

# PURCHASE AGREEMENT

*between the  
Treasurer  
and the  
Chief Executive  
of the  
Department of Treasury and Infrastructure*

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## **Purpose**

1. This agreement sets out details of departmental outputs to be provided on behalf of the Minister consistent with the output appropriations incorporated in the 2000-01 Budget.

## **Parties**

2. This agreement is between the Treasurer and the Chief Executive of the Department of Treasury and Infrastructure.

## **Scope**

3. The agreement covers all goods and services to be purchased by the Treasurer consistent with output appropriations to the Department of Treasury and Infrastructure, incorporated in the 2000-01 Budget.

4. The agreement covers the Minister's interests and responsibilities as the purchaser of outputs and the department's interests and responsibilities as a provider of those outputs.

5. The agreement is consistent with the output classes and the Appropriation Units incorporated in the Budget (subject to any variation made in accordance with the *Financial Management Act 1996*).

6. The Minister's purchaser interest covered by this Agreement includes:

- (a) the outputs to be provided, listing final goods and services; and
- (b) performance measures for each output, together with quantitative targets, where appropriate, for each of the following measures:
  - quantity;
  - quality/effectiveness;
  - timeliness; and
  - cost.

## **Powers and Obligations**

7. The Chief Executive undertakes to ensure provision of the outputs incorporated in this agreement, in accordance with the agreed performance targets. This includes accountability for the delivery of any outputs or parts of an output contracted to a third party by the department.

8. The output mix within an output class may be changed by the Minister, subject to consultation with the Chief Executive on the resource implications and limits of the Appropriation and Financial Management Acts.

## **Term of Agreement**

9. The Agreement applies to the period 1 July 2000 to 30 June 2001.

**Interpretation**

10. The schedules to this agreement, and any amendments to those schedules signed by the Minister, shall be deemed to form a part of this Agreement.

11. Any differences of opinion between the Minister and the Chief Executive on the interpretation of any of the matters contained in this purchase agreement, or of any matter relating to output production but not contained in this Agreement, will be resolved by discussion between the Minister and the Chief Executive. However, as purchaser, the decision of the Minister in any matter of interpretation will be final and binding on both parties.

**Specification of Outputs**

12. In relation to outputs defined in the 2000-2001 Budget, the Minister and Chief Executive agree to the specific outputs identified in Schedule 2.

**Performance Measures for the Provision of Policy Advice**

13. In relation to assessment of outputs relating to Ministerial policy advice, the Minister and Chief Executive agree to apply the common performance measures for policy advice applying to all ACT departments.

**Performance Measures for Ministerial Support**

14. In relation to the assessment of output classes and outputs relating to responses to Assembly questions, Ministerial correspondence and related issues, such as Freedom of Information, the Minister and Chief Executive agree to apply the common performance measures for Ministerial servicing applying to all ACT departments.

**Specific Performance Measures under this Agreement**

15. Schedule 2 of the Agreement sets out performance measures for quantity, quality/effectiveness, timeliness and cost for each output which also appear in Budget papers.

16. Schedule 2.1 of the Agreement sets out more specific deliverables and is used by management for its internal purposes. Included are measures for quantity, timeliness and cost.

**Payments**

17. Payment for the delivery of outputs will be provided to the Department in fortnightly instalments consistent with the outputs delivered.

**Procedures for Amendment**

18. Amendments to this Agreement can be made only by agreement between the Minister and the Chief Executive. All amendments shall become a written attachment to the

Agreement and treated as part of the Agreement. Copies of these signed variations are to be provided to the Government Audit Office as they occur.

19. The Agreement may be renegotiated as a consequence of changes to administrative arrangements which have a material impact. Where there is a function transfer, the Chief Executive will provide full information on performance measures to allow the receiving department to report on the transferred outputs during the year.

### **Monitoring and Reporting**

20. The Chief Executive will report to the Minister on the department's service performance under this Agreement. This report will include the Chief Executive's estimate of aggregate output delivery during the Quarter. The Chief Executive will be responsible for signing-off the reports and ensuring the delivery of these reports within the specified time frame.

21. The Chief Executive will make a quarterly, written report to the Minister, including:

- (a) progress on delivery of outputs compared with the cost estimates and performance measures in Schedules 1 and 2;
- (b) explanation of any significant variation from cost estimates or performance targets;
- (c) any corrective action taken or proposed; and
- (d) any proposals to amend the schedules to the Agreement due to either technical factors or changes in circumstances.

22. The reports for the first three quarters will be provided to the Minister by:

- first quarter: 31 October 2000;
- second quarter: 31 January 2001; and
- third quarter: 30 April 2001.
- fourth quarter: included in the Annual Report according to the statutory requirements.

23. The Chief Executive will arrange for a copy of the quarterly report to be provided to Department of Treasury and Infrastructure within two working days of each of the dates shown in paragraph 22 above.

24. The Chief Executive will, on a quarterly basis, seek the views of the Minister on performance under the Agreement for the preceding quarter.

### **Annual Report**

25. The final report will be incorporated in the Department's Annual Report to the Minister for tabling in the Assembly including any amendments made to the Agreement.

### **Audit**

26. In accordance with the *Financial Management Act 1996*, financial and performance reporting, at output level, under this Agreement, will be subject to annual audit by the Auditor General.

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Minister

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Chief Executive

**GOVERNMENT PAYMENT FOR OUTPUTS – DEPARTMENT OF TREASURY  
AND INFRASTRUCTURE**

	<b>COST \$'000</b>	<b>PRICE (GPO) \$'000</b>
1. Financial and Economic Management		
1.1 Economic Management	4 818	4 770
1.2 Financial Management	4 026	3 986
1.3 Revenue Management	9 376	9 283
1.4 Ministerial Support	928	919
<b>Sub-total Output Class 1</b>	<b>19 148</b>	<b>18 958</b>
2. Infrastructure and Asset Management		
2.1 Infrastructure and Asset Management	59 174	757
<b>Sub-total Output Class 2</b>	<b>59 174</b>	<b>757</b>
<b>TOTAL APPROPRIATION UNIT</b>	<b>78 322</b>	<b>19 715</b>
	<b>COST</b>	<b>EBT</b>
3. Central Financing Unit		
3.1 Central Financing Unit	1 589 776	19 029
<b>Sub-total Output Class 3</b>	<b>1 589 776</b>	<b>19 029</b>
1. Superannuation Unit		
EBT 1 Superannuation Unit	135 217	27 139
<b>Sub-total EBT 1</b>	<b>135 217</b>	<b>27 139</b>



## OUTPUT CLASS 1: FINANCIAL AND ECONOMIC MANAGEMENT

### PRINCIPAL MEASURES

#### OUTPUT 1.1: ECONOMIC MANAGEMENT

**Description:** Develop and pursue initiatives to ensure the economic interests of the ACT and its residents are protected and maximised, including ensuring an efficient regulatory and business environment, appropriate returns on assets and appropriate intergovernmental financial relations.  
*Previously Output 2.1: Economic Management in the Chief Minister's Department.*

Measures	1999-2000 Targets	Estimated Outcome	2000-01 Targets
<b>Quantity</b> Develop and implement:			
a) National Competition Policy and Microeconomic reform activities;	June 2000	June 2000	86
b) Intergovernmental Financial Relations activities; and	21	21	28
c) Economic Analysis.	June 2000	June 2000	150
Facilitate and Coordinate GST Implementation activities. <sup>1</sup>	237	237	
Structural reform and operations of government business enterprises. <sup>2</sup>	17	17	
<b>Quality/Effectiveness</b>			
d) Policy proposals implemented are consistent with competition principles and implementation of COAG agreements ensure compliance with the Agreement to implement National Competition Policy and related reforms.	100%	100%	Receive full NCP tranche payment
e) Rated satisfactory or above according to <i>ACT Government Policy Performance Measures</i> .	95%	95%	95%
f) Implementation of COAG agreements to ensure the ACT achieves compliance with the <i>Agreement to Implement National Competition Policy and Related Reforms</i> .	100%	100%	100%
<b>Timeliness</b>			
g) Policy and research to be provided within agreed timeframes.	95%	95%	95%
h) Advice provided in a timely manner in accordance with emerging needs.	100%	100%	100%
Economic Snapshot Internet Site continually updated/maintained to show latest statistics on day of release. <sup>3</sup>	100%	100%	
<b>Cost</b>			
i) Cost of provision of National Competition and Microeconomic Reform activities. <sup>4</sup>			\$2 072 000
j) Cost of provision of Intergovernmental Financial Relations activities. <sup>4</sup>			\$1 734 000
k) Cost of Economic Analysis. <sup>4</sup>			\$1 012 000
l) Cost per 1000 head of population.	\$12 042	\$25 316	\$15 426
m) Cost per ACT Public Service employee.	\$223	\$469	\$273
Cost per \$m of whole of government expenses. <sup>3</sup>	\$3 277	\$6 890	
<b>TOTAL COST (\$'000)<sup>5</sup></b>	<b>\$3 725.0</b>	<b>\$7 831.0</b>	<b>\$4 818.0</b>
<b>GOVERNMENT PAYMENT FOR OUTPUT (\$'000)<sup>5</sup></b>	<b>\$3 668.0</b>	<b>\$7 772.0</b>	<b>\$4 770.0</b>

Government Payment for Output differs from cost to the extent that the Output is financed from within the agency.

<sup>1</sup> Measure transferred to Output 1.2.

<sup>2</sup> Measure transferred to Output 2.1.

<sup>3</sup> Measure deleted.

<sup>4</sup> New measure.

<sup>5</sup> The Estimated Outcome for 1999-2000 exceeds the original target mainly due to costs associated with the GST Implementation (\$3.500m)

## OUTPUT CLASS 1: FINANCIAL AND ECONOMIC MANAGEMENT

### PRINCIPAL MEASURES

#### OUTPUT 1.2: FINANCIAL MANAGEMENT

**Description:** Provision and maintenance of a financial management framework conducive to the analysis, monitoring and reporting on performance to assist the Government to achieve its preferred outcomes.  
*Previously Output 2.2: Financial Management in the Chief Minister's Department.*

Measures	1999-2000 Targets	Estimated Outcome	2000-01 Targets
<b>Quantity</b>			
a) Budget.	1	1	1
b) Monitor purchase and ownership agreements – including Government Business Enterprises (GBE) and authorities. <sup>1</sup>	438	439	24
c) Whole of government Consolidated Finance Report.	1	1	1
d) Financial management policy advice, guidance and direction.	158	160	170
e) Monitoring of capital works program.	4	4	4
f) Facilitate and Coordinate GST Implementation activities. <sup>2</sup>			111
Draft Budget. <sup>3</sup>	0	1	
<b>Quality/Effectiveness</b>			
g) Budget documents meet agreed standards.	100%	100%	100%
h) Services meet standards described in <i>ACT Public Service Customer Service Standards</i> and the <i>ACT Government Policy Performance Measures</i> .	100%	100%	100%
<b>Timeliness</b>			
i) Services provided in line with completion dates and agreed turnaround times.	100%	100%	100%
<b>Cost</b>			
j) Cost per 1000 head of ACT population.	\$17 082	\$11 700	\$12 891
k) Cost per ACT Public Service employee.	\$316	\$217	\$228
l) Cost per \$m of whole of government expenses.	\$4 649	\$3 184	\$2 138
<b>TOTAL COST (\$'000)<sup>4</sup></b>	<b>\$5 284.0</b>	<b>\$3 619.0</b>	<b>\$4 026.0</b>
<b>GOVERNMENT PAYMENT FOR OUTPUT (\$'000)<sup>4</sup></b>	<b>\$5 113.0</b>	<b>\$3 570.0</b>	<b>\$3 986.0</b>

Government Payment for Output differs from cost to the extent that the Output is financed from within the agency.

<sup>1</sup> Measurement Basis has been changed.

<sup>2</sup> Measure transferred from Output 1.1

<sup>3</sup> Measure deleted.

<sup>4</sup> Estimated Outcome is for the period from 6 August 1999 to 30 June 2000.

## OUTPUT CLASS 1: FINANCIAL AND ECONOMIC MANAGEMENT PRINCIPAL MEASURES

### OUTPUT 1.3: REVENUE MANAGEMENT

**Description:** Optimise tax revenue concurrent with achieving a simple, equitable and efficient tax system; develop policy; and advise and assist clients to meet their obligations.  
*Previously Output 2.3: Revenue Management and Taxation Services in the Chief Minister's Department.*

Measures	1999-2000 Targets	Estimated Outcome	2000-01 Targets
<b>Quantity</b>			
a) Manage agreed priority projects related to revenue and gambling policy and legislation.	48	75	48
Provide services and advice related to:			
b) Client services;	100 000	102 500	107 000
c) Revenue collections (assessments and applications);	300 000	297 600	292 900
d) Compliance revenue per inspector;	\$300 000	\$420 000	\$300 000
e) Objections and review of decisions; and <sup>1</sup>	510	220	220
f) First Home Owners Scheme. <sup>2</sup>			2 300
Racing and betting services. <sup>3</sup>	65	7	
<b>Quality/Effectiveness</b>			
g) Policy advice rated satisfactory or above according to <i>ACT Government Policy Performance Measures</i> .	100%	100%	100%
h) Services provided in line with quality criteria set out in the <i>ACT Public Service Customer Service Standards</i> .	100%	100%	100%
<b>Timeliness</b>			
i) Services provided in line with completion dates and agreed turnaround times.	100%	94 - 100%	100%
<b>Cost</b>			
j) Cost per 1000 head of population.	\$35 699	\$27 249	\$30 023
k) Cost per ACT Public Service employee.	\$661	\$505	\$530
l) Cost per \$m of whole of government expenses.	\$9 716	\$7 416	\$4 980
<b>TOTAL COST (\$'000)<sup>4</sup></b>	<b>\$11 043.0</b>	<b>\$8 429.0</b>	<b>\$9 376.0</b>
<b>GOVERNMENT PAYMENT FOR OUTPUT (\$'000)<sup>4</sup></b>	<b>\$10 806.0</b>	<b>\$8 315.0</b>	<b>\$9 283.0</b>

Government Payment for Output differs from cost to the extent that the Output is financed from within the agency.

<sup>1</sup> The decrease in estimated outcome reflects a decrease in frivolous objections owing to a new policy.

<sup>2</sup> New measure.

<sup>3</sup> Measure transferred to the ACT Gambling and Racing Commission on 1 December 1999 hence the lower estimated outcome.

<sup>4</sup> Estimated Outcome is for the period from 6 August 1999 to 30 June 2000.

## OUTPUT CLASS 1: FINANCIAL AND ECONOMIC MANAGEMENT

### PRINCIPAL MEASURES

#### OUTPUT 1.4: MINISTERIAL SUPPORT

**Description:** Provision of advice and support to the Treasurer.  
*New Output reflecting the provision of Ministerial Servicing to the Treasurer.*

Measures	1999-2000 Targets	Estimated Outcome	2000-01 Targets
<b>Quantity</b>			
a) Ministerial Services (aggregated from whole of department activity).	2,050	2,050	2,050
<b>Quality/Effectiveness</b>			
b) Advice rated satisfactory or above according to <i>ACT Government Policy Performance Measures</i> .	100%	100%	100%
c) Briefs and services rated satisfactory or above by the Treasurer's Office.	100%	100%	100%
<b>Timeliness</b>			
d) Ministerial services comply with <i>ACT Government Ministerial Servicing Performance Measures</i> .	100%	100%	100%
<b>Cost</b>			
e) Cost per 1000 head of population.	\$4 015	\$2 698	\$2 973
f) Cost per ACT Public Service employee.	\$74	\$50	\$53
<b>TOTAL COST (\$'000)<sup>1</sup></b>	<b>\$996.0</b>	<b>\$835.0</b>	<b>\$928.0</b>
<b>GOVERNMENT PAYMENT FOR OUTPUT (\$'000)<sup>1</sup></b>	<b>\$993.0</b>	<b>\$823.0</b>	<b>\$919.0</b>

Government Payment for Output differs from cost to the extent that the Output is financed from within the agency.

<sup>1</sup> Estimated Outcome is for the period from 6 August 1999 to 30 June 2000.

## OUTPUT CLASS 1: FINANCIAL AND ECONOMIC MANAGEMENT DELIVERABLES

## OUTPUT 1.1: ECONOMIC MANAGEMENT

<b>Description:</b>	Develop and pursue initiatives to ensure the economic interests of the ACT and its residents are protected and maximised, including ensuring an efficient regulatory and business environment, appropriate returns on assets and appropriate intergovernmental financial relations.
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*Previously Output 2.1: Economic Management in the Chief Minister's Department.*

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## OUTPUT CLASS 1: FINANCIAL AND ECONOMIC MANAGEMENT DELIVERABLES

### OUTPUT 1.2: FINANCIAL MANAGEMENT

**Description:** Provision and maintenance of a financial management framework conducive to the analysis, monitoring and reporting on performance to assist the Government to achieve its preferred outcomes.  
*Previously Output 2.2: Financial Management in the Chief Minister's Department.*

Measures	Weighted Percentage	2000-01 Targets
<b>Quantity</b>		
<i>2000-01 Budget Estimates Collation</i>	45%	
a) Budget Submissions.		22
b) Budget Instruments.		8
c) Assembly Committee Response.		4
<i>Monitoring Purchase and Ownership Agreements</i>	30%	
d) Purchaser interest reporting to Government.		4
e) Specific purchaser reports.		2
f) Monthly Consolidated Ownership reports to Government.		12
g) Specific Ownership interest reporting to Government.		6
<i>Whole of Government Consolidated Finance Report</i>	5%	
h) Whole of Government Consolidated Finance Report.		1
<i>Financial Management Policy Advice, Guidance and Direction</i>	15%	
i) Loan Council Submissions.		3
j) Government Finance Statistics Statement.		4
k) Commonwealth Grants Commission.		1
l) Uniform Presentation Framework.		3
m) Update of the Accounting Policy Manual.		2
n) Department of Treasury and Finance memoranda.		44
o) Financial Policy Advice.		52
p) Other Instruments under the <i>Financial Management Act 1996 (FMA)</i> .		59
q) Review of the operations of the FMA.		2
<i>Monitoring Capital Works Program</i>	3%	
r) Capital works program reporting to Government.		4
<i>GST Implementation</i>	2%	
s) Monitoring of consultants.		24
t) Monitoring of agencies' GST implementation.		42
u) Communication - maintenance of GST website.		1
v) Coordinate and support GST Steering Committee and Interdepartmental Committee.		16
w) Training – provision and coordination of presentation.		16
x) Representation at GST intergovernmental forum.		11
y) Cooperative Regulation.		1
<b>Timeliness</b>		
z) Services provided in line with completion dates and agreed turnaround times.		100%
<b>TOTAL COST (\$'000)</b>		<b>\$4 026.0</b>
<b>GOVERNMENT PAYMENT FOR OUTPUT (\$'000)</b>		<b>\$3 986.0</b>

## OUTPUT CLASS 1: FINANCIAL AND ECONOMIC MANAGEMENT DELIVERABLES

### OUTPUT 1.3: REVENUE MANAGEMENT

**Description:** Optimise tax revenue concurrent with achieving a simple, equitable and efficient tax system; develop policy; and advise and assist clients to meet their obligations.  
*Previously Output 2.3: Revenue Management and Taxation Services in the Chief Minister's Department.*

Measures	Weighted Percentage	2000-01 Targets
<b>Quantity</b>		
<i>Policy and Legislation</i>	15%	
a) Review of legislation.		8
b) National Projects.		3
c) Taxation Research Projects.		28
d) Determinations.		9
<i>Client Services</i>	6%	
e) Telephone and Counter Enquires.		102,000
f) Website enquiries.		5,000
<i>Revenue Collections</i>	79%	
g) Assessments issued.		274,750
h) Applications processed.		18,150
i) Objections finalised.		200
j) Appeals/Litigation processed.		20
k) Compliance Revenue Per Inspector.		\$300,000
l) Debt Management - level of outstanding debts. <sup>2</sup>		<2% of revenue
m) First Home Owners Scheme.		2,300
<b>Timeliness</b>		
n) Services provided in line with completion dates and agreed turnaround times.		100%
<b>TOTAL COST (\$'000)</b>		<b>\$9 376.0</b>
<b>GOVERNMENT PAYMENT FOR OUTPUT (\$'000)</b>		<b>\$9 283.0</b>

## OUTPUT CLASS 1: FINANCIAL AND ECONOMIC MANAGEMENT DELIVERABLES

### OUTPUT 1.4: MINISTERIAL SUPPPORT

**Description:** Provision of advice and support to the Treasurer.  
*New Output reflecting the provision of Ministerial Servicing to the Treasurer.*

Measures	Weighted Percentage	2000-01 Targets
<b>Quantity</b> a) Ministerial Services (aggregated from whole of Department activity) including: <ul style="list-style-type: none"> <li>• Possible Assembly Questions;</li> <li>• Questions on Notice;</li> <li>• Ministerial correspondence and other written material including speeches, briefs; and</li> <li>• Cabinet Submissions.</li> </ul>	80%	2,050
<b>Timeliness</b> b) Ministerial services comply with <i>ACT Government Ministerial Servicing Performance Measures</i> .		100%
<b>TOTAL COST (\$'000)</b>		<b>\$928.0</b>
<b>GOVERNMENT PAYMENT FOR OUTPUT (\$'000)</b>		<b>\$919.0</b>



## OUTPUT CLASS 2: INFRASTRUCTURE AND ASSET MANAGEMENT

### PRINCIPAL MEASURES

#### OUTPUT 2.1: INFRASTRUCTURE AND ASSET MANAGEMENT

**Description:** The strategic management of ACT land and property to ensure sustainable use and best return to the community.

*Previously Output 3.1: Government Asset Management in the Chief Minister's Department.*

Measures	1999-2000 Targets	Estimated Outcome	2000-01 Targets
<b>Quantity</b>			
<u>Property</u>			
a) Total office area managed – owned. <sup>1</sup>			55,000
b) Total office area managed – leased. <sup>1</sup>			41,500
<u>Land</u>			
c) Blocks taken to auction. <sup>1</sup>			1,700
d) Number of Land Rental Properties managed. <sup>1</sup>			454
e) Number of Joint Ventures. <sup>1</sup>			5
<u>Home Loan Portfolio</u>			
f) Number of home loans managed. <sup>1</sup>			2,310
<u>Government Business Enterprises</u>			
g) Provide advice to Government on the Territory's investment in GBEs and GBE Performance. <sup>2</sup>	17	17	17
Implement and monitor the Asset Management Strategy. <sup>3</sup>	June 2000	June 2000	
Implement and review strategy for Government Surplus properties. <sup>3</sup>	June 2000	June 2000	
Implement the Government office accommodation strategy. <sup>3</sup>	June 2000	June 2000	
Stage 1 redevelopment of the Kingston Foreshore. <sup>3</sup>	June 2000	June 2000	
Manage the Government home loan portfolio. <sup>3</sup>	June 2000	June 2000	
<b>Quality/Effectiveness</b>			
h) Return on Greenfields sales is greater than infrastructure costs per block. <sup>1</sup>			>1
i) Government Owned Offices Occupied. <sup>1</sup>			100%
j) Optimise government office accommodation utilisation.	25%	25%	15%+
<b>Timeliness</b>			
k) Advice provided within timeframes specified in <i>ACT Government Ministerial Servicing Performance Measures</i> .	95%	95%	95%
l) Policy proposals are delivered within agreed timeframes.	95%	95%	95%
<b>Cost</b>			
m) Cost per leased sq metre managed. <sup>1</sup>			\$11
n) Cost per owned sq metre managed. <sup>1</sup>			\$8
o) Cost per home loan managed. <sup>1</sup>			\$323
p) Cost per 1000 head of population.	\$191 549	\$221 160	\$189 478
q) Cost per ACT Public Service employee.	\$3 548	\$4 096	\$3 347
Cost per \$m of whole of government expenses. <sup>3</sup>	\$52 132	\$60 190	
<b>TOTAL COST (\$'000)</b>	<b>\$59 253.0</b>	<b>\$76 832.0</b>	<b>\$59 174.0</b>
<b>GOVERNMENT PAYMENT FOR OUTPUT (\$'000)</b>	<b>\$0.0</b>	<b>\$750.0</b>	<b>\$757.0</b>

<sup>1</sup> New measure.

<sup>2</sup> Measure transferred from Output 1.1 and renamed.

<sup>3</sup> Measure deleted.

## OUTPUT CLASS 2: INFRASTRUCTURE AND ASSET MANAGEMENT DELIVERABLES

### OUTPUT 2.1: INFRASTRUCTURE AND ASSET MANAGEMENT

**Description:** The strategic management of ACT land and property to ensure sustainable use and best return to the community.  
*Previously Output 3.1: Government Asset Management in the Chief Minister's Department.*

Measures	Weighted Percentage	2000-01 Targets
<b>Quantity</b>		
<i>Implement and Monitor the Asset Management Strategy</i>	12%	
a) Implement Government Accommodation targets in Asset Management Strategies. <sup>1</sup>		4
<i>Implement and Review the Strategy for Government Surplus Properties</i>	8%	
b) Assess and appraise surplus properties.		100%
<i>Implementation of Government Land Strategy</i>	60%	
c) Prepare a Land Release Strategy.		1
d) Direct/Community/Commercial Grants Processed. <sup>1</sup>		50%
e) Operating subsidy to Gold Creek Country Club. <sup>1</sup>		<\$100,000
f) Minimise Land Rental Debtors. <sup>1</sup>		<\$1.0m
g) Number of Joint Venture Blocks sold. <sup>1</sup>		350
<i>Government Business Enterprise Structures (GBE)</i>	20%	
h) Conduct and manage scoping studies and other reviews. <sup>2</sup>		4
i) Implementation of outcomes of scoping studies and other reviews. <sup>2</sup>		4
j) Facilitating GBE compliance with legislative and regulatory requirements. <sup>2</sup>		9
<b>Timeliness</b>		
k) Advice provided within timeframes specified in <i>ACT Government Ministerial Servicing Performance Measures</i> .		95%
l) Policy Proposals are delivered within agreed timeframes.		95%
<b>TOTAL COST (\$'000)</b>		<b>\$59 174.0</b>
<b>GOVERNMENT PAYMENT FOR OUTPUT (\$'000)</b>		<b>\$757.0</b>

<sup>1</sup> New measure.

<sup>2</sup> Measure transferred from Output 1.1

## OUTPUT CLASS 3: CENTRAL FINANCING UNIT

### PRINCIPAL MEASURES

#### OUTPUT 3.1: CENTRAL FINANCING UNIT

**Description:** Management of the investment and borrowing activities of the ACT Government.

Measures	1999-2000 Targets	Estimated Outcome	2000-01 Targets
<b>Quantity</b>			
a) Monthly financial reports.	12	12	12
b) Submission to Standard and Poors rating review.	Nov 1999	Nov 1999	Nov 2000
c) Submission to Moody's rating review.	Nov 1999	Nov 1999	Nov 2000
d) Investment of cash balances on a daily basis.	June 2000	June 2000	245 days
e) Payment of interest on Agency Investment Accounts.	4	4	4
f) Payment of disbursements to agencies.	26	26	26
<b>Quality/Effectiveness</b>			
g) Service meets standards described in <i>ACT Public Service Customer Service Standards</i> .	100%	100%	100%
h) Investment activity meets benchmark returns/follow up action taken.	100%	100%	100%
i) Payment of interest within three working days.	100%	100%	100%
j) Payment of disbursements on due date.	100%	100%	100%
<b>Timeliness</b>			
k) Reviews and specified timeframes achieved.	100%	100%	100%
l) Monthly financial reports on time.	100%	100%	100%
<b>Cost</b>			
m) Cost of provision of CFU functions. <sup>1</sup>			\$818 000
n) Cost per 1000 head of population. <sup>2</sup>	\$126 645	\$143 967	\$2 619
o) Cost per ACT Public Service employee. <sup>2</sup>	\$2 346	\$2 666	\$46
Cost per \$m of whole of government expenses. <sup>3</sup>	\$34 468	\$39 202	
DEPARTMENTAL COST (\$'000)	\$39 176.0	\$44 534.0	\$56 455.0
TERRITORIAL COST (\$'000)	\$1 409 915.0	\$1 420 452.0	\$1 533 321.0
<b>TOTAL COST (\$'000)</b>	<b>\$1 449 091.0</b>	<b>\$1 459 584.0</b>	<b>\$1 589 776.0</b>
<b>EXPENSE ON BEHALF OF THE TERRITORY (\$'000)</b>	<b>\$20 017.0</b>	<b>\$20 017.0</b>	<b>\$19 029.0</b>

<sup>1</sup> New measure.

<sup>2</sup> Reduced cost relates to the use of the cost of the provision of CFU functions rather than Total Cost. This measure is seen as more accurate as it reflects the cost of provision of services rather than a proportion of other costs within the Total Cost measure.

<sup>3</sup> Measure deleted.

## OUTPUT CLASS 3: CENTRAL FINANCING UNIT DELIVERABLES

### OUTPUT 3.1: CENTRAL FINANCING UNIT

<b>Description:</b>	Management of the investment and borrowing activities of the ACT Government. <i>Previously Output 4.1: Central Financing Unit in the Chief Minister's Department.</i>
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Measures	Weighted Percentage	2000-01 Targets
<b>Quantity</b>		
a) Monthly financial reports.	10%	12
b) Submission to Standard and Poors rating review.	5%	November 2000
c) Submission to Moody's rating review.	5%	November 2000
d) Investment of cash balances on a daily basis.	60%	245 days
e) Payment of interest on Agency Investment Accounts.	10%	4
f) Payment of disbursements to agencies.	10%	26
<b>Timeliness</b>		
g) Reviews and specified timeframes achieved.		100%
h) Monthly financial reports on time.		100%
DEPARTMENTAL COST (\$'000)		\$56 455.0
TERRITORIAL COST (\$'000)		\$1 533 321.0
<b>TOTAL COST (\$'000)</b>		<b>\$1 589 776.0</b>
<b>EXPENSE ON BEHALF OF THE TERRITORY (\$'000)</b>		<b>\$19 029.0</b>

## EBT 1: SUPERANNUATION UNIT PRINCIPAL MEASURES

### EBT 1: SUPERANNUATION UNIT

**Description:** Management of superannuation provision and administration of the superannuation scheme for members of the Legislative Assembly.  
*Previously Output 5.1: Superannuation and Insurance Provision Unit in the Chief Minister's Department.*

Measures	1999-2000 Targets	Estimated Outcome	2000-01 Targets
<b>Quantity</b>			
a) Financial and investment performance reports. <sup>1</sup>			17
b) Develop guidelines for implementation of revised superannuation arrangements. <sup>1</sup>			1 project
c) Number of activities in managing the superannuation scheme for Legislative Assembly Members. <sup>1</sup>			19
Financial reports. <sup>2</sup>	13	13	
Quarterly reports on superannuation investment performance. <sup>2</sup>	4	4	
Annual review of superannuation investment policy. <sup>2</sup>	May 2000	May 2000	
Annual report for the Legislative Assembly (Members) Superannuation Scheme. <sup>2</sup>	September 2000	September 2000	
Manage risk management financing arrangements. <sup>2</sup>	June 2000	June 2000	
<b>Quality/Effectiveness</b>			
d) Reports meet relevant guidelines.	100%	100%	100%
e) Quarterly investment returns meet benchmark/follow up action taken.	100%	100%	100%
Reviews rated satisfactory according to <i>ACT Government Policy Performance Measures</i> .	100%	100%	
Annual report meets relevant guidelines.	100%	100%	
<b>Timeliness</b>			
f) Reports completed within specified timeframes.	100%	100%	95%
Superannuation trust investment results analysed within 2 weeks of receipt.	100%	100%	
<b>Cost</b>			
g) Cost of provision of Superannuation Unit functions. <sup>3</sup>			\$2 135 000
h) Cost per 1000 head of population. <sup>4</sup>	\$707 454	\$776 259	\$6 836
i) Cost per ACT Public Service employee. <sup>4</sup>	\$13 104	\$14 379	\$121
Cost per \$m of whole of government expenses. <sup>2</sup>	\$192 539	\$211 376	
DEPARTMENTAL COST (\$'000) <sup>2</sup>	\$29 890.0	\$36 098.0	-
TERRITORIAL COST (\$'000)	\$188 951.0	\$204 026.0	\$135 217.0
<b>TOTAL COST (\$'000)</b>	<b>\$218 841.0</b>	<b>\$240 124.0</b>	<b>\$135 217.0</b>
<b>EXPENSE ON BEHALF OF THE TERRITORY (\$'000)</b>	<b>\$19 246.0</b>	<b>\$19 246.0</b>	<b>\$27 139.0</b>

<sup>1</sup> New measure which is more descriptive and incorporates some of last year's measures.

<sup>2</sup> Measure deleted.

<sup>3</sup> New measure.

<sup>4</sup> Reduced cost relates to the use of the cost of the provision of CFU functions rather than Total Cost. This measure is seen as more accurate as it reflects the cost of provision of services rather than a proportion of other costs within the Total Cost measure.

## EBT 1: SUPERANNUATION UNIT DELIVERABLES

### EBT 1: SUPERANNUATION UNIT

**Description:** Management of superannuation provision and administration of the superannuation scheme for members of the Legislative Assembly.  
*Previously Output 5.1: Superannuation and Insurance Provision Unit in the Chief Minister's Department.*

Measures	Weighted Percentage	2000-01 Targets
<b>Quantity</b>		
a) Financial reports.	40%	13
b) Quarterly reports on superannuation investment performance.	5%	4
c) Annual review of superannuation investment policy.	35%	May 2001
d) Annual information statements to members of superannuation scheme for Legislative Assembly.	6%	17
e) Legislative Assembly Superannuation Board Meetings.	10%	1
f) Report on Legislative Assembly Superannuation Board activities.	4%	1
<b>Timeliness</b>		
g) Reports completed within specified timeframes.		95%
<b>TOTAL COST (\$'000)</b>		<b>\$135 217</b>
<b>EXPENSE ON BEHALF OF THE TERRITORY (\$'000)</b>		<b>\$27 139</b>

## ***ACT Government Performance Measures for Policy Advice***

The Chief Minister requires that policy advice will either comply with or exceed minimum standards established by the Government. The ACT Government *Policy Performance Measures* are:

<b>Clarity</b>	The advice is clearly stated and it answers the questions set. The material is effectively, concisely and clearly presented and format meets Cabinet Office requirements; has short sentences in plain English and is free of spelling or grammatical errors.
<b>Logic</b>	The assumptions behind the advice are explicit and the argument is logical and supported by facts. The analysis is linked to other Government policies and identifies for other Government policy areas.
<b>Accuracy</b>	The facts in the paper are accurate and all material facts are included and clearly highlight the range and extent of uncertainty and/or risk.
<b>Options</b>	An adequate range of options are presented and the benefits, price (costs) and consequences of each option to the Government and the community are assessed.
<b>Consultation</b>	The Agency has consulted with other government agencies and other affected parties and possible objections to proposals are identified.
<b>Practicality and Relevance</b>	The problems of implementation, technical feasibility, timing and consistency with other policies have been considered.
<b>Timeliness</b>	Specified reporting deadlines are met. Ministers have sufficient time to give full consideration to issues and to take appropriate action.
<b>Cost effectiveness</b>	Advice be produced cost effectively and within budgeted price (cost).
<b>Peer review</b>	Internal and/or external peer review indicating that advice is clear, concise, analytically sound, factually correct and practical.

## **ACT Government Ministerial Servicing Performance Measures**

The Chief Minister requires that Ministerial Servicing will either comply with or exceed minimum standards established by the Government. The ACT Government *Ministerial Servicing Performance Measures* are outlined below.

<b>A: Questions from the Legislative Assembly</b>	<i>Drafting responses to Questions on Notice</i>	
	<ul style="list-style-type: none"> <li>• Draft replies for Questions on Notice</li> </ul>	<ul style="list-style-type: none"> <li>• Thirty days</li> </ul>
<b>B: Ministerial Correspondence</b>	<i>Drafting responses for Ministerial correspondence and approval by the Minister</i>	
	<ul style="list-style-type: none"> <li>• Draft replies for correspondence marked urgent</li> </ul>	<ul style="list-style-type: none"> <li>• Five working days</li> </ul>
	<ul style="list-style-type: none"> <li>• Draft replies for all other correspondence</li> </ul>	<ul style="list-style-type: none"> <li>• Ten Working days</li> </ul>
<b>C: Correspondence on behalf of the Minister</b>	<i>Drafting response for correspondence received by the Minister for approval and signature within the Department. Chief Executive undertakes to ensure that responses are appropriate in terms of content and tone before they are signed out at an appropriate level within the Department.</i>	
	<ul style="list-style-type: none"> <li>• Draft replies for correspondence marked urgent</li> </ul>	<ul style="list-style-type: none"> <li>• Five working days</li> </ul>
	<ul style="list-style-type: none"> <li>• Draft replies for all other correspondence</li> </ul>	<ul style="list-style-type: none"> <li>• Ten Working days</li> </ul>
<b>D: Issue Brief</b>	<i>Example: media reports</i>	
	<ul style="list-style-type: none"> <li>• initial brief (could be oral)</li> </ul>	<ul style="list-style-type: none"> <li>• one (1) hour</li> </ul>
	<ul style="list-style-type: none"> <li>• written advice</li> </ul>	<ul style="list-style-type: none"> <li>• four (4) hours</li> </ul>
<b>E: Briefs for Meetings</b>	Brief Minister's office for consideration and approval	Three working days prior to meeting
<b>F: Speaking Notes</b>	Draft speaking notes to the Minister's office for consideration and approval	Ten working days prior to presentation



AUSTRALIAN CAPITAL TERRITORY GOVERNMENT

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# **ACT PUBLIC SERVICE**

## **Customer Service Standards**

Revised September 1999

## FOREWORD

To all staff,

Since the *ACT Public Service (ACTPS) Customer Commitment Program* was introduced in 1995 there have been many noticeable improvements in the way we interact with our customers and the quality of the services we provide. These improvements have occurred because of the efforts of staff from across the whole of the Service.

The *Program* has involved essentially three elements for improving customer service. Briefly, these three components are:

- \* *Customer Research* - asking our customers what services they think the Government should provide and how they should provide them. The research has also centred on our customers' level of satisfaction with services - allowing us to pinpoint areas for improvement;
- \* *Setting Standards* - this has involved a number of key processes. *Commitment to Service Statements* are on display for customers and provide service commitments that an agency guarantees their customers. The *Customer Service Standards*, introduced in July 1997, provide staff with a minimum set of best practice standards they should apply to their work practices in dealing with internal and external customers. The third component in standard setting is the *Customer Service Awards*. The Awards are run jointly with the ACT and Region Chamber of Commerce and aim to recognise and reward excellence in customer service, both in the public and private sectors.
- \* *Changing the way we do business* - Using the results of customer satisfaction research and feedback we have been able to look closely at our business processes and design better ways of doing things. This aspect of the program is one of the most fundamental in bringing about changes for the customer.

While many improvements have occurred in the way we serve our customers there is never room for complacency. That is why these *Customer Service Standards* have been revised - to ensure they still represent best practice and are applicable to each agency.

The Standards should be applied to all areas that have customers, whether they are internal or external. It is important that staff be involved in the setting of standards to be applied in their work area. This will ensure they know what the standards are and how to apply them. Managers should regularly review the standards that have been set and determine where improvements are needed.

I am very pleased to present staff with the revised version of the *Customer Service Standards* and urge you to adapt them to your workplace so that we can continue on our journey for a truly customer focussed public service.

Rod Gilmour  
Chief Executive  
Chief Minister's Department

September 1999

# CUSTOMER SERVICE STANDARDS

<sup>1</sup>Staff within public contact areas and, where applicable, internal service delivery areas, should implement strategies that demonstrate the following service standards:

## Know your customer base

Staff should demonstrate a good understanding of their customer base.

## Focus on Customer Needs

Customer-focused organisations base their business decisions around the needs of their customers. They ensure that they fully understand their customers' needs and provide their products and services in a way that suits them.

Individuals that are focused on customer needs will make an effort to empathise with customers, analyse inquiries or predicaments and adjust their service delivery to match. They also ask questions to clarify the customer's needs but don't assume that they fully understand their needs.

## Use a Can-Do Approach

A *can do* approach is one where the service provider focuses on how much and how best they can help each customer rather than on what they can't do or how difficult it will be.

A *can do* approach can be taken in every interaction with customers, both internal and external ones.

A *can do* approach means interpreting the customer's stated requirements and considering whether you might have additional services or information to help them.

## Customer Friendly Staff

The Customer Service *Code of Practice* (page 5) should be applied by all staff in ACTPS public contact areas.

## Customer Focused Public Contact Area

Public contact areas will:

- Be clean, presentable and welcoming to customers.
- Be accessible to all customers including disabled access, customer friendly opening hours etc.
- Be customer oriented including integrating customer friendly initiatives such as seating for customers, pens available etc.
- Possess clear and customer-friendly sign-posting, instructions, brochures, forms and information.
- Clearly display *Commitment To Service* (CTS) Statements and performance targets in accessible areas.

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<sup>1</sup> Public contact areas are areas where face-to-face interaction between ACT Government service providers and members of the community occurs. Internal service delivery areas represent key service support areas as determined by your agency's Chief Executive.

**Comprehensive  
Complaints  
Handling  
Process**

The public contact area should develop formal and effective complaints-handling processes. These processes will, as a minimum, satisfy the *Best Practice Complaints Handling Standards*.

**Customer Value  
Performance  
Measures &  
Targets**

The public contact area will:

- Develop performance measures and targets against a minimum of four (4) key customer priorities/values.
- Monitor and report performance against the targets.
- Integrate the performance measures and targets with your *Commitment To Service (CTS) Statements*.

**Telephone and  
Counter  
Techniques**

The public contact area should develop formal and effective telephone and counter techniques. The techniques will, as a minimum, satisfy the *Best Practice Telephone and Counter Standards*.

**Continuous  
Improvement**

Public contact areas should continually seek opportunities for customer-driven service delivery improvement.

# CUSTOMER SERVICE CODE OF PRACTICE

Staff within public contact areas and, as appropriate, internal service delivery areas, should demonstrate the following key standards of service:

- 1 Focus on the Customers Needs**
  - Always focus on solutions for the customer.
  - Provide a 'can do' approach.
  - Always provide alternatives and assistance for the customer.
  - Anticipate, understand and focus upon customer needs.
  - Follow up on customer needs where necessary.
  
- 2 Customer Friendly Presentation**
  - Always be neatly dressed and well presented for customers.
  - Wear a name badge that clearly identifies you and/or your role.
  - Adopt and portray the ACTPS corporate identity.
  - Wear a corporate uniform where possible
  - Display a positive image to customers including customer-friendly body language and posture.
  - Always project a positive attitude towards the customer.
  
- 3 Customer Friendly Attributes**
  - Demonstrate the following key customer service attributes:
    - Friendly, cheerful, courteous and helpful.
    - Understanding and empathy.
    - Patience, reliability and trustworthiness.
    - Promote a positive attitude to customers.
    - Display integrity, trust and respect.
    - Display loyalty to the organisation.
    - Remain sensitive to your customer base.
  
- 4 Professional Skills & Knowledge**
  - Demonstrate the following key customer service skills/competencies:
    - Appropriate customer service skills/competencies relevant to your role
    - A sound knowledge of ACTPS services and products.
    - Clear and concise verbal and written skills.
    - Ability to listen to customers.
    - Conduct administrative processes in an accurate, rigorous manner.
    - Take responsibility for meeting customers needs.
    - Work well in a team environment.
    - Respect confidentiality of information where appropriate.
    - Meet the ethical obligations and requirements of the *Public Sector Management Act 1994*.

# BEST PRACTICE TELEPHONE STANDARDS

Public contact areas and internal service delivery areas should demonstrate the following key telephone standards:

## Telephone Operation

- Make sure you know how to put customers on hold, transfer them etc.
- Always have a pen and paper ready to record the caller's details.
- When absent from your work area for a long period, arrange to have calls answered by team members, an answering machine or voice mail etc.
- If you use answering machines or voice mail develop a protocol for responding to calls and ensure all staff are aware of it and apply it.
- When transferring calls, advise the recipient of the transfer of the caller's name and the nature of their enquiry.
- Never transfer a call more than once. Get the caller's number and ask the appropriate area to return their call.
- When placing customers on hold, check back regularly to see if they are happy to remain on hold. If there is a long delay, explain why and keep them informed.
- Advise the switchboard/call centre of any staffing changes and details of your service.
- Use the online Functional Directory and check that agency details are up to date. To do this, open your internet browser and type "directory" in the address field.

## Answer Promptly

- Establish the maximum number of rings you will let phones ring within your work area. Review this number regularly.
- Always answer the phone promptly, ideally within {the standard you've set} rings, even if it is not your own.

## Friendly Voice

- Use a friendly tone on the phone - your voice represents the organisation.

## Answering the Phone

- Develop a formal, written, customer-friendly telephone greeting to be used by all staff.
- Ensure all staff are aware of and use the greeting.
- *Example* - Welcome the caller by saying:
  - Good morning/Good afternoon (Greet)
  - {Organisation Name} (Identify)
  - {Name} speaking (Introduce)
  - How may I help you? (Assist)

## Listening

- Identify and use the caller's name.
- Concentrate on what the caller is saying.
- Don't make assumptions or interrupt unnecessarily.

## Take Action

- Tell the caller what you intend to do to help them.
- Always look for positive solutions.
- Always provide alternatives and assistance for the customer.

- Thank & Farewell**
- Develop a formal, written, customer-friendly telephone farewell to be used by all staff.
  - Ensure all staff are aware of and use the farewell.
  - *Example* - Close the call by saying:
    - May I do anything else for you? *(Finalise)*
    - Thank you for calling *(Positive closure)*
    - Good bye *(Farewell)*

- Follow up**
- Make sure you keep the customer informed of any follow up action to be taken.
  - Make sure you complete any follow-up action for the customer.
  - If you have passed the enquiry on to someone else, ensure they complete the necessary follow-up action.

# BEST PRACTICE COUNTER STANDARDS

Public contact areas should demonstrate the following key communication standards:

- |                                   |   |                                   |                   |                       |                           |
|-----------------------------------|---|-----------------------------------|-------------------|-----------------------|---------------------------|
| <b>Customer Management</b>        | <ul style="list-style-type: none"> <li>■ Provide a customer-focused public contact area.</li> <li>■ Create clear and customer-friendly sign-posting that includes:               <ul style="list-style-type: none"> <li>■ Where to queue, ie how to obtain service.</li> <li>■ Waiting times.</li> <li>■ Opening hours.</li> <li>■ Complaints.</li> <li>■ Alternatives.</li> </ul> </li> <li>■ Ensure forms and documents are customer-friendly and in plain English.</li> <li>■ Demonstrate pro-active customer management techniques.</li> <li>■ Provide a team approach to customer service.</li> <li>■ Educate the customer by informing them of alternative options etc.</li> </ul>  |                                   |                   |                       |                           |
| <b>Prompt Service</b>             | <ul style="list-style-type: none"> <li>■ Serve people as soon as you are able (ideally within the performance measures and targets set for response times).</li> <li>■ Apologise to customers if they had to wait a long time.</li> <li>■ Inform your supervisor promptly if the queue is unmanageable.</li> <li>■ Respond promptly to Email, faxes and telephone inquiries.</li> </ul>   |                                   |                   |                       |                           |
| <b>Greet Customer</b>             | <ul style="list-style-type: none"> <li>■ Ensure you are dressed neatly and are well presented for customers.</li> <li>■ Project a positive attitude and posture to your customer.</li> <li>■ Smile and use a friendly tone - your presentation represents the organisation.</li> <li>■ Develop a formal, written, customer-friendly counter greeting for all staff. Ensure all staff are aware of and use the greeting.</li> <li>■ <i>Example</i> - Welcome the customer by saying:               <table border="0" style="margin-left: 40px;"> <tr> <td>■ Good morning/Good afternoon</td> <td style="text-align: right;"><i>(Greet)</i></td> </tr> <tr> <td>■ How may I help you?</td> <td style="text-align: right;"><i>(Assist)</i></td> </tr> </table> </li> </ul> | ■ Good morning/Good afternoon     | <i>(Greet)</i>    | ■ How may I help you? | <i>(Assist)</i>           |
| ■ Good morning/Good afternoon     | <i>(Greet)</i>  |                                   |                   |                       |                           |
| ■ How may I help you?             | <i>(Assist)</i>   |                                   |                   |                       |                           |
| <b>Listening</b>                  | <ul style="list-style-type: none"> <li>■ Concentrate on what the customer is saying.</li> <li>■ Identify the customer's needs.</li> <li>■ Paraphrase their inquiry so they know you have understood them.</li> <li>■ Don't make assumptions or interrupt.</li> <li>■ Take notes if necessary.</li> </ul>  |                                   |                   |                       |                           |
| <b>Take Action</b>                | <ul style="list-style-type: none"> <li>■ Conduct the transaction for the customer in a professional manner.</li> <li>■ Look for positive solutions.</li> <li>■ Always provide alternatives and assistance for the customer.</li> </ul>  |                                   |                   |                       |                           |
| <b>Thank &amp; Farewell</b>       | <ul style="list-style-type: none"> <li>■ Develop a formal, written, customer-friendly counter farewell for all staff.</li> <li>■ Ensure all staff are aware of and use the farewell.</li> <li>■ <i>Example</i> - Close by saying:               <table border="0" style="margin-left: 40px;"> <tr> <td>■ May I do anything else for you?</td> <td style="text-align: right;"><i>(Finalise)</i></td> </tr> <tr> <td>■ Thank you</td> <td style="text-align: right;"><i>(Positive closure)</i></td> </tr> </table> </li> </ul>  | ■ May I do anything else for you? | <i>(Finalise)</i> | ■ Thank you           | <i>(Positive closure)</i> |
| ■ May I do anything else for you? | <i>(Finalise)</i>   |                                   |                   |                       |                           |
| ■ Thank you                       | <i>(Positive closure)</i>   |                                   |                   |                       |                           |
| <b>Follow up</b>                  | <ul style="list-style-type: none"> <li>■ Keep the customer informed of any follow-up action to be taken.</li> <li>■ Ensure that you complete any follow-up action.</li> </ul>   |                                   |                   |                       |                           |



## BEST PRACTICE COMPLAINTS HANDLING STANDARDS

Public contact and internal service delivery areas should develop formal and effective complaints handling processes that include formal escalation procedures. This will satisfy the minimum following requirements based on the Australian Standard for Complaints Handling:

<b>Commitment</b>	The policy on complaints handling and the associated processes, procedures and responsibilities will be documented in writing and communicated to staff. There will be commitment by the team at all levels to this initiative.
<b>Responsiveness</b>	<p>Complaints will be dealt with quickly and treated courteously. The service delivery area will establish specific performance standards including response time targets reasonable for all stages of the complaints process. A complainant shall be:</p> <ul style="list-style-type: none"> <li>▪ Informed of timeframes for action.</li> <li>▪ Provided with other pertinent information including the contact officer's contact details and copies of documents as appropriate.</li> <li>▪ Kept informed of progress.</li> </ul>
<b>Openness &amp; Accessibility</b>	<p>The complaints handling process will:</p> <ul style="list-style-type: none"> <li>▪ Provide relevant and simple information to customers about the complaint process including how, where and to whom to make complaints.</li> <li>▪ Ensure information about the process is prominently displayed, circulated and publicised both to customers and staff.</li> <li>▪ Provide complaint mechanisms which are customer-friendly, flexible and simple to meet the needs of all customers.</li> <li>▪ Ensure customers know their complaints are being treated seriously and, when appropriate, in the strictest confidence.</li> <li>▪ Provide special arrangements for customers with disabilities or specific needs.</li> </ul>
<b>Resources</b>	There will be adequate resources for complaints handling including sufficient training and support to ensure complaints are dealt with efficiently and in a customer-friendly manner.
<b>Monitoring &amp; Review</b>	<p>The complaints handling process shall:</p> <ul style="list-style-type: none"> <li>▪ Ensure appropriate and comprehensive recording of complaints and their outcomes.</li> <li>▪ Be reviewed every 12 months (minimum) to improve customer and organisational outcomes.</li> <li>▪ Provide appropriate monitoring and reporting against specific performance standards including analysis of complaints and the outcomes.</li> </ul>
<b>Continuous Improvement</b>	The complaints handling process will link to organisational improvement mechanisms within the service delivery area.

## CONTACT US

If you would like to know more about the Customer Commitment Program or have any comments about these Customer Service Standards, please contact the Customer Service Unit on:

Telephone: 620 76275  
Facsimile: 620 76366  
Email: [community\\_liaison@act.gov.au](mailto:community_liaison@act.gov.au)  
"Attn: Customer Service Unit"



 **Contact:** [Jason Field](#) **620 50238**

**Want to know about:**

- ▶ **the [ownership agreement](#)?**
- ▶ **the Annual Report Statement of Performance?**
- ▶ **[the Financial Management Act 1996](#)?**
- ▶ **the relevant DTI Finance Memorandum?**