

CONTENTS

FIGURES AND TABLES	viii
ABOUT THIS REPORT	xiii
PART 1 – OVERVIEW	
CHAPTER 1 THE SECRETARY’S OVERVIEW	1
CHAPTER 2 DEPARTMENTAL OVERVIEW	13
The education, science and training portfolio	14
The department’s role	16
The department’s executive and structure	17
The department’s outcome and output structure	20
PART 2 – REPORT ON PERFORMANCE	
CHAPTER 3 OUTCOME 1: SCHOOL EDUCATION	21
Planning and resources	22
An introduction to the school education sector	24
The Australian Government’s role in school education	25
Overall effectiveness of the school education sector	26
Achievements against strategic priorities (1-4)	28
Departmental outputs	60
CHAPTER 4 OUTCOME 2: POST-SCHOOL EDUCATION AND TRAINING	65
Planning and resources	66
An introduction to the post-school education and training sector	68
The Australian Government’s role in post-school education and training	69
Overall effectiveness of the post-school education and training sector	70
Achievements against strategic priorities (5-9)	73
Departmental outputs	101
CHAPTER 5 OUTCOME 3: RESEARCH, SCIENCE AND INTERNATIONAL EDUCATION	105
Planning and resources	106
An introduction to the research, science and international education sectors	108
The Australian Government’s role in research, science and international education	108
Overall effectiveness of the research, science and international education sectors	110
Achievements against strategic priorities (10-16)	114
Departmental outputs	142
CHAPTER 6 QUESTACON - THE NATIONAL SCIENCE AND TECHNOLOGY CENTRE	147
An introduction to Questacon	148
Questacon’s Priorities	148
Management and Accountability	155
Risk Management	156
People Management	156

PART 3 – MANAGEMENT AND ACCOUNTABILITY

CHAPTER 7 GOVERNANCE AND ACCOUNTABILITY	159
Overview	160
Senior Management Committee System	160
Performance management framework	163
Ethical standards	164
Leadership Protocol	164
Procurement, assurance and legal services	164
Risk management	165
Audit and investigations	167
Financial management	168
Asset management	168
Purchasing	168
Consultants	171
Payments to advertising and market research organisations	171
Competitive tendering and contracting	171
External scrutiny	172
CHAPTER 8 ENABLING OUR BUSINESS	181
‘Open for Business’	182
Stakeholder relationships	182
Service charter	183
Whole of Government	184
Services to our Ministers and Parliament	184
State and District Office Network	186
People management	187
Information and communications technology	195
Research and evaluation	198
PART 4 – APPENDICES	
APPENDIX 1 OCCUPATIONAL HEALTH AND SAFETY	199
APPENDIX 2 FREEDOM OF INFORMATION	203
APPENDIX 3 PAYMENTS TO ADVERTISING AND MARKET RESEARCH ORGANISATIONS	217
APPENDIX 4 CONSULTANCIES	223
APPENDIX 5 DISCRETIONARY GRANTS	243
APPENDIX 6 ECOLOGICALLY SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PERFORMANCE REPORTING	247
APPENDIX 7 COMMONWEALTH DISABILITY STRATEGY	255
APPENDIX 8 RESEARCH AND EVALUATION PUBLICATIONS	265

APPENDIX 9	2003-04 ANNUAL REPORT – ERRORS AND OMISSIONS	271
APPENDIX 10	FINANCIAL STATEMENTS	273
GLOSSARY AND ACRONYMS		373
COMPLIANCE INDEX		385
ALPHABETICAL INDEX		387