



**Australian Government**  
**Australian Public Service Commission**

**Australian Public Service Commissioner**

Dr Andrew Southcott MP  
Chair, Joint Committee of Public Accounts and Audit  
PO Box 6021  
Parliament House  
CANBERRA ACT 2600

Dear Dr Southcott,

***Submission: Inquiry into Development of the Commonwealth Performance Framework***

Thank you for the opportunity to provide a submission to this inquiry.

The Australian Public Service Commission supports initiatives in recent years to enhance the performance framework for the Australian Public Service, including actions taken under the Public Management Reform Agenda.

Changes to the people management framework and the financial management framework reinforce the complementary roles and responsibilities of the Commission and the Department of Finance in managing the performance of the Service.

The Commission supports initiatives that enhance the effectiveness of performance information in mandated reporting documents. While some overlap in content between the Portfolio Budget Statement and Corporate Plans may be inevitable, there should be a clear separation of functions and purpose between the two documents.

The introduction of Corporate Plans into the reporting cycle will improve reporting of performance information. It will also give impetus to improving the quality of strategic planning across the Commonwealth.

Historically, Commonwealth agencies have had a mixed record in this area. Done well, good strategic planning is a bedrock for solid financial planning, risk management, workforce planning and program management. It is also a precursor to organisational success.

The effective performance management of individual employees is reliant on organisations being clear about their strategic purpose and intent. The Commission has expended considerable effort in recent years strengthening the framework for employee performance management. This work has been conducted on the assumption that Corporate Plans will be effective as authoritative statements of agency purpose.

Yours sincerely

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John Lloyd PSM  
30 April 2015