sales	Australian Government Solicitor - NSW	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$9,574.40
ASSET MANAGEMENT GROUP	Asset Sales	Australian Government Solicitor - NSW	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$85,947.41
ASSET MANAGEMENT GROUP	Asset Sales	Australian Government Solicitors	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$1,653.50
ASSET MANAGEMENT GROUP	Asset Sales	Blake Dawson Waldron	Open Tender - Public tenders sought from the market place	Skill - Need for specialised skills	\$3,853.14
ASSET MANAGEMENT GROUP	Asset Sales	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,882.00
ASSET MANAGEMENT GROUP	Asset Sales	Blake Dawson Waldron	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$17,705.38
ASSET MANAGEMENT GROUP	Asset Sales	Calibur Partnership Pty Limited	Open Tender - Public tenders sought from the market place	Skill - Need for specialised skills	\$1,175,875.68
ASSET MANAGEMENT GROUP	Asset Sales	Coulter Brothers	Open Tender - Public tenders sought from the market place	Skill - Need for specialised skills	\$4,950.02
ASSET MANAGEMENT GROUP	Asset Sales	Egworth & Ebsworth Lawyers	Open Tender - Public tenders sought from the market place	Skill - Need for specialised skills	\$153,160.26
ASSET MANAGEMENT GROUP	Asset Sales	Gavin Anderson & Company	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$126,133.74
ASSET MANAGEMENT GROUP	Commercial & Projects	Australian Government Actuary	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$9,317.00
ASSET MANAGEMENT GROUP	Commercial & Projects	Australian Government Solicitor	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,252.80
ASSET MANAGEMENT GROUP	Commercial & Projects	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$24,732.36
ASSET MANAGEMENT GROUP	Commercial & Projects	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$52.75
ASSET MANAGEMENT GROUP	Commercial & Projects	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,760.00
ASSET MANAGEMENT GROUP	Commercial & Projects	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$9,357.70
ASSET MANAGEMENT GROUP	Commercial & Projects	Australian Government Solicitor - All States	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$29,567.34
ASSET MANAGEMENT GROUP	Commercial & Projects	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$31,742.32
ASSET MANAGEMENT GROUP	Commercial & Projects	Australian Government Solicitor - NSW	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$25,482.07
ASSET MANAGEMENT GROUP	Commercial & Projects	Australian Government Solicitor - SA	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$9,246.76
ASSET MANAGEMENT GROUP	Commercial & Projects	Comptel	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$86.05
ASSET MANAGEMENT GROUP	Commercial & Projects	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$79,032.65
ASSET MANAGEMENT GROUP	Commercial & Projects	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,668.70
ASSET MANAGEMENT GROUP	Commercial & Projects	Matas Ellison	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$2,222.00
ASSET MANAGEMENT GROUP	Commercial & Projects	Matas Ellison	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$40,418.35
ASSET MANAGEMENT GROUP	Commercial & Projects	Matas Ellison	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$7,961.27
ASSET MANAGEMENT GROUP	Commercial & Projects	Matas Ellison - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,891.45
ASSET MANAGEMENT GROUP	Commercial & Projects	Matas Ellison - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$8,153.11
ASSET MANAGEMENT GROUP	Commercial & Projects	Matas Ellison - Melbourne	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,265.74
ASSET MANAGEMENT GROUP	Commercial & Projects	Phillips Fox Lawyers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Change - Need for a change agency or facilitator	\$3,672.19
ASSET MANAGEMENT GROUP	Commercial & Projects	PriceWaterhouseCoopers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$890.00
ASSET MANAGEMENT GROUP	Commercial & Projects	PriceWaterhouseCoopers	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$22,975.05
ASSET MANAGEMENT GROUP	Commercial & Projects	PSI Consulting Pty Ltd	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$8,600.00
ASSET MANAGEMENT GROUP	Commercial & Projects	Stellar Knight Marz Pty Ltd	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$76,532.47
ASSET MANAGEMENT GROUP	Commercial & Projects	Trowbridge Consulting	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$141,830.43
ASSET MANAGEMENT GROUP	Commonwealth Shareholder Advice Unit	Commonwealth Shareholder Advice Unit	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,048.20
ASSET MANAGEMENT GROUP	Commonwealth Shareholder Advice Unit	Commonwealth Shareholder Advice Unit	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,723.00
ASSET MANAGEMENT GROUP	Executive	Ernst & Young	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$3,046.00
ASSET MANAGEMENT GROUP	Executive	Flight Management Consultants Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$23,017.51
ASSET MANAGEMENT GROUP	Executive	MPB Chartered Accountants	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$5,577.22
ASSET MANAGEMENT GROUP	Fleet Monitoring Body	Australian Business Research Pty Ltd	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,822.06
ASSET MANAGEMENT GROUP	Government Business Advice Unit	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$12,086.85
ASSET MANAGEMENT GROUP	Government Business Advice Unit	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,827.60
ASSET MANAGEMENT GROUP	Government Business Advice Unit	Australian Government Solicitor - VIC	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$6,244.70
ASSET MANAGEMENT GROUP	Government Business Advice Unit	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$15,058.80
ASSET MANAGEMENT GROUP	Government Business Advice Unit	Carnegie	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$5,500.00
ASSET MANAGEMENT GROUP	Government Business Advice Unit	Carnegie	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$15,000.00
ASSET MANAGEMENT GROUP	Government Business Advice Unit	Gilbert & Tobin	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$34,984.47
ASSET MANAGEMENT GROUP	Government Business Advice Unit	Macquarie Bank Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$669,532.93
ASSET MANAGEMENT GROUP	Government Business Advice Unit	PriceWaterhouseCoopers	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$119,636.01
ASSET MANAGEMENT GROUP	Government Business Advice Unit	Pogues Mine	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$880.00
ASSET MANAGEMENT GROUP	Government Business Advice Unit	PriceWaterhouseCoopers	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$125,973.39
ASSET MANAGEMENT GROUP	Insurance & Risk Management	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$462.00
ASSET MANAGEMENT GROUP	Insurance & Risk Management	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,630.00

ASSET MANAGEMENT GROUP	Property Management	Capital Planners Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$2,782.75
ASSET MANAGEMENT GROUP	Property Management	DASCEM Holdings Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$6,720.00
ASSET MANAGEMENT GROUP	Property Management	Earth Tech Engineering Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$6,600.00
ASSET MANAGEMENT GROUP	Property Management	Earth Tech Engineering Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$6,600.00
ASSET MANAGEMENT GROUP	Property Management	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,760.00
ASSET MANAGEMENT GROUP	Property Management	GHD Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$1,000.00
ASSET MANAGEMENT GROUP	Property Management	GHD Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$4,348.30
ASSET MANAGEMENT GROUP	Property Management	GHD Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$6,710.00
ASSET MANAGEMENT GROUP	Property Management	GHD Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$9,537.00
ASSET MANAGEMENT GROUP	Property Management	GHD Pty Ltd	Open Tender - Public tenders sought from the market place	Skill - Need for specialised skills	\$730,162.29
ASSET MANAGEMENT GROUP	Property Management	Integrated Construction Pty Ltd	Open Tender - Public tenders sought from the market place	Skill - Need for specialised skills	\$270,883.00
ASSET MANAGEMENT GROUP	Property Management	MB Chartered Accountants	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,023.00
ASSET MANAGEMENT GROUP	Property Management	PWCWaterhouseCoopers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$1,000.00
ASSET MANAGEMENT GROUP	Property Management	Property Concept and Management Pty Ltd	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$5,682.88
ASSET MANAGEMENT GROUP	Property Management	Rawson Group Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$4,856.50
ASSET MANAGEMENT GROUP	Property Management	Ray L Davis Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$5,500.00
ASSET MANAGEMENT GROUP	Property Management	Sparto Helmore	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$3,772.34
ASSET MANAGEMENT GROUP	Property Management	Sparto Helmore	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$4,019.40
ASSET MANAGEMENT GROUP	Property Management	Sparto Helmore	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$5,500.00
ASSET MANAGEMENT GROUP	Property Management	Sparto Helmore	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$7,256.92
ASSET MANAGEMENT GROUP	Property Management	Sparto Helmore	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$1,000.00
ASSET MANAGEMENT GROUP	Special Claims and Land Policy	Australian Government Solicitor - All States	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$7,977.20
ASSET MANAGEMENT GROUP	Special Claims and Land Policy	Australian Government Solicitor - All States	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$2,488.48
ASSET MANAGEMENT GROUP	Special Claims and Land Policy	Michael Warren	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$262,421.85
ASSET MANAGEMENT GROUP	Special Claims and Land Policy	Michael Warren	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$1,616.23
ASSET MANAGEMENT GROUP	Special Claims and Land Policy	Michael Warren	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$2,200.00
ASSET MANAGEMENT GROUP	Special Claims and Land Policy	Michael Warren	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$41,748.37
BUDGET GROUP	AAU - Defence	Freddie's	Open Tender - Public tenders sought from the market place	Skill - Need for specialised skills	\$4,840.00
BUDGET GROUP	AAU - Defence	Len Early Pty Ltd	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$20,000.00
BUDGET GROUP	AAU - Defence	Scotfield Sciences & Technology Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$31,882.30
BUDGET GROUP	AAU - Defence	Tarh Pty Ltd	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$7,946.42
BUDGET GROUP	AAU - Health Aging & Veterans	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$7,943.21
BUDGET GROUP	AAU - Health Aging & Veterans	Ernst & Young	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$91,068.91
BUDGET GROUP	AAU - Immigration Foreign & Legal	A.G. Sheibok	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,108.15
BUDGET GROUP	AAU - Transport & Communications	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$5,941.00
BUDGET GROUP	Budget & Estimates Framework Review	Ernst & Young	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$30,598.90
BUDGET GROUP	Budget & Estimates Framework Review	IPMG	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$237,496.16
BUDGET GROUP	Budget & Estimates Framework Review	IPMG	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$48,017.75
BUDGET GROUP	Budget & Estimates Framework Review	Walker and Turnbull	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$15,180.00
BUDGET GROUP	Budget Framework and Estimates	Merrill Ellison - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$54,022.32
BUDGET GROUP	Budget Framework and Estimates	Phillips Fox	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$31,600.36
BUDGET GROUP	Budget Framework and Estimates	Len Early Pty Ltd	Open Tender - Public tenders sought from the market place	Skill - Need for specialised skills	\$63,794.79
CORPORATE GROUP	Executive	Australian Institute of Management	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$13,486.95
CORPORATE GROUP	Executive	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Change - Need for a change agency or facilitator	\$6,066.49
CORPORATE GROUP	Executive	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,082.13
CORPORATE GROUP	Executive	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,630.00
CORPORATE GROUP	Executive	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$4,030.02
CORPORATE GROUP	Executive	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$5,741.07
CORPORATE GROUP	HR Services	Daphne Touche Tomatsu	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$83,110.45
CORPORATE GROUP	HR Services	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Change - Need for a change agency or facilitator	\$20,940.00
CORPORATE GROUP	HR Services	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$738.16
CORPORATE GROUP	HR Services	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,597.98
CORPORATE GROUP	HR Services	Daphne Touche Tomatsu	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$3,300.00
CORPORATE GROUP	HR Services	Daphne Touche Tomatsu	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$4,924.00
CORPORATE GROUP	HR Services	Effective People	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$4,400.00
CORPORATE GROUP	HR Services	Phillips Fox Lawyers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$4,400.00
CORPORATE GROUP	HR Services	The Heat Group	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$76,597.36
CORPORATE GROUP	HR Services	Attorney-General's Department	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$1,851.60
CORPORATE GROUP	HR Services	Attorney-General's Department	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$572.00
CORPORATE GROUP	HR Services	RSM Bird Cameron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$91,260.00
CORPORATE GROUP	HR Services	RSM Bird Cameron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$16,115.00
CORPORATE GROUP	HR Services	Some Wilson Consulting	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$24,576.20

CORPORATE GROUP	Strategic Partnerships	Acumen Alliance	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$4,257.00
CORPORATE GROUP	Strategic Partnerships	Adapt Career Solutions	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$989.00
CORPORATE GROUP	Strategic Partnerships	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,411.10
CORPORATE GROUP	Strategic Partnerships	Blake Dawson Watton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$5,508.27
CORPORATE GROUP	Strategic Partnerships	ORAC Consulting	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$2,810.00
CORPORATE GROUP	Strategic Partnerships	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$6,842.00
CORPORATE GROUP	Strategic Partnerships	Fideliis	Open Tender - Public tenders sought from the market place	Skill - Need for specialised skills	\$278,612.33
CORPORATE GROUP	Strategic Partnerships	Futures Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$9,096.00
CORPORATE GROUP	Strategic Partnerships	Gibson Chai and Associates	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$6,500.00
CORPORATE GROUP	Strategic Partnerships	Headley Burdge Olinert & Edwards Margaret Torzillo Briggs	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$20,534.71
CORPORATE GROUP	Strategic Partnerships	Miner Ellison - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$5,134.53
CORPORATE GROUP	Strategic Partnerships	NCS International Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$8,900.00
CORPORATE GROUP	Strategic Partnerships	Pat Daehnen and Associates	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$3,984.00
CORPORATE GROUP	Strategic Partnerships	Relocation Leaps Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$223.30
FINANCIAL & E-SOLUTIONS GROUP	Business Applications Support	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$412.50
FINANCIAL & E-SOLUTIONS GROUP	Business Applications Support	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$1,977.80
FINANCIAL & E-SOLUTIONS GROUP	Business Applications Support	Ernst & Young	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$396.00
FINANCIAL & E-SOLUTIONS GROUP	Business Applications Support	Ernst & Young	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$11,136.40
FINANCIAL & E-SOLUTIONS GROUP	Business Applications Support	Measure IT Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$7,885.25
FINANCIAL & E-SOLUTIONS GROUP	Business Applications Support	PriceWaterhouseCoopers	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$2,640.00
FINANCIAL & E-SOLUTIONS GROUP	Executive	Mercer Human Resource Consulting	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$1,299.38
FINANCIAL & E-SOLUTIONS GROUP	Executive	Mercer Human Resource Consulting	Selected Tender - Tenders invited from a shortlist of competent suppliers	Independent - Need for an independent view	\$6,291.18
FINANCIAL & E-SOLUTIONS GROUP	Financial Accounting	Blake Dawson Watton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,749.30
FINANCIAL & E-SOLUTIONS GROUP	Financial Accounting	MPB Chartered Accountants	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$1,482.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Achero Solutions	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$2,834.70
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Acumen Alliance (ACT) PTY LTD	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$2,079.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Blake Dawson Watton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,997.24
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Blake Dawson Watton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$24,188.91
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	CPT Global Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$468,677.84
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$132.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$494.66
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$554.40
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$502.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$1,166.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$1,200.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$2,244.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$17,487.80
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	IT Newcom Pty Ltd	Open Tender - Public tenders sought from the market place	Skill - Need for specialised skills	\$9,182.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	PriceWaterhouseCoopers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$880.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	PriceWaterhouseCoopers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$880.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	PriceWaterhouseCoopers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$2,640.00
FINANCIAL & E-SOLUTIONS GROUP	Infrastructure	XTEK Consulting Services Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$3,300.00
FINANCIAL & E-SOLUTIONS GROUP	Management Accounting	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$152.00
FINANCIAL & E-SOLUTIONS GROUP	Management Accounting	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$41,285.66
FINANCIAL & E-SOLUTIONS GROUP	Strategy & Service Management	Gartner Australasia Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Skill - Need for specialised skills	\$47.80
FINANCIAL & E-SOLUTIONS GROUP	Case Management	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$6,586.80
FINANCIAL & E-SOLUTIONS GROUP	Executive	John Allan Uhlig AC	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,739.58
FINANCIAL & E-SOLUTIONS GROUP	Finance & Banking	Australian Government Solicitor	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$4,869.70
FINANCIAL & E-SOLUTIONS GROUP	Finance & Banking	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$4,686.00
FINANCIAL & E-SOLUTIONS GROUP	Finance & Banking	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$7,586.92
FINANCIAL & E-SOLUTIONS GROUP	Finance & Banking	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$811.89
FINANCIAL & E-SOLUTIONS GROUP	Finance & Banking	Office of Legislative Drafting	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$10,247.80
FINANCIAL & E-SOLUTIONS GROUP	Finance & Banking	PriceWaterhouseCoopers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$503.25
FINANCIAL & E-SOLUTIONS GROUP	Finance & Banking	PriceWaterhouseCoopers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$655.00
FINANCIAL & E-SOLUTIONS GROUP	Legislative Review	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,070.35
FINANCIAL & E-SOLUTIONS GROUP	Legislative Review	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,070.35

MINISTERIAL & PARLIAMENTARY	Legal & Review	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,057,000
MINISTERIAL & PARLIAMENTARY	Legal & Review	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$4,414,400
MINISTERIAL & PARLIAMENTARY	Legal & Review	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$5,214,000
MINISTERIAL & PARLIAMENTARY	Legal & Review	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$8,081,000
MINISTERIAL & PARLIAMENTARY	Legal & Review	Australian Government Solicitor - QLD	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,152,000
MINISTERIAL & PARLIAMENTARY	Legal & Review	Australian Government Solicitor - SA	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$9,222,300
MINISTERIAL & PARLIAMENTARY	Legal & Review	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,226,000
MINISTERIAL & PARLIAMENTARY	Legal & Review	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,526,477
MINISTERIAL & PARLIAMENTARY	Legal & Review	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,526,760
MINISTERIAL & PARLIAMENTARY	Legal & Review	Minter Ellison - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$1,021,350
MINISTERIAL & PARLIAMENTARY	Legal & Review	Minter Ellison - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,287,900
MINISTERIAL & PARLIAMENTARY	Service Centre	Phillips Fox	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,250,600
MINISTERIAL & PARLIAMENTARY	Service Centre	APIS Consulting Group	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$9,382,060
MINISTERIAL & PARLIAMENTARY	Service Centre	APIS Consulting Group	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$33,747,180
MINISTERIAL & PARLIAMENTARY	Service Centre	Australian Government Solicitor - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$46,172,110
MINISTERIAL & PARLIAMENTARY	Service Centre	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,200,000
MINISTERIAL & PARLIAMENTARY	Service Centre	Blake Dawson Waldron	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$287,100
MINISTERIAL & PARLIAMENTARY	Service Centre	Chris Farrell Consulting Pty Ltd	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$12,826,880
MINISTERIAL & PARLIAMENTARY	Service Centre	Corpus	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$18,138,900
MINISTERIAL & PARLIAMENTARY	Service Centre	Continuum Services Pty Ltd	Selected Tender - Tenders invited from a shortlist of competent suppliers	Technical - Need for access to the latest technology	\$69,046,260
MINISTERIAL & PARLIAMENTARY	Service Centre	DMR Consulting	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$36,385,800
MINISTERIAL & PARLIAMENTARY	Service Centre	DMR Consulting	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Technical - Need for access to the latest technology	\$9,037,000
MINISTERIAL & PARLIAMENTARY	Service Centre	Ernst & Young	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,956,800
MINISTERIAL & PARLIAMENTARY	Service Centre	Isobore Web and Database Development	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$5,775,000
MINISTERIAL & PARLIAMENTARY	Service Centre	Isobore Web and Database Development	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Technical - Need for access to the latest technology	\$5,280,000
MINISTERIAL & PARLIAMENTARY	Service Centre	Langs Consulting & Software	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Technical - Need for access to the latest technology	\$6,600,000
MINISTERIAL & PARLIAMENTARY	Service Centre	Minter Ellison - ACT	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$14,321,510
MINISTERIAL & PARLIAMENTARY	Service Centre	PriceWaterhouseCoopers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$2,190,000
MINISTERIAL & PARLIAMENTARY	Service Centre	PriceWaterhouseCoopers	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$1,320,000
MINISTERIAL & PARLIAMENTARY	Service Centre	Tanner James Management Consultants	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$1,320,000
MINISTERIAL & PARLIAMENTARY	Special Adviser	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Independent - Need for an independent view	\$4,770,000
MINISTERIAL & PARLIAMENTARY	Special Adviser	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$32,000
MINISTERIAL & PARLIAMENTARY	Special Adviser	Australian Government Solicitor - Barton	Panel - Tenders sought from suppliers who have pre-qualified to supply to government	Skill - Need for specialised skills	\$3,489,200
TOTAL					\$9,412,890,120

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Estimates Hearings 2003-04 – 17 February 2004

Question: F31.21

Outcome: Across Outcomes

Topic: Surveys/Research on Government Programmes

Hansard page: N/A

Written Question on Notice: 17 February 2004

Senator Conroy asked:

What were the findings of these surveys.

Answer:

Procurement Framework Review: The survey resulted in a Government decision to streamline procurement arrangements. The major initiatives were: maintaining the requirement to source at least 10 per cent of purchases from small to medium enterprises (SMEs); inclusion of industry development requirements and opportunities for SMEs in tender documentation; abolition of the two envelope tendering system; changes to common use arrangements; establishment of a purchasing advisory and complaints service.

Procurement Policy Framework, Survey of Stakeholder Views: The survey indicated that the Procurement Policy Framework was well accepted and working well. The survey results did highlight the need for Finance to continue to develop and enhance the framework. The major findings were that Finance should continue to work co-operatively with stakeholders in developing policy, its presentation and interpretation; that stakeholders welcomed Finance building upon the level of guidance being developed and promulgated to assist agencies; and that Finance should build upon the linkages with stakeholders to further enhance communication.

Members of Parliament Staff training needs analysis: The Department is currently analysing the findings, and is not in a position to make the findings publicly available at this stage.

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Additional Estimates Hearings 2003-04 – 17 February 2004

Question: F32.2

Outcome: Administered; Output: across all Outcomes and Outputs

Topic: Programmes

Hansard Page: N/A

Written Question on Notice; 17 February 2004

Senator Conroy asked:

Please provide a list of all departmental/agency administered programmes which Finance is reviewing as part of the 2004-05 Budget process.

- Please indicate whether the programme is ongoing, or lapsing, and when.
- Could you also indicate whether an evaluation of the programme's effectiveness has been conducted and if so, when this occurred and what was the conclusion of that evaluation?

Answer:

The Department of Finance and Administration is not the lead agency for the review of any programmes as part of the 2004-05 Budget process. Programmes to be reviewed each year are policy decisions of the Government.

Date:	April 2004
Cleared by (SES):	Philip Prior
Group/Branch:	Budget/Budget Framework
Contact Officer:	Maureen Allan
Telephone No:	6215 3510

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Estimates Hearings 2003-04 – 17 February 2004

Question: 36.4

Outcome 2, Output – Across Outputs 2.1.2, 2.2.1 & 2.2.2

Topic: Special Accounts – Finance Internal Review

Hansard page: N/A

Written Question on Notice: 17 February 2004

Senator Conroy asked:

In conducting its own internal review of Special Accounts in “late 2002” did Finance examine the effectiveness, legitimacy and management of its own accounts?

Answer:

The internal review referred to in the question is taken to mean the review of the framework surrounding the management of Special Accounts that was undertaken by Finance in its Whole of Government function.

At an agency level, the Department reviews the effectiveness, legitimacy and management of our own Special Accounts on an ongoing basis.

The Department’s ongoing review of our own accounts in “late 2002” was not specifically related to the broader review of Special Accounts referred to above.

Date: 31 March 2004

Cleared by (SES): Dominic Staun

Group/Branch: Financial and e-Solutions Group/Financial Accounting

Contact Officer: Michael Strickland

Telephone No: 6215 3865

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Department of Finance and Administration

February Estimates Hearings 2003-04 – 17 February 2004

Question: 36.6

Outcome 2, Output – Across Outputs 2.1.2, 2.2.1 & 2.2.2

Topic: Special Accounts – Finance Internal Review

Hansard page: N/A

Written Question on Notice: February 2004

Senator Conroy asked:

Does the use of the Dept of Finance's Special Accounts accord with their purpose of their establishment?

Answer:

The Special Accounts administered by the Department are used in accordance with their purpose.

Date: 26 March 2004

Cleared by (SES): Dominic Staun

Group/Branch: Financial and e-Solutions Group/Financial Accounting

Contact Officer: Michael Strickland

Telephone No: 6215 3865

Senate Finance and Public Administration Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Finance and Administration Portfolio

Commonwealth Grants Commission

February Estimates Hearings 2003-04 – 17 February 2004

Question: F38.17

Outcome Commonwealth Grants Commission

Topic: Advertising Re Electoral Breakdown Spend

Hansard page: N/A

Written Question on Notice: 17 February 2004

Senator Conroy asked:

How much was spent on advertising which provided electorate breakdowns on spending on government programmes within the Commonwealth Grants Commission in 1996-97, 1997-98, 1998-99, 1999-00, 2000-01, 2001-02, 2002-03, 2003-04 to date.

Answer:

The Commonwealth Grants Commission has not undertaken any advertising during this period that provides electorate breakdowns on spending on government programmes during the periods 1996-97 to 2003-04. The amount spent by the Commonwealth Grants Commission is therefore nil.