

APPENDIX 5

Consultancies

The department's policy on the selection of consultancies

The department engages individuals and companies to provide professional services under contracts for service, taking account of the skills and resources required for the task, the skills available internally and the cost-effectiveness of these options.

Consultancy services are one particular type of service delivered under a contract for services. They are distinguished from other contracts for services by the nature of the work performed. A consultant is an entity, whether an individual, a partnership or a corporation, engaged to provide professional independent and expert advice or services.

Consultants are typically engaged to:

- ▶ investigate or diagnose a defined issue or problem;
- ▶ carry out defined research, reviews or evaluations; or
- ▶ provide independent advice, information or creative solutions to assist the agency in management decision making.

By contrast, other (non-consultancy) contracts for services will be more restrictive in the degree of latitude afforded to the contractor. These types of contracts may be characterised by a clear and tight specification of the form of product or service to be produced; or by a set of specific requirements as to the manner in which work is to be performed.

The decision to engage a consultant is made by programme managers in accordance with the department's *Financial Management Manual* (Section 6: Procurement) and the *Procurement Manual*.

Summary of consultancies

Table 48 summarises, by organisational structure, the number of consultancies providing services for the department in 2002–03 and the total expenditure on them, regardless of the year in which the contract was let.

Table 48: Summary of consultancies

Responsible work unit	2002–03 Number	Cost (\$'000)
AEI Group	24	640
Audit and Investigations	5	76
Corporate Strategy Group	25	3 489
Higher Education Group	10	291
Indigenous Education Group	14	1 524
Information Services Group	4	66
Parliamentary, Assurance and Legal Group	6	1 719
Research, Analysis and Evaluation Group	38	2 483
Schools Group	90	10 233
Science Group	22	2 187
State Offices	2	23
Vocational Education and Training Group	7	135
Total	247	22 866

Source: Departmental records. This information is subject to revision.

Details of consultancies

Table 49 provides details of consultancy contracts let in 2002–03 by the department and the value of the contract over its entire life. Contracts with a value of less than \$10 000 have not been included, in line with Annual Reporting requirements of the Joint Committee of Public Accounts and Audit.

Table 49: Consultancy contracts let in 2002–03

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
AEI Group	PRN03107	2471	Australian Council for Education Research (ACER)	Develop an aptitude test for use with international students entering the school sector	212 290	SS	4
AEI Group	PRN02553	1982	David Back Pty Ltd	Market testing of commercial relevance of International Group's products and services	10 810	SS	2
AEI Group	PRN02744	2131	Department of Education and Training	China/Australia sectoral studies group contributions towards TAFE costs for IT group	11 000	SS	2
AEI Group	PRN02747	2134	Department of Education, Training & Employment, South Australia	China/Australia sectoral studies group contribution to TAFE placement for tourism	11 000	SS	2
AEI Group	PRN02969	2272	Horne, Robert	Under AusAIDS's education period contract for the review of the Australian Development Scholarships (ADS) stipend	30 000	SS	4
AEI Group	PRN02169	2332	National Centre for Vocational Education Research Ltd (NCVER)	Conduct research to define, quantify and characterise Australian vocational education and training offshore and to enumerate the students who enrol in them	83 908	SS	4

Code A: Reason for Consultancy

- IS need for independent study/evaluation
- PA need for professional assistance to manage and facilitate change and its consequence
- SS specialist skills were not otherwise available

Code B: Tender arrangements

- 1 advertised as a public invitation
- 2 not advertised – used existing departmental or Commonwealth exclusive use or panel arrangement
- 3 not advertised – used thresholds in line with departmental minimum standard of procurement
- 4 not advertised – obtained exemption based on: sole supplier, pre-eminent expertise or urgency and practicality

Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
AEI Group	PRN02370	1837	RMIT University	Study on strategies for overcoming barriers to trade in education and training services	25 141	SS	3
AEI Group	PRN02941	2453	TAFE Global Pty Ltd	Thailand vocational education and training amalgamation project	105 808	SS	3
AEI Group	PRN02741	2130	TAFE NSW – Southern Sydney Institute	China/Australia sectoral studies group: contribution towards TAFE costs for four China participants – auto group	11 000	SS	2
AEI Group	PRN02745	2132	TAFE Queensland	China/Australia sectoral studies group: contribution towards TAFE costs for horticulture group	11 000	SS	2
AEI Group	PRN02946	2488	University of Western Sydney	SEAMEO-Australia project – development of ICT implementation plan	76 991	SS	3
AEI Group				Sub-Total	588 948		
Corporate Strategy Group	PRN02875	2376	Batey Kazoo Communications Pty Ltd (trading as Batey House)	Creative agency for New Apprenticeships campaign advertising 2003	871 324	SS	2
Corporate Strategy Group	PRN02549	2642	Hill and Knowlton Australia Pty Ltd	Provision of public relations services for the announcement of the national waste repository	71 788	PA	2
Corporate Strategy Group	PRN02495	1983	Indigenous Employment Specialists	Provision of training services to DEST staff who deliver Indigenous programmes	49 920	SS	4

Code A: Reason for Consultancy

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Corporate Strategy Group	PRN02633	107	P3 Pty Ltd	Independent consultancy service to assist with the new printing RFT	10 000	PA	3
Corporate Strategy Group	PRN02815	2184	Peter Grills	Investigation of an anonymous complaint	38 201	IS	3
Corporate Strategy Group	PRN02923	125	Universal McCann	Media buy for New Apprenticeships campaign 2003	3 606 815	PA	2
Corporate Strategy Group	PRN02854	2303	Worthington Di Marzio Pty Ltd	Market research for New Apprenticeships campaign 2003–2006	209 740	SS	2
Corporate Strategy Group				Sub-Total	4 857 788		
Higher Education Group	PRN02695	2163	Australian Government Actuary	Provide actuarial advice on HECS, PELS, higher education superannuation and other matters as required	1 196 515	SS	4
Higher Education Group	PRN03276	2473	Australian Institute for Commercialisation Limited	Develop and distribute the 2003 National Survey of Research Commercialisation for the years 2001 and 2002, collect data, undertake data analysis and draft the report under the direction of DEST and a steering committee	97 691	SS	4

Code A: Reason for Consultancy

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Higher Education Group	PRN03105	2377	James Cook University	<i>The Doctoral Curriculum: Needs and Directions in Research Training</i> – follow-up study and recommendations for reform	121 000	PA	4
Higher Education Group	PRN03280	2476	John Yencken, trading as Karingal Consultants	Produce a study of incentives provided by Go8 and ATN universities to research staff to commercialise the outcomes of their research	30 360	IS	3
Higher Education Group	PRN02909	2334	Regional Knowledge Works	Conduct research and develop resources to enhance the 1999 publication <i>Benchmarking – A Manual for Australian Universities</i>	77 000	SS	3
Higher Education Group	PRN03157	2635	University of Technology Sydney	Conduct research on Australian academic salaries, 1976–2002	16 500	PA	4
Higher Education Group				Sub-Total	1 539 066		
Indigenous Group	PRN02192	1934	AAAJ Consulting Group	The provision of a qualitative reporting support service for education providers who are delivering initiatives under the National Indigenous English Literacy & Numeracy Strategy (NIELNS)	43 380	PA	3
Indigenous Group	PRN02473	2054	Australian Council for Education Research (ACER)	Evaluation of the University of Canberra programme for advanced literacy development, the Scaffolding Literacy Programme with Indigenous Children in School	77 922	IS	3

Code A: Reason for Consultancy

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Code B: Tender arrangements

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- 2 not advertised – used existing departmental or Commonwealth exclusive use or panel arrangement
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- 4 not advertised – obtained exemption based on: sole supplier, pre-eminent expertise or urgency and practicality

Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Indigenous Group	PRN02414	2091	Bruce Callaghan and Associates	Review of independent Indigenous vocational education and training providers	38 236	IS	1
Indigenous Group	PRN02620	2036	Carlyle Consulting Pty Ltd	Implementation of business management improvement plan at Worowa Aboriginal College Inc, Healesville, Victoria	34 400	SS	4
Indigenous Group	PRN03052	2307	Carlyle Consulting Pty Ltd	Consultancy Services at Worowa Aboriginal College to oversee the operations until the appointment of a new Principal and then to support the new Principal and board of management	41 400	SS	4
Indigenous Group	PRN02622	2124	Lantern Consultancy	Writing, editing and proof-reading of the National Report to Parliament on Indigenous Education and Training, 2001	19 000	PA	4
Indigenous Group	PRN02246	2149	National Curriculum Services	Consultancy for What Works professional development package workshop project	1 492 150	PA	1
Indigenous Group	PRN02384	2022	Northern Territory University	Review of Indigenous education consultative bodies and Indigenous support units	67 595	IS	1
Indigenous Group	PRN03010	2281	REDinC	To produce a draft and final Strategic Directions Paper on directions in Indigenous education and training	10 230	SS	4
Indigenous Group	PRN03252	2463	REDinC	To develop a research paper: Strategic Directions Paper on Indigenous education and training	10 230	SS	3

Code A: Reason for Consultancy

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Indigenous Group	PRN02392	2067	Sunshine Orange	Conduct financial audit of Yipirinya School	16 500	SS	4
Indigenous Group				Sub-Total	1 851 043		
Information Services Group	PRN02696	2108	Clauden Pty Ltd	IT consultancy advisory services	22 000	PA	4
Information Services Group				Sub-Total	22 000		
Parliamentary, Assurance and Legal Group	PRN02443	1918	Attorney General's Department	Provision of legal services by the Attorney-General's Department	13 148	PA	3
Parliamentary, Assurance and Legal Group				Sub-Total	13 148		

Code A: Reason for Consultancy

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Code B: Tender arrangements

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- 4 not advertised – obtained exemption based on: sole supplier, pre-eminent expertise or urgency and practicality

Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Research, Analysis and Evaluation Group	PRN02336	1855	Acumen Alliance	Conduct the 2002 survey of independent schools	32 450	SS	4
Research, Analysis and Evaluation Group	PRN02970	2362	Allen Consulting Group	Quantitative costing and benefit analysis of <i>Regulatory Impact Statement for the Disability Standards for Education</i>	81 950	IS	4
Research, Analysis and Evaluation Group	PRN03023	2291	Australian Centre for Innovation and International Competitiveness Ltd (ACIIC)	Assisting Science and Innovation Mapping Taskforce in preparing the clusters component of the report	23 100	SS	4
Research, Analysis and Evaluation Group	PRN02725	2315	Australian Council for Educational Research Limited (ACER)	To produce and disseminate survey findings and research results from the Longitudinal Surveys of Australian Youth	220 000	SS	4
Research, Analysis and Evaluation Group	PRN02725	2335	Australian Council for Educational Research Limited (ACER)	To produce and disseminate survey findings and research results from the Longitudinal Surveys of Australian Youth	1 550 577	SS	4
Research, Analysis and Evaluation Group	PRN03289	2485	Centre for International Economics	Development of a case study on the research and development corporations	31 790	SS	3

Code A: Reason for Consultancy

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Research, Analysis and Evaluation Group	PRN02183	2409	Griffith University	Development of the schooling issues digest on students with learning difficulties in relation to literacy and numeracy	15 650	SS	1
Research, Analysis and Evaluation Group	PRN02771	2304	Howard Partners	Evaluation of the effectiveness and efficiency of the CRC programme	202 150	IS	1
Research, Analysis and Evaluation Group	PRN03158	2383	IT Skills Hub Pty Ltd	Research into the scoping and specification for a National IT&T Skills Tracking Database and the provision of a final report on the national Information communications technology labour market	55 000	SS	4
Research, Analysis and Evaluation Group	PRN02433	2055	KPA Consulting	Case studies and consultations with stakeholders as part of the evaluation of the <i>Country Areas Programme</i>	160 490	IS	1
Research, Analysis and Evaluation Group	PRN03230	2434	Monash University	Profiling the movement of skilled workers in Australia	12 760	SS	4
Research, Analysis and Evaluation Group	PRN02029	2094	Monash University	Development of a schooling issues digest on the performance of Australian school students in international studies in science	19 151	SS	1

Code A: Reason for Consultancy

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Research, Analysis and Evaluation Group	PRN02318	1891	Morris Walker Pty Limited	Appointment of communications company to assist in the development of the Innovation Report 2002–03	27 885	PA	3
Research, Analysis and Evaluation Group	PRN03018	2288	Policy Intelligence Pty Ltd	Assist the taskforce in preparing a case study and Government science and innovation budget profile material	16 995	SS	4
Research, Analysis and Evaluation Group	PRN03225	2435	Sidney Karin	Review of the Australian Partnership of Advanced Computing (APAC)	62 309	IS	4
Research, Analysis and Evaluation Group	PRN02925	2480	Swinburne University of Technology	Furthering success: strategies for improving the participation of disadvantaged mature aged workers in accredited training and their transition to employment	228 140	SS	1
Research, Analysis and Evaluation Group	PRN03206	2428	The Allen Consulting Group Pty Ltd	Profile the science and innovation arrangements and linkages at the state and territory level	44 000	SS	4

Code A: Reason for Consultancy

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Research, Analysis and Evaluation Group	PRN02516	1957	University of South Australia	Research Fellowship (2002–03) – Issues for curriculum development and curriculum change to meet needs of new workers for knowledge economy	173 652	SS	4
Research, Analysis and Evaluation Group				Sub-Total	2 958 049		
Schools Group	PRN02554	2066	Acacia Arch Pty Ltd	Pilot Adolescent Health Promotion Programme	22 000	SS	4
Schools Group	PRN02714	2393	Australian Catholic University	Evaluation of the national trial of the IDEAS project	92 486	PA	3
Schools Group	PRN02680	2099	Australian College of Educators	Conduct a research project on mid career entrants to the teaching profession	77 000	PA	4
Schools Group	PRN03076	2427	Australian Council for Educational Research (ACER)	Analysis and synthesis of data to inform the Review of Teaching and Teacher Education	18 040	SS	3
Schools Group	PRN02126	2005	Australian Council for Educational Research (ACER)	The evaluation of school-based arts education programmes in Australian schools	110 880	SS	1
Schools Group	PRN03153	2418	Australian Secondary Principals Association	Preparation of a scoping paper on a National Leaders' Institute	82 500	PA	4

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Schools Group	PRN02390	2233	Connell Skilbeck Pty Ltd	Provision of country background report for Australia's participation in the analytic strand of the OECD education activity: attracting, developing and retaining effective teachers	43 972	SS	4
Schools Group	PRN02768	2230	Curriculum Corporation	Boys' Education Lighthouse Schools Programme (Stage One)	1 323 058	SS	1
Schools Group	PRN02605	2387	Deakin University	Scaffolding Literacy in the Middle Years of Schooling	44 000	SS	1
Schools Group	PRN02576	2079	Direction Group Pty Ltd	Recalculation of the SES Index for the funding of non-government schools for the quadrennium 2005–2008	89 817	SS	3
Schools Group	PRN01828	2192	Edith Cowan University	Study into resourcing of Australian primary schools – Stage 2	202 366	IS	4
Schools Group	PRN02445	2027	Erebus Consulting Partners	Review of the Commonwealth Languages other than English in Schools Programme	97 900	IS	1
Schools Group	PRN02070	2030	Erebus Consulting Partners	Evaluation of the Commonwealth funding for literacy and numeracy	401 500	IS	4
Schools Group	PRN03193	2433	Ernst & Young	Provision of accounting services to the department in respect of the Enterprise & Career Education Foundation (ECEF)	84 000	SS	3
Schools Group	PRN02299	1958	Horizon PR	Develop coordinate & manage a communication strategy, an awards ceremony and sponsorship for National Literacy & Numeracy Week 2002	221 030	SS	2

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Schools Group	PRN02610	2038	Impetus Consultants Pty Ltd	The provision of independent advice on the Discovering Democracy education materials 2002–2003	18 700	SS	4
Schools Group	PRN03097	2456	Impetus Consultants Pty Ltd	A national mapping of gender specific and gender related curricula and associated materials	56 100	SS	4
Schools Group	PRN02023	2034	Learning Paradigms	Development of revised set of Principles for Drug Education in Schools	21 120	IS	4
Schools Group	PRN02718	2220	Life Education Australia	Development of a remote community drug education initiative	153 230	SS	4
Schools Group	PRN02211	2246	Miles Morgan Australia Pty Ltd	Evaluation and co-ordination of the Career and Transition and Partnership Outreach Education Model pilot programmes	562 814	IS	1
Schools Group	PRN02605	2388	Monash University	Research into an Intervention Strategy in Literacy and Numeracy in Early Childhood	43 105	SS	1
Schools Group	PRN02605	2546	Murdoch Children’s Research Institute	Mouse-Driven Literacy	44 000	SS	1
Schools Group	PRN02605	2371	Murdoch University	Innovative Projects Round 2 – Making Connections to Promote Early Literacy	44 000	SS	1

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Schools Group	PRN02605	2548	Northern Territory University	Documentation of literacy and numeracy practices between Indigenous primary students and the transition to their urban high schools	39 958	SS	1
Schools Group	PRN02380	2234	NT DEET/Catholic Education Commission NT/Association of Independent Schools NT	Strategic state and regional research and development projects in identified priority areas for numeracy education	250 712	SS	4
Schools Group	PRN03127	2352	Price Mr Victor	Compilation and interpretation of data for the General Recurrent Grants Programme	80 000	SS	4
Schools Group	PRN03137	2430	Queensland University of Technology	Preparation of a paper on teaching for innovation	10 837	SS	3
Schools Group	PRN02605	2552	Queensland University of Technology	Training of Indigenous teacher aides to support mathematics learning of Indigenous students	43 227	SS	1
Schools Group	PRN02608	2075	Rigby Dr Ken	Consultancy services for the provision of professional advice to inform the development of the National Safe Schools Framework	10 450	SS	3
Schools Group	PRN01964	2033	RMIT University – Multimedia Database Systems	Project to investigate improving literacy and numeracy outcomes of distance education students in the early years of schooling	468 772	IS	1
Schools Group	PRN02387	2059	Secretariat Australia Pty Ltd	Secretariat services to support the Review Committee of the Review of Teaching & Teacher Education	198 000	PA	4

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Schools Group	PRN02605	2400	University of Melbourne	Innovative Projects – Literacy Intervention: extending the evidence base for determining effective options	43 345	SS	1
Schools Group	PRN02605	2545	University of Newcastle	Boys’ literacy project	44 000	SS	1
Schools Group	PRN02605	2551	Worklinks Group	Training in basic numeracy concepts to secondary students and incorporate them relevant to the world of work in a range of industries	44 000	SS	1
Schools Group				Sub-Total	5 086 920		
Science Group	PRN02552	1981	Allen Consulting Group Pty Ltd	Analyse and report on submissions to nominate national research priorities	16 000	SS	3
Science Group	PRN03329	2554	ASIO T4 Protective Security	Risk review for the National Radioactive Waste Repository	12 288	SS	4
Science Group	PRN02551	1980	Australian Centre for Innovation and International Competitiveness Ltd (ACIIC)	Analyse and report on submissions to nominate national research priorities	16 000	SS	4
Science Group	PRN02374	1996	Australian Centre for Innovation and International Competitiveness Ltd (ACIIC)	Conduct a study on Australian participation in multilateral megascience projects	49 500	IS	3

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Science Group	PRN02901	2247	Australian Radiation Protection and Nuclear Safety Agency (ARPANSA)	Provide radiological services in relation to the Maralinga rehabilitation project	50 000	PA	3
Science Group	PRN02796	2188	Cooperative Research Centres Association Inc (CRCA)	CRC national communication project	38 500	SS	4
Science Group	PRN02381	1856	Davy Mr Des	Provide technical advice on MARTAC report	49 500	SS	4
Science Group	PRN02396	1858	Geoprojects Pty Ltd	Provide expert advice and complete MARTAC Report	22 000	SS	4
Science Group	PRN03177	2500	Kellogg Brown & Root Pty Ltd	Consultancy services to prepare preliminary assessment of the access route to site 40a national radioactive waste repository	41 073	SS	3
Science Group	PRN02656	2074	Kellogg Brown & Root Pty Ltd	Prepare a health physics strategy for the national repository; develop procedures associated with ARPANSA licensing	110 019	SS	4
Science Group	PRN02398	1859	Lokan Keith	Technical advice on national repository	22 000	SS	4
Science Group	PRN02351	1857	Lokan Keith	Provision of specialist technical advice on radioactive rehabilitation	49 500	SS	4
Science Group	PRN02483	2012	Michels-Warren Pty Ltd	National repository EIS – develop implement and administer an issues management strategy	27 500	PA	4

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Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Science Group	PRN02604	2021	Parsons Brinckerhoff Australia Pty Ltd	Scoping and review work for the national repository	42 152	SS	4
Science Group	PRN02328	2060	Parsons Brinckerhoff Australia Pty Ltd	Scientific consultancy services to the national store project	263 001	SS	1
Science Group	PRN02924	2263	The Academy of the Social Sciences in Australia	Provision and presentation of reports on the social sciences perspective of the national research priorities	22 000	SS	4
Science Group	PRN02911	2354	The Allen Consulting Group Pty Ltd	Study on best practice international science and technology policies and programmes	138 212	IS	1
Science Group	PRN02926	2264	The Australian Academy of the Humanities	Provision and presentation of reports on the humanities perspective of the national research priorities	22 000	SS	4
Science Group	PRN02587	2643	Worthington Di Marzio Pty Ltd	Market research services for the announcement of the national waste repository	61 369	PA	2
Science Group				Sub-Total	1 052 615		

Code A: Reason for Consultancy

- IS need for independent study/evaluation
- PA need for professional assistance to manage and facilitate change and its consequence
- SS specialist skills were not otherwise available

Code B: Tender arrangements

- 1 advertised as a public invitation
- 2 not advertised – used existing departmental or Commonwealth exclusive use or panel arrangement
- 3 not advertised – used thresholds in line with departmental minimum standard of procurement
- 4 not advertised – obtained exemption based on: sole supplier, pre-eminent expertise or urgency and practicality

Table 49: Consultancy contracts let in 2002–03 (cont.)

Group	PRN Ref	Contract Number	Consultant	Description	Contract Value (\$)	Reason for Consultancy (Code A)	Tender Arrangements (Code B)
Vocational Education & Training Group	PRN03221	2447	Forge Data Solutions	Assist with data base implementation	13 145	SS	4
Vocational Education & Training Group	PRN02893	2235	Ideal Reality Management Pty Ltd	Assessment of New Apprenticeships website and preliminary work on processes to redevelop the website	25 960	SS	3
Vocational Education & Training Group	PRN03147	2405	Max Shanahan & Associates	Review the impact of e-lodgement training contract	26 620	SS	4
Vocational Education & Training Group	PRN02377	1839	National Centre for Vocational Education Research Ltd (NCVER)	Consultancy services for the modelling of New Apprenticeships commencements and completion data for funding purposes	29 445	PA	4
Vocational Education & Training Group	PRN03236	2439	Taylforth Consultants Pty Limited	Development of performance management framework; negotiate Memorandums of Understanding with state/territory training authorities; assist in arranging national New Apprenticeships Centres conference	20 382	SS	3
Vocational Education & Training Group				Sub-Total	115 552		

Code A: Reason for Consultancy

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Code B: Tender arrangements

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- 4 not advertised – obtained exemption based on: sole supplier, pre-eminent expertise or urgency and practicality