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CALIBRATING PUBLIC SECTOR GOVERNANCE

**A survey of arm's-length agencies in the Australian
Commonwealth Public Sector**

IN PARTNERSHIP WITH

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PREFACE

This report presents the Australian findings from the Calibrating Public Sector Governance (CPSG) survey. The study is timely given the Government announcement of an independent review of the Australian Public Service. The CPSG survey is an international collaboration between leading researchers in the fields of public administration and accountability from different Western countries (Australia, Denmark, Norway, the Netherlands, Sweden, Switzerland and the United Kingdom). Australia's participation is led by Dr Amanda Smullen at the Crawford School of Public Policy, The Australian National University, and Associate Professor Paul Fawcett at the Institute for Governance and Policy Analysis, University of Canberra. The international project is led by Professor Thomas Schillemans at the School of Governance, Utrecht University, and has been funded by a NWO-VIDI grant (Dutch Research Council).

The CPSG survey examines the public management, governance and accountability of public sector agencies in the Commonwealth Public Sector. For the purposes of this comparative research project, Australian public sector agencies are defined as distinct from portfolio departments, though they can also sometimes be located as separate organisational identities and units within departments. On this basis, we surveyed Corporate Commonwealth Entities (CCE) and Non-Corporate Commonwealth Entities (NCE) as defined by the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act). These agencies often have semi-autonomous status and operate at “arm’s-length” both within or from portfolio departments. Public sector agencies typically vary in their degree and type of formal autonomy—from financial autonomy through to distinct statutory responsibilities. Internationally, more than 1000 top-level managers of agencies responded to the CPSG survey.

The Australian component of the CPSG project was approved by the Human Research Ethics Committee at the ANU (Protocol number 217/559).

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INTRODUCTION

Public sector agencies are important lynchpins in our democracy: they provide the organisational machinery to advise upon, design, regulate and implement government policies. As government bodies, public sector agencies are required to fulfil their tasks within prescribed management designs, governance and accountability frameworks.

This report presents findings from a survey investigating the public management, governance and accountability arrangements of Australian Commonwealth semi-autonomous entities, namely its Corporate Commonwealth Entities (CCEs) and Non-Corporate Commonwealth Entities (NCEs). CCEs and NCEs will henceforth be collectively referred to as “agencies”.

The survey posed 20 questions about the tasks, strategic environment, organisational design, and accountability relationships of top-level managers in CCEs and NCEs (see Appendix A). It is the first survey of its kind in Australia to examine frequency of contact, types of contact, and perceptions of top-level managers about key governing actors in their environment. **For the purposes of this survey, “key governing actors” are defined as a Commonwealth entity’s portfolio department, responsible minister, the entity’s governing body (i.e. its board where one exists)¹, and the Department of Finance.** The study seeks to contribute to scholarly debates, and inform practice, on issues pertaining to the public management, governance and accountability of agencies. It describes the formal and informal features of management structures and governance relationships, including accountability processes, perceptions and expectations of top-level public managers of NCEs and CCEs. This report presents initial descriptive responses from the survey questions. It is a summary report with more detailed findings available in Appendix B². The report is descriptive and does not attempt analytical explanation at this stage, although several directions for future research are identified (see p.15–17). Furthermore, the international comparative research project has already started work analysing the comparative findings (see <http://accountablegovernance.sites.uu.nl>).

In Australia, we surveyed 169 top-level managers, including 132 managers of CCEs and NCEs (one top-level manager from each agency). Legislatively, NCEs include departments of state and the parliamentary departments, but these were excluded for the purposes of this survey. 29 public sector managers from Statutory Office Holders and Commonwealth Companies were invited to participate in the study, though their responses have also been excluded from this report. The overall response rate was 55 per cent.

Interpretation of the main findings

We draw three general findings from the survey:

- > **First, informal interaction is highly frequent between top-level managers and key governing actors.** There is extensive informal contact between top-level managers and key governing actors about their agency’s most important task, with the most frequent contact occurring between top-level managers and their agency’s board and portfolio department. In general, respondents identified informal contact as more frequent than formal contact, though formal meetings with, and periodic reporting to agency boards, was identified as relatively frequent. CEO formal meetings or discussions with governing actors is however generally moderate³. Furthermore, agencies commonly perceived their boards and responsible minister as the most relevant government actors in their environment.
- > **Second, and relatedly, the agencies, at an aggregate level, had more frequent and consistent contacts with their boards about their most important task than with other government actors.** This even held for the fewer numbers of NCEs who have boards. Significantly, top managers scored agency boards as more likely to engage in formal meetings with agency managers than other governing actors, and, “highly likely” to impose rewards/sanctions for (un)satisfactory agency performance (such as changing an agency’s budget or issuing binding directives) than other governing actors. More generally, governing actors holding agencies to account for (un)satisfactory performance was anticipated by respondents as only “somewhat likely”. There was variation in the frequency of contact between agencies and different governing actors, with a proportion of agencies meeting these actors every month or every week. Frequency of contact with portfolio departments on an informal basis was consistently high. By contrast, contact between our top manager respondents and the Department of Finance was least frequent.
- > **Third, differences between NCEs and CCEs are not defined by their formal organisational status, although application of formal processes (such as account holding) is important.** While CCEs clearly have more financial autonomy, this cannot explain differences in their frequency of contact with key governing actors, although (some) formal account holding appears more common in CCEs. Nevertheless, other contextual attributes likely affect the frequency and nature of contact with key governing actors. For example, an agency’s most important task, size, political salience, or the media reporting thereon may be of higher significance to accountability relationships than financial autonomy. Nevertheless, NCEs often have a more diverse strategic environment than CCEs, and CCEs are more likely to make decisions conjointly with their boards.

1 We acknowledge that not all agencies have a governing body (a board). As such, we included an option in the survey for agencies to select ‘not applicable’ when answering any questions that pertain to boards. The results reported in this document are based on those agencies that self-identified as having a board as part of their governance structure.

2 The full report together with Appendix B can be accessed from: <https://crawford.anu.edu.au/people/academic/amanda-smullen>

3 We recognise that different agency heads operate under different titles. We have chosen to simplify this variation here by using the term CEO to refer to the individual in charge of the agency’s organisation and day-to-day management.

All of these findings indicate that future reform initiatives need to incorporate attention to the informal attributes of agency design and relationships and give greater focus to both (formal and informal) processes of interaction between actors, rather than focusing solely on an agency's formal-legal status.

Other key findings include:

- > NCEs most frequently identified supervision and regulatory tasks as their “most important task”, whereas CCEs identified policy tasks.
- > NCEs collaborate more frequently with other actors in their environment (such as other departments, other Commonwealth agencies and non-government organisations) than CCEs; and they do this without legal obligation.
- > Top-level managers recognised strengthening their agency's media reputation as important in both CCEs and NCEs, but there was only slight agreement that this affected an agency's day-to-day.
- > Both CCEs and NCEs most frequently identified boards as the most relevant government actor in their environment, though boards are more common within CCEs.
- > Our manager respondents generally deemed the Department of Finance as less important to their governance relationships than their responsible minister, agency board or portfolio department.
- > Frequency of formal contact between an agency, its portfolio department and its responsible minister is moderate (typically 2–5 times per year), while the frequency of formal contact between an agency's executive management and its board was higher (typically 6–11 times per year).
- > Informal discussions about an agency's most important tasks occurred most frequently with the portfolio department and the board, and these discussions were more common than formal ones.
- > Agency top manager anticipation of rewards/sanctions (being held to account) is often ‘somewhat likely’ or even “unlikely”.

The agency landscape and public sector reform in Australia

The term “agency” is used liberally in Australia to include central and line departments, organisational units within them, or organisations legally distinct from departments. Most public sector agencies are known as “Commonwealth entities” in line with the PGPA Act. Following the PGPA Act, we distinguish between:

- > **Non-corporate Commonwealth entities:** with some legally recognized financial capacities as an organisational unit, or listed entity. An example is the Australian Digital Health Agency, and

- > **Corporate Commonwealth entities:** these have more extensive formal financial and legislative mandates, and generally exist outside of the “core” of portfolio departments. An example is the Australian Broadcasting Corporation.

An important distinction between NCEs and CCEs is that NCEs remain legally part of the Commonwealth, while CCEs have a distinct legal personality separate from the Commonwealth. The PGPA Act, and our study, thus includes entities within, but also beyond the boundaries of the Australian Public Service, as defined by the Public Service Act. Legislatively, NCEs include departments of state (i.e. portfolio departments, such as the Department of Foreign Affairs and Trade) and the parliamentary departments (such as the Department of the Senate). While that is the case, our focus has been upon the department's role as a key governing actor (along with the Responsible Minister, the governing body (boards) and the Department Finance).

The management, design and governance of agencies have long animated Australian political debate. These debates recognise ongoing tensions between enabling agencies' autonomy and expertise on the one hand and ensuring appropriate accountability processes and oversight on the other. There are also more general demands for good organisational and management design, specifically in relation to an agency's task, the desired or necessary interaction with stakeholders in civil society, and features of different political administrative jurisdictions.

Historically, Australia has an established tradition of arm's-length bodies in the form of “statutory authorities”, “statutory enterprises” or what had previously been coined “nondepartmental public bodies”. Executive and prescribed agencies are a more recent form of arm's-length relationship within portfolio departments, and are recognised within the Public Service Act.

The different lexicon of Commonwealth agency types reflects different eras of public sector reform, such as the desire for independent statutory enterprises in the early decades of Federation, the expansion of federal tasks (including the creation of welfare bodies) following the Second World War, and the rise of the regulatory state and regulatory bodies since the 1980s. While various investigations into the design of the Australian Government Administration have been undertaken, acceleration in public agency management reform is generally associated with the global rise of New Public Management (NPM). NPM aimed to make government organisations work more like businesses, while in more recent years “whole of government” or “joined up” approaches have been more in vogue. Internationally, Australia was an avid adopter of the NPM philosophy in the 1980s and 1990s. Key reforms to agencies in this period included ongoing initiatives to reform financial management and to require performance measurement, the privatisation of numerous statutory enterprises, the contracting out of services, and, from 2002, elaborating templates for executive management design of public bodies, such as CEO-led or board-led arrangements.

While the legacy of NPM initiatives are still apparent in Australia's administrative structures, more recent reforms advocate a shift towards 'joining-up government' agencies (as opposed to disaggregating them), public value management, and collaboration between the public and other sectors, including civil society. Within the realm of financial management and organisational design, these reform directions have seen earlier legislative dichotomies being broken down in efforts to enable more flexible agency design choices. For example, the PGPA Act introduced a principles-based regime to allow different combinations of legislative status and financial discretion.

The PGPA Act is now one of the key legislative frameworks in which agencies operate. It sets out management, accountability and governance principles for public bodies. These include principles that agencies provide meaningful information to the Parliament and the public, that public resources be used properly, and that agencies work cooperatively with one another. The PGPA Act specifies the role of the accountable authority in agencies, whether the CEO or chair of a board. It also recognises that agency's performance is more than just financial and requires that an agency's accountable authority has in place appropriate systems of risk management. Together with the recent Belcher Review (2015), which called for reduced internal regulation, the PGPA Act presents the potential for a range of agency designs that calibrate to a variety of strategic environments.

Aspirations of the PGPA Act for calibrated agency arrangements are salient to the research objectives underpinning this survey. A key thread of reforms to agencies since the 1990s has been the formalisation of a range of financial and performance requirements with respect to an agency's financial autonomy, executive management design, and reporting demands.

However, less attention has been devoted to the adherence to formal processes, or related informal features, that characterise and shape agency manager's perceptions and actions. Formal processes include not just agency reporting, or rather being *called to account*, but also *holding to account* through imposing remedies. By contrast, informal features can relate to the tasks assigned to agencies, their embeddedness in civil society, and the frequency and nature of agency's interactions with different government actors. Informal features can be affected by formal rules and procedures but they too can also affect the degree to which formal rules and processes are implemented in practice. Arguably, the contemporary concern for risk management, following from the PGPA Act, can only be dealt with adequately when both the formal and informal features of an agency's activities are better understood.

The survey responses

The following sections present the Australian findings from the Calibrating Public Sector Governance survey according to the key themes and structure of the survey questionnaire. The survey examined a range of formal and informal features and relationships of public agencies, including their tasks, collaboration, financial and strategic autonomy, and accountability relationships. Throughout the following sections, the survey questions are explained and findings described and depicted in graphs. All 20 questions of the survey are presented in Appendix A. More detailed reporting of the data is presented in Appendix B, together with the full report, available at: <https://crawford.anu.edu.au/people/academic/amanda-smullen>.

Agency tasks and collaboration

We asked respondents four questions about their most important task, including what is their most important task, whether or not they collaborate, with whom they collaborate, and the basis for their collaboration (q. 1-2b).

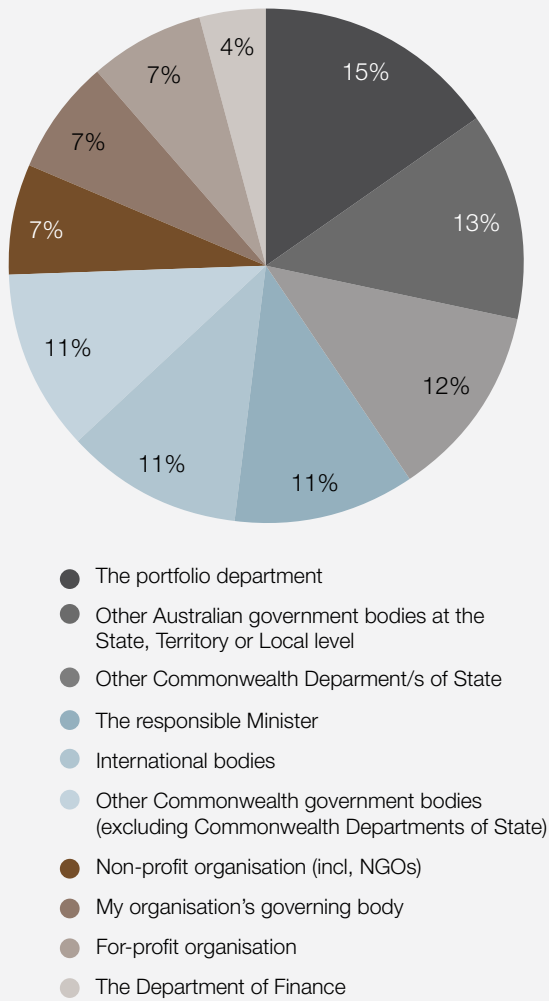
With regards to their most important task, respondents were able to choose from 13 categories. These ranged from "payment or collection of money" to "research and intergovernmental relations". We included a category of "other" among the 13 task types and invited respondents to describe their most important task in one word. "Supervision, regulation and control" obtained the highest response as the most important task among NCEs at 28 per cent, while "other" obtained the highest response among CCEs at 33 per cent. "Policy task" was the second-highest response among CCEs, although our survey does not enable us to dissect what CCE respondents meant by policy.

We further asked respondents whether they performed their task mainly on their own or in collaboration with other organisations, and whether the basis for this collaboration was mandatory or voluntary. Respondents were able to select from a number of options and could select more than one option. 38 agencies identified that they collaborate with 209 actors. This total was used to break down the types of organisations with which agencies collaborate (see Figure 1 on the next page).

We found that almost 55 per cent of NCEs collaborate with other organisations on their most important task, while nearly 40 per cent of CCEs collaborate with other organisations. In general, both NCEs and CCEs were most likely to cooperate with other government bodies.

Figure 1 – Collaboration with other organisations

What types of organisation/s does your organisation collaborate with on your most important task?
You may select several options*



*Prevalence of answer as percentage of total options

Collaboration was legally required for over a third of both NCE and CCE respondents. However, collaboration also took place on a voluntary basis, with one in four NCEs identifying that they voluntarily undertake collaboration on their most important task (see Figure 2).

Strategic environment: relevant government and non-government actors

We asked respondents four different questions about the strategic environment in which they operated (q.3-7). These included questions about the relevance of different actors in their strategic environment, questions about the extent to

which key actors in their strategic environment held similar or different views to the agency, and about the role of the news media in their daily work.

We asked respondents to identify the relevance of 24 different actors to their most important task, where the questions distinguished between “governmental actors”, “other public entities”, and “societal actors”. Respondents were asked to rate the actors from each of these groups on a five-point scale from “not relevant at all” (1) to “highly relevant” (5). Non-responses and answers of “Does not exist or apply” were excluded from calculation of the mean.

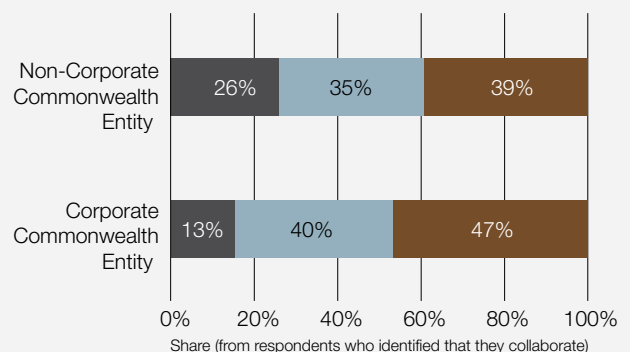
Relevance was defined to mean that the “opinions or evaluations” of the nominated actor had a “considerable impact” on the agency either in terms of its strategic decisions or in how it performed its most important task.

Amongst the 24 actors, “My organisation’s governing body” (the agency’s board) ranked as the most relevant actor in the agency’s environment with an aggregate mean of 4.68 for those agencies that have a board. This is significantly higher than the ratings for the agency’s responsible minister or its portfolio department. The result held for CCEs and NCEs even though boards are more common in CCEs (see Figure 3 on the next page).

The responsible minister was on average more relevant to agencies than the portfolio department, with “responsible minister” receiving an aggregate mean relevance of 4.36 and “the portfolio department” receiving 4.21. This order of relevance among key governing actors holds when considering each type of organisation separately. Scores for “responsible minister” and “portfolio department” are higher than for other stakeholders, including other Commonwealth government bodies.

Figure 2 – Basis of collaboration

What is the basis of this collaboration?
Select one of the options



- Collaboration has been initiated voluntarily by the participants
- Collaboration is legally required
- Collaboration is (in)formally demanded by our portfolio-department or government at large

When considering the stakeholder relevance of bodies in the “other public entities” category, there were some differences between NCEs and CCEs. For NCEs, “Parliament” was the most relevant “other public entity”, while for CCEs, their periodic evaluation committee (such as their internal audit committee) was most relevant (see Figure 4).

Figure 3 – Most relevant governmental actors

Governmental actors: are the following bodies or organisations relevant for your most important task?

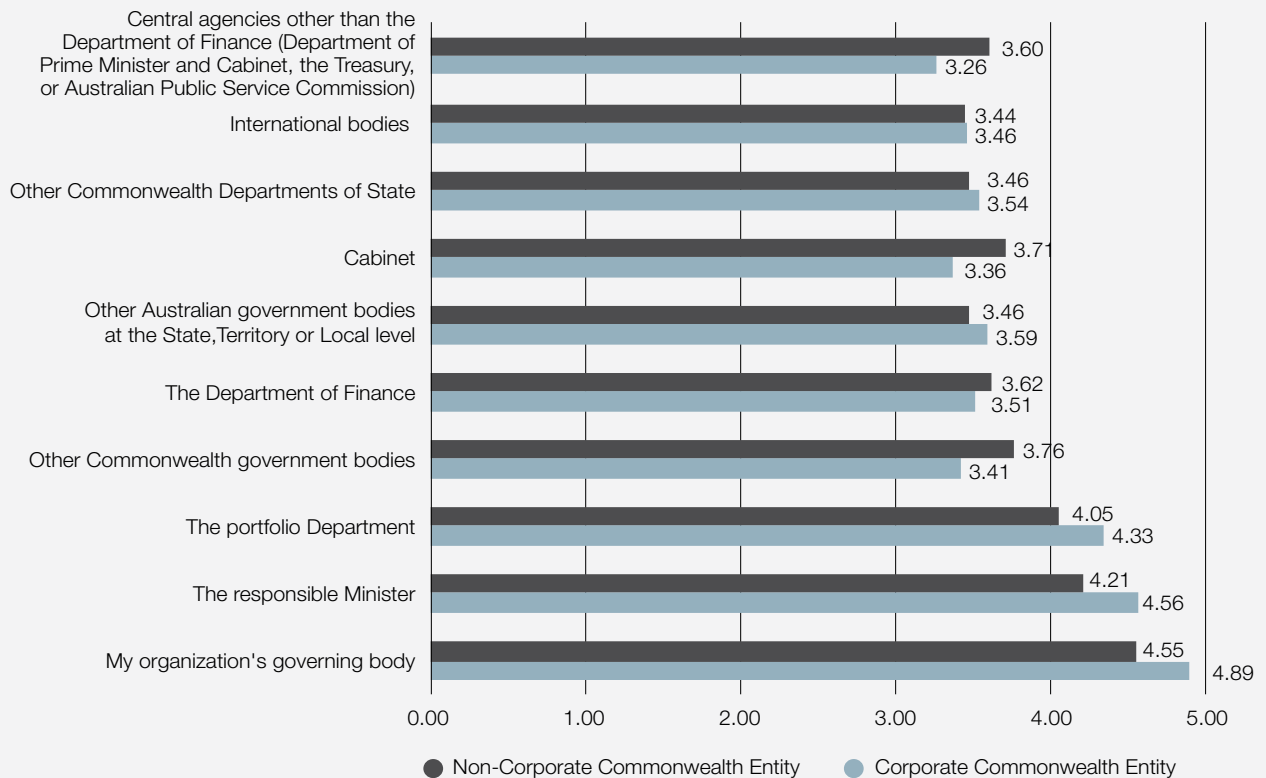
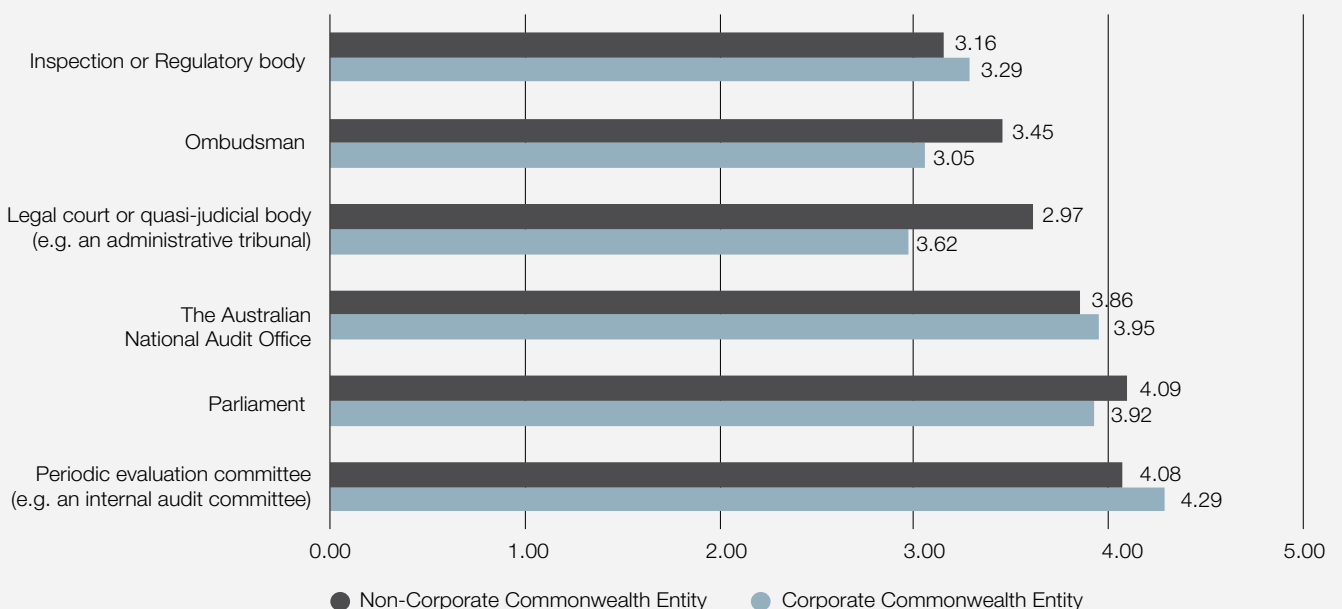


Figure 4 – Most relevant public entities

Other public entities: are the following bodies or organisations relevant for your most important task?



Respondents also rated the relevance of eight societal actors, including advisory bodies or commissions, interest groups, lobbyists and the media. Among this group, “civil society organisations” were selected as the most relevant societal actor across both NCEs and CCEs, scoring a combined mean relevance of 3.84 (see Figure 5). Consistent with the aggregated score, the average most relevant societal actor for NCEs was “civil society organisations” with a mean of 3.88. For CCEs, the most relevant societal actor was “expert advisory bodies” with a mean of 3.82. “Civil society organisations” were the second-most relevant societal actor for CCEs together with “advisory/consultative body representing clients”, these both receiving the same mean score of 3.68. “Trade unions” and “lobbyists” ranked lowest for both NCEs and CCEs, with a mean relevance of 2.6 across both types of agency.

We further asked respondents to identify whether their most important external partners hold similar or different views about the agency’s most important task (see Figure 6 on the next page).

The bulk of respondents noted that their most important external partner either agreed or disagreed with the agency’s assessment of their most important task. Only 4 per cent of respondents gave a neutral answer to this question (“They neither hold similar nor different views and opinions”), while the most important stakeholder in 58 per cent of agencies held fairly or strongly similar views, and 36 per cent had a stakeholder who held slightly or strongly different views.

It is noteworthy that NCEs identified a higher percentage of stakeholders who hold different views compared with CCEs. This suggests that the strategic environments in which NCEs operate are more diverse and potentially more antagonistic than those of CCEs.

Figure 5 – Most relevant societal actors

Societal actors: are the following bodies or organisations relevant for your most important task?

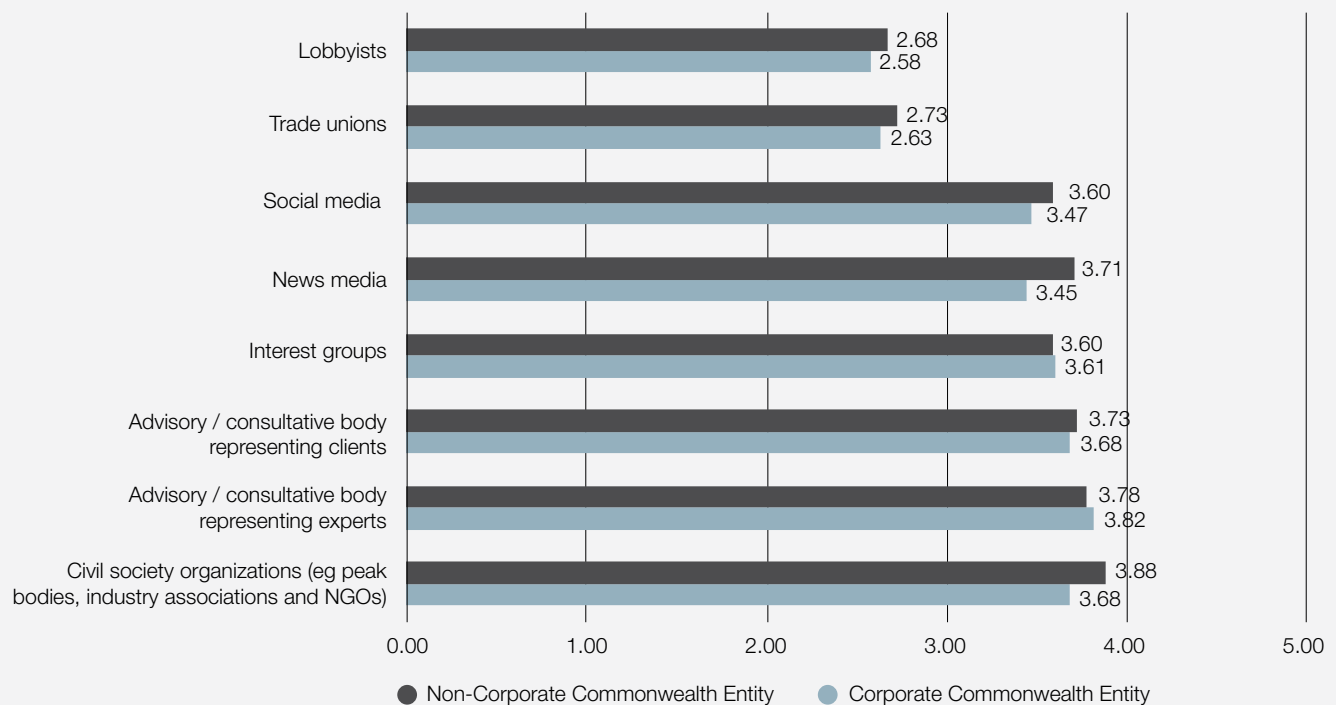
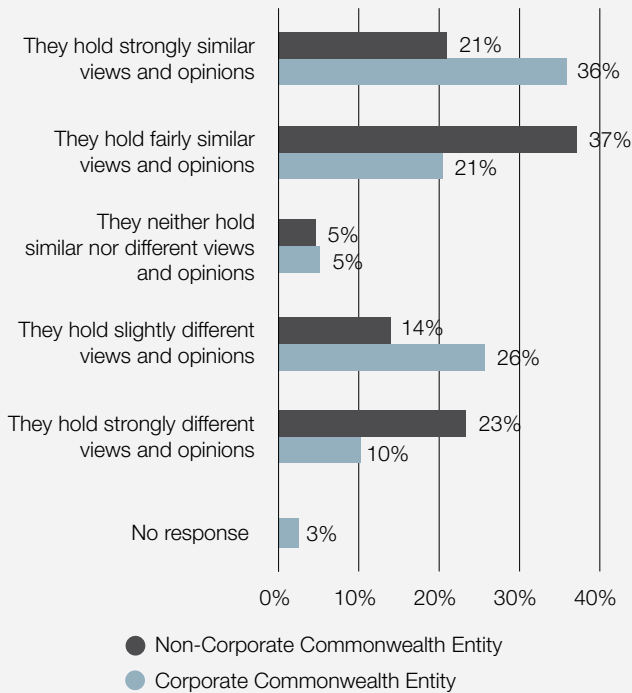


Figure 6 – Diversity of perspectives in agency environment

To what extent do your most important stakeholders hold similar or different views and expectations regarding your most important task? Select one of the options



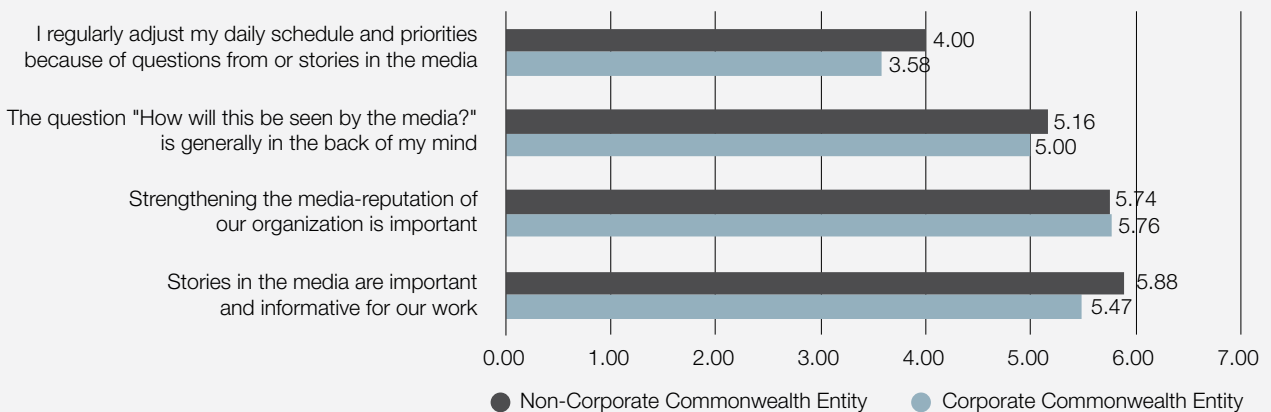
Finally, we asked respondents about the “role of the news media” in their daily work. They were asked to rate their agreement on a seven point Likert scale from strongly disagree to strongly agree (with four acting as the neutral midpoint). The statements were:

- > Stories in the news media are important and informative for our work.
- > I regularly adjust my daily schedule and priorities because of questions from or stories in the media.
- > The question “How will this be seen by the media?” is generally in the back of my mind.
- > Strengthening the media-reputation of our organisation is important.

Media is acknowledged as “slightly” important and informative across all agencies (see Figure 7). CCEs and NCEs were roughly equal in their belief that “strengthening the media reputation of our organisation is important”, with means of 5.74 and 5.76 respectively. Both NCEs and CCEs identified stories in the media as important to their work. NCEs gave this a higher mean score of 5.88, while CCEs gave a mean score of 5.47. NCEs gave more relevance to stories in the media as having an impact on their daily schedules than did the CCEs, although at 4.0 the score suggests no strong behavioural change from news stories, even amongst NCEs.

Figure 7 – Role of news media

The role of the news media in your daily work. Please indicate the extent to which you agree with the statements below



Management design and agency autonomy

We asked four different questions about governance design and organisational management and autonomy within agencies (q. 8-11).

We found two out of three agencies in our study have a board (see Figure 8). This number stems primarily from CCEs, where boards existed for 92 per cent of respondents compared with less than half (44 per cent) of all NCE respondents. Boards typically acted as the accountable authority for CCEs and performed an advisory and/or oversight capacity for NCEs.

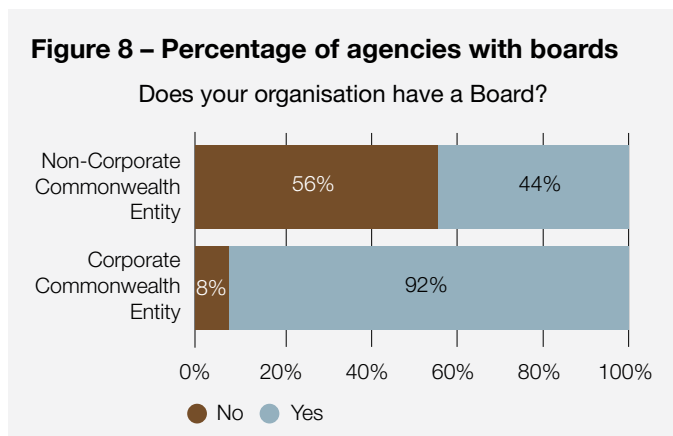
We then asked respondents to score their decision-making autonomy on different dimensions and levels.

To examine policy autonomy, we initially asked respondents to identify how they made strategic decisions regarding their most important tasks. We asked respondents to answer questions relating to the following five strategic decisions:

- > overall goals
- > identification of target groups
- > choice between different policy instruments
- > public communication
- > prioritisation relative to other tasks

First, we asked respondents to identify whether they take these decisions themselves, whether another stakeholder takes these decisions, or whether they take these decisions themselves with input from another stakeholder.

The highest response for both CCEs and NCEs was that they take strategic decisions about their overall goals with other stakeholders (64 per cent and 51 per cent respectively – see Figure 9). For decisions other than deciding overall goals, NCEs and CCEs both indicated that they undertake a number of strategic policy decisions on their own. The highest response rates on taking decisions on their own occurred for public communication (64 per cent for CCEs and 67 per cent for NCEs). For NCEs, this was followed by the choice of policy instrument to achieve overall policy goals (51 per cent of NCEs claimed that they did this autonomously). For CCEs, it was



followed by the identification of target groups (59 per cent of CCEs claimed that they did this autonomously – see Appendix B for further information).

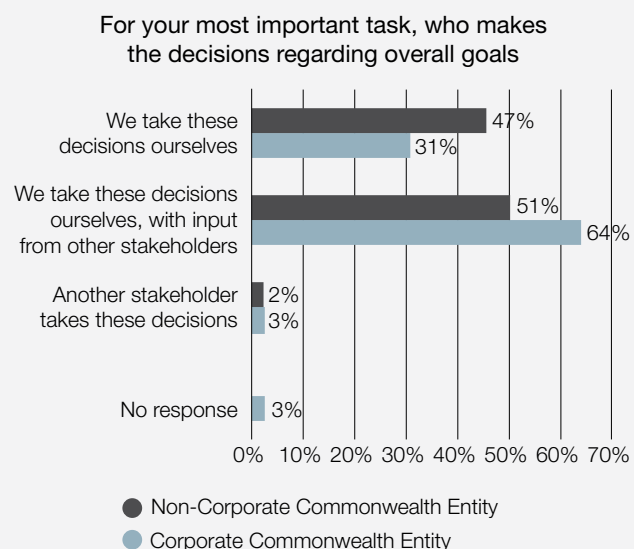
When examining response rates for “we take these decisions with input from other actors”, the most common NCE response was “choice between different policy instruments” (51 per cent) and the most common CCE response was “overall policy goals” (64 per cent). It is noteworthy that the response “another stakeholder takes these decisions” was never above 3 per cent for any of the categories.

We then asked further questions about the role of key governing actors in informing agency managers, decisions on each of the five strategic decisions. Respondents had to choose between five categories including (1) we take these decisions by ourselves with input from other actor, (2) we take these decisions conjointly with other actor (3) this actor takes these decisions with input from us (4) this actor takes these decisions (5) does not apply (see Appendix B for the full set of results to these questions, which have been summarised in the discussion below for convenience).

The highest response rates across strategic decisions occurred for portfolio departments. The most common strategic decision where this applied was “identification of target groups” for NCEs (76 per cent) and “decisions about overall goals” for CCEs (71 per cent).

In general, “my governing body” rated highest for “we take these decisions conjointly with this actor”. The “identification of target groups” was the most common strategic decision to be taken conjointly with the governing body in CCEs (43 per cent). However, “we take these decisions with input from the governing body” was higher for decisions regarding public communication (75 per cent of CCEs and 69 per cent NCEs).

Figure 9 – Strategic decision-making autonomy – overall goals



CCEs identified taking input from their boards about identification of targets groups more often (50 per cent of all CCEs compared to 43 per cent of all NCEs), while NCEs identified taking input from their boards more often for choice between policy instruments (63 per cent of all NCEs compared to 47 per cent of all CCEs).

The responsible minister also rated highly as an actor that agencies take input from when taking strategic decisions. However, the response rates for “the responsible minister” were in general lower than for either “the portfolio department” or “my governing body”. The highest response rates for “we take input from the responsible minister in this decision” were 69 per cent for NCEs with respect to decisions about “public communication”, followed by 64 per cent of NCEs with respect to decisions about “prioritisation relative to other tasks”. For CCEs, the highest response for input from the responsible minister occurred for “overall goals” (58 per cent of CCEs) and “identification of target groups” (57 per cent of CCEs).

Finally, respondents indicated that the Department of Finance was less important than other key governing actors for all types of strategic decisions. The highest response rates for recognising input from Department of Finance in strategic decisions occurred for NCEs in “public communication” (31 per cent) and in the “choice between different policy instruments” (29 per cent).

We then asked respondents about their financial autonomy. We did this by requesting information about where agencies source their income from and about the kinds of financial activities they can undertake - with or without approval. Respondents could select from 5 different choices of income source and were able to select more than one option. The percentages in Figure 10 depicts the choices of income source identified by respondents.

We found that a total of 79% of agencies selected “annual budget” as source of income, although this response was higher for NCEs as compared with CCEs. CCEs more commonly identified non-annual budget sources of income than NCEs. For example, “tariffs paid by users” and “income from

other public bodies” were selected more often by CCEs than by NCEs. CCEs generally identified as more financially autonomous than NCEs; however, our study did not examine the regulations that govern the use of other sources of income.

Information provision and accountability relationships

This section of the survey asked respondents a number of questions relating to agency contacts with key governing actors—in particular, with their responsible minister, their portfolio department, their governing body (agency board) and the Department of Finance. Questions about frequency of contact and types of information provision (q.12-15), are relevant to the account giving phases of information provision and debate.

The survey distinguished between seven categories of frequency, aggregated here as follows: infrequently (“never”, “once every few years”, “once a year”), moderate (“2–5 times a year”, “6–11 times a year”), and frequently (“every month”, “every week”, “every day”).

We first asked respondents about the frequency of formal meetings between the head of their agency’s executive management team and key governing actors. The results show that most CEOs engage in a moderate level of formal meetings about their most important task with the four key governing actors. Table 1, on the next page, summarises these results. The discussion that follows draws on this summary as well as an analysis of the more detailed results presented in Appendix B.

Formal meetings between CEOs of CCEs and their governing body occur most frequently. For CCEs, most CEOs and governing bodies meet in formal meetings at least 6–11 times a year. 23 per cent of CEOs of CCEs meet their governing body 2–5 times a year, and 18 per cent meet monthly.

Figure 10 – Agency funding sources

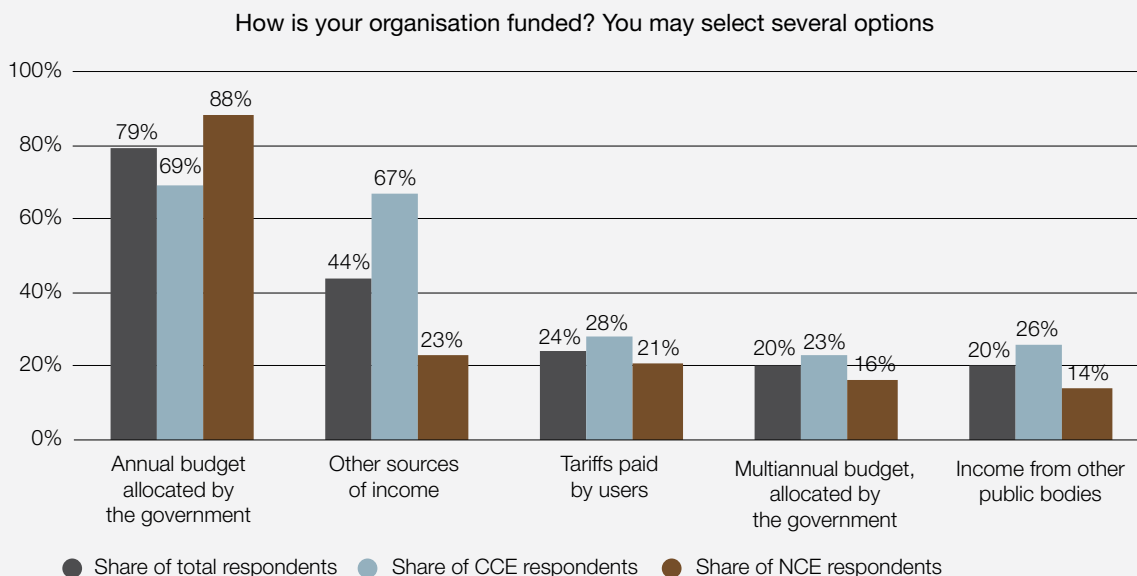


Table 1 – Formal meetings between agency CEO’s and key governing actors

	CCE	NCE
Portfolio Department	Moderately	Moderately
Responsible Minister	Moderately	Moderately
Department of Finance	Infrequently	Infrequently
Governing Body	Moderately	Frequently

NCEs recorded greater variation in frequency of formal meetings between their agency’s CEO and its governing body. A CEO and the governing body of a NCE meet for a formal meeting every week in 21 per cent of NCEs, every month for 19 per cent of NCEs, and 6–11 times a year for 12 per cent of NCEs. 33 per cent of NCEs selected “does not apply” in response to this question, which reflects the fact that many NCEs do not have governing bodies such as a board (see Appendix B for more detailed information).

Responsible ministers and portfolio departments scored (in that order) as the next most frequent key governing actors that engaged in formal meetings with agency CEOs. By contrast, agency CEOs met least frequently with the Department of Finance to discuss their most important task. This holds for both CCEs and NCEs. 45 per cent of agencies responded either that they had never held a formal meeting between their CEO and the Department of Finance or that this question did not apply to them.

We further asked whether respondents and portfolio departments had designated units for their interaction with one another (see Figure 11). This question distinguished four types of response: “neither my organisation nor the portfolio department has a unit responsible for interactions”, “only my organisation has a designated unit responsible for interactions”, “only the portfolio department has a designated unit responsible for interactions”, and “both my organisation and the portfolio department have a designated unit responsible for interactions”. The majority of both CCEs and NCEs selected “both my organisation and the portfolio department have a designated unit responsible for interactions” (60 per cent across all respondents, broken down to 53 per cent for NCEs and 67 per cent for CCEs).

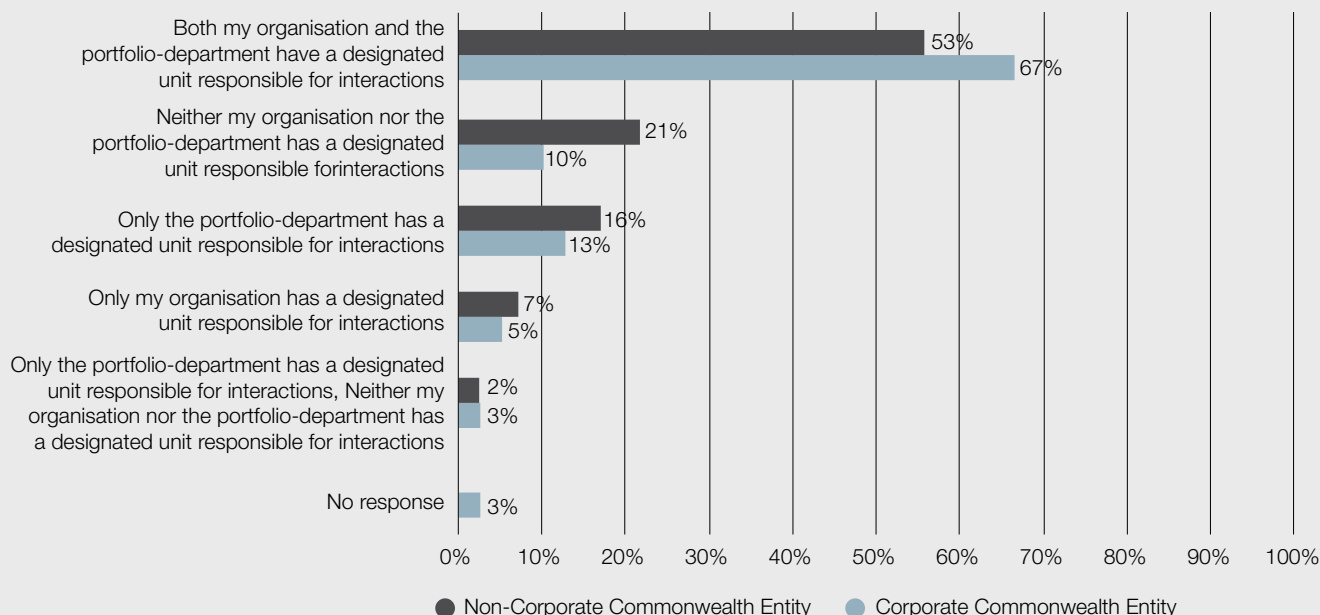
Hence, there is a degree of structure to these interactions in that established contact units (but not necessarily the same contact person) exist to manage interactions between the portfolio department and the agency.

We then asked respondents to specify the frequency of information provision about their most important task to key governing actors. This question asked respondents to specify the frequency with which they provided five different types of information: “periodic scheduled reports”, “formal evaluation”, “external audit”, “in writing after a formal query”, and “informally”. Table 2, on the next page, summarises these results. As was the case previously, the discussion that follows draws on this summary as well as an analysis of the more detailed results presented in Appendix B.

When considering CCEs and NCEs together, the most common form of information provision is to their governing body in the form of periodic monthly scheduled reports. This was selected by 27 per cent of all respondents.

Figure 11 – Designated units for interactions between agencies and portfolio departments

Are the interactions between your organisation and your portfolio-department organised via designated units?



Many agencies engaged in frequent informal contact with both their governing body (boards) and portfolio department (the most common response was “every month” and “2–5 times a year” respectively). However, the survey did not ask respondents to specify the nature of their “informal contact”.

Periodic reports were the most frequently identified type of information provision across the portfolio department, responsible minister and governing body. Generally, this reporting occurred at least 2–5 times a year. The frequency of period reporting was highest for NCEs to their governing body (board), occurring monthly for 30 per cent of NCEs.

Two findings are noteworthy. First, external audit and formal evaluation are the least frequent types of information provided to key government stakeholders. When this information is provided, it is most often provided by CCEs to their boards 2–5 times a year (selected by 46 per cent of CCE respondents). Second, information provision to the Department of Finance occurs least frequently across most categories of information provision. The highest result for information provision to the Department of Finance was “informally”.

Among outlier responses to questions about frequency of periodic reporting, we found that seven per cent of NCEs report to their portfolio department every week, while nine per cent of NCEs provided periodic reports to the responsible minister every week. Three per cent of CCEs report to their portfolio department every week and eight per cent report to their responsible minister every week. Eight per cent of CCEs and seven per cent of NCEs never report to their portfolio department.

Finally, we asked respondents to specify how often they discussed their most important task with key government actors - whether formally or informally. Table 3 summarises these results whilst the discussion below draws on this summary as well as an analysis of the more detailed data presented in Appendix B. Respondents specified their frequency of discussion with key government actors across four categories: “by the CEO in a formal meeting”, “by the CEO informally”, “by others at lower levels in the organisation in formal meetings”, and “by others at lower levels of the organisation informally”.

Table 2 – Types of information provision to key governing actors

	How often is information on your most important task provided to the following stakeholders in the following ways?							
	Portfolio Department		Responsible Minister		Department of Finance		Entity's Governing Body	
	CCE	NCE	CCE	NCE	CCE	NCE	CCE	NCE
Periodic scheduled reports	Moderately	Moderately	Moderately	Moderately	Infrequently	Infrequently	Moderately	Frequently
Formal evaluation	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently	Moderately	Infrequently
External audit	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently
In writing after a formal query	Infrequently &	Infrequently &	Infrequently	Moderately	Infrequently	Infrequently	Moderately	Infrequently
	Moderately	Moderately						
Informally	Moderately	Moderately	Moderately	Moderately	Infrequently	Moderately	Frequently	Frequently

Table 3 – Formal and informal discussions between an agency and its key governing actors

	How often is your most important task discussed with representatives from...?							
	Portfolio Department		Responsible Minister		Department of Finance		Entity's Governing Body	
	CCE	NCE	CCE	NCE	CCE	NCE	CCE	NCE
By the CEO in a formal meeting	Moderately	Moderately	Moderately	Moderately	Infrequently	Infrequently	Moderately	Infrequently
By the CEO informally	Moderately	Frequently	Moderately	Moderately	Infrequently	Infrequently	Frequently	Frequently
By others at lower levels in the organisation in formal meetings	Moderately	Frequently	Infrequently	Infrequently	Infrequently	Moderately	Moderately	Infrequently
By others at lower levels in the organisation informally	Frequently	Frequently	Infrequently	Infrequently	Moderately	Moderately	Frequently	Infrequently

The results show that an agency’s most important task was most frequently discussed by CEOs in formal meetings with their governing body (boards) (67 per cent of CCEs) and portfolio department (70 per cent of NCEs). The next most frequent response was “informal discussion”, but then among different actors, including between ministers and CEOs. The highest frequency of meetings occurred informally between CEOs of CCEs and their governing body every month (for 64 per cent of CCE respondents). The second-highest result was informal meetings between NCE CEOs and their portfolio department every month (for 51 per cent of NCE respondents).

Agency CEOs most commonly discussed their most important task 2–5 times a year with their portfolio departments, responsible ministers and governing body (boards). The highest result for this category was a formal meeting between NCE CEOs and their portfolio department, which occurred 2–5 times a year for 70 per cent of these agencies. The second-highest result was formal meetings between CCE CEOs and their governing body (boards), which occurred 2–5 times a year for 67 per cent of CCEs. Formal contact between CEOs about their most important task with the responsible minister occurred 2–5 times a year for 62 per cent of CCEs. This result was closely followed by NCEs, where 58 per cent reported that their CEOs met with the responsible minister 2–5 times a year.

Again, noteworthy is the infrequency of formal contact between CEOs and the Department of Finance. Instead, respondents noted a moderate level of informal contact (predominantly 2–5 times a year) between the Department of Finance and staff working at lower levels of the organisation.

Among the outliers to the question are 5 per cent of NCEs that never discussed their most important task with their portfolio department, and 8 per cent of CCEs that never discussed their most important task with their portfolio department. Similarly, 7 per cent of NCEs have never discussed their most important task with their responsible minister, while 8 per cent of CCEs have never discussed their most important task with their responsible minister.

Conversely, 9 per cent of NCEs discussed their most important task with their portfolio department every week, while 5 per cent of both NCEs and CCEs discussed their most important task with their responsible minister every week.

Agency perceptions of expectations and consequences from key governing actors

Finally, we asked respondents questions concerning their perceptions of expectations of key governing actors, as well as their relationships with these actors (q. 16-20). This is relevant to the phase of account holding.

We first asked respondents about their perceptions of performance expectations concerning their most important task. They were asked to rate their agreement on a seven point Likert scale from strongly disagree to strongly agree (with four acting as the neutral midpoint). The statements were, it is most important that our organisation...

- > meets measurable quality and performance targets
- > complies with legal norms and regulatory standards
- > makes performance results publicly available to all stakeholders, and
- > regularly meets stakeholders from civil society on a strategic level (e.g. peak bodies)

We found respondents across both NCEs and CCEs expressed high agreement that all four criteria were important to evaluating their operations (see Table 4). The highest mean response result was for “complies with regulatory norms and regulatory standards”, which had an aggregate mean of 6.80. At the other end of the scale, “regularly meets stakeholders from civil society on a strategic level (peak bodies)” had an aggregate mean response of 6.02 (which is still relatively high in a scale of 7). CCEs consistently rated the importance of each criteria slightly higher than NCEs.

Please indicate to what extent you agree with the statements below. For our most important task it is important that our organisation...

Table 4 – Perceptions of performance expectations

Statement	Mean relevance	
	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
... complies with legal norms and regulatory standards	6.87	6.74
...meets measurable quality and performance targets	6.63	6.51
... makes performance results publicly available to all stakeholders	6.61	6.33
... regularly meets stakeholders from civil society on a strategic level (e.g. peak bodies)	6.11	6.02

We then asked respondents to identify whether they anticipated rewards or sanctions for (un)satisfactory performance from key governing actors in their environment. This question is binary, seeking first to identify whether or not a respondent anticipates that a key governing actor will apply a reward or sanction for (un)satisfactory performance, and then if so, the degree to which this is likely to occur.

The respondents could select from four types of anticipation, including three different degrees of yes - anticipating rewards and sanctions:

- > yes, and highly likely to do it
- > yes, and is somewhat likely to do it
- > yes, but is unlikely to do it
- > no it cannot⁴

The survey asked respondents to rate their anticipation of rewards/sanctions from key governing actors on the following items:

- > Increase/decrease your budget
- > Increase/reduce your tasks/workload
- > Issue binding directives
- > Grant or reduce your operational autonomy
- > Appoint or dismiss staff (incl. executives)
- > Issue public praise or a public reprimand
- > Enhance or constrict future career choices of executives

We hone in here on the “yes” responses only to show the different degrees to which rewards and sanctions are anticipated by respondents, for example highly, somewhat, and unlikely (aggregate responses for yes to no for each governing actor are presented in Appendix B).

We found that that the governing body (agency boards) of CCEs consistently rated higher on the percentage of ‘yes, highly likely to do it’ from the total yes responses of CCEs. This means CCEs have a higher anticipation that their governing boards will enforce certain rewards/sanctions. Table 5 below presents the percentages for each type (degree) of yes out of the total yes responses for a selection of rewards and sanctions as they relate to each of the governing actors (see Appendix B for further detail).

In general, the table shows that the “yes, but unlikely to do it” response is high across a number of items. Some exceptions include that both CCEs and NCEs indicate “yes, highly likely” responses for their governing body (board) to increase/decrease their budget (respectively 71%, 37%), or that CCEs anticipate “yes highly likely” that governing body (boards) will issue binding directives (48%), and that CCEs anticipate “yes, somewhat likely” that Department of Finance will grant/reduce autonomy (62%).

Table 5 – Expectations of rewards/sanctions for (un)satisfactory performance

		Portfolio Department		Responsible Minister		Department of Finance		Entity's Governing Body	
		CCE	NCE	CCE	NCE	CCE	NCE	CCE	NCE
Increase/decrease your budget	Yes – Highly	13	0	9	7	19	29	71	36
	Yes – Somewhat	38	46	39	39	31	33	12	36
	Yes – Unlikely	50	52	52	55	50	38	17	27
Increase/reduce your tasks/workload	Yes – Highly	5	0	7	3	0	0	32	30
	Yes – Somewhat	43	44	36	60	50	50	42	60
	Yes – Unlikely	52	56	57	38	50	50	26	10
Issue binding directives	Yes – Highly	8	13	7	3	5	33	48	21
	Yes – Somewhat	31	13	45	48	53	33	38	63
	Yes – Unlikely	62	75	48	48	42	33	14	16
Grant or reduce operational autonomy	Yes – Highly	0	0	5	9	0	11	38	19
	Yes – Somewhat	47	9	36	22	62	33	21	50
	Yes – Unlikely	53	91	59	70	39	56	42	31
Appoint or dismiss staff (incl. executives)	Yes – Highly	0	0	14	16	0	0	31	22
	Yes – Somewhat	50	20	43	42	0	0	31	44
	Yes – Unlikely	50	80	43	42	0	0	39	33
Issue public praise or reprimand	Yes – Highly	4	3	6	10	6	0	12	5
	Yes – Somewhat	15	13	50	51	0	12	32	35
	Yes – Unlikely	81	83	44	39	94	88	56	60

* Results presented as a percentage of total yes for each organisational type and each type of reward and sanction. Percentages have been rounded.

⁴ There was also an option, I do not know and the possibility of no response. We have excluded the “do not know” and “no” responses from our reporting here.

The highest percentage of “yes, somewhat likely” responses for anticipating rewards/sanctions from responsible minister occurs for NCEs anticipating an increase/reduce tasks/workload (60%), and for NCEs anticipating public praise/reprimand (51%). CCEs recorded a similar score of 50% for somewhat likely to anticipate public praise/reprimand from the responsible minister. The highest percentage of “yes, somewhat likely” responses from the portfolio department occurs for CCEs with respect to appointing or dismissing staff (50%), and, enhancing or constricting the future career choices of executives (50%). However, there is also a 50% response rate that portfolio departments are “yes, but unlikely” to appoint or dismiss staff. The highest proportions of “yes, somewhat likely” responses for anticipating rewards/sanctions from the Department of Finance occurs for CCEs anticipating grant/reduce autonomy (62%), for CCEs anticipating issue binding directives (53%), and for both CCEs and NCEs anticipating an increase/reduction in their workload (32% and 34% respectively).

We then asked respondents further questions about their perspective on their relationship with key government actors (see Table 6 on the following page). Respondents were asked to rate their agreement on a seven point Likert scale from strongly disagree to strongly agree (with four acting as the neutral midpoint).

Firstly, we asked respondents to rate their organisational relationship with key governing actors on the following statements:

- > We often have to explain why we do certain things
- > The stakeholder provides constructive feedback on our work
- > When the stakeholder changes its views we just to have comply with the new reality
- > It is a good thing that we are ultimately accountable to this stakeholder
- > Opinions from this stakeholder are generally unambiguous
- > This stakeholder thoroughly reads the reports that we send to it

The highest scores indicating agreement with the statements occurred for the entity’s governing body (an agency’s board). Alternatively, both portfolio department and Department of Finance obtained lower mean scores (compared to responsible minister or the entity’s governing body) for most items, including scores below 5. Scores below 4,5 indicate more likely to disagree with the statement. The lowest score was, 3.70 for the portfolio department, where NCEs *disagreed* that “when this stakeholder changes it views we just have to comply to this new reality”. By contrast, the entity’s governing body received highest scores on this statement compared to other actors, even compared to the responsible minister.

Noteworthy is that the entity’s governing body (its board) attained the highest mean agreement from CCEs (6.24) for the statement “it is a good thing that we are ultimately accountable to this stakeholder”, followed by the responsible minister (5.35 for NCEs, 5.17 CCEs), but that both portfolio department and Department of Finance received similar scores below 5 (only slightly agree) for this statement.

Table 6 – Perceptions towards key governing actors

Could you please indicate the extent to which you agree with the statements below, relating to your organisation’s relationship with the following stakeholders regarding your most important task?

	Extent to which you agree with the statements below							
	Portfolio Department		Responsible Minister		Department of Finance		Entity’s Governing Body	
	CCE	NCE	CCE	NCE	CCE	NCE	CCE	NCE
We often have to explain why we do certain things	4.78	4.78	4.84	4.48	5.09	4.72	5.85	5.67
The stakeholder provides constructive feedback on our work	5.28	5.05	5.08	4.67	4.50	4.13	6.32	6.11
It is a good thing that we are ultimately accountable to this stakeholder	4.86	4.67	5.17	5.35	4.92	4.65	6.24	6.00
When this stakeholder changes its views we just have to comply with this new reality	4.40	3.70	5.27	4.73	5.03	4.53	5.71	5.52
Opinions from this stakeholder are generally unambiguous	4.44	4.15	4.54	5.00	4.69	4.52	5.12	5.67
This stakeholder thoroughly reads the reports that we send to it	5.14	4.95	5.03	5.08	5.06	4.52	6.18	6.07

Finally, we asked respondents about perceptions of their professional relationship with key governing actors (see Table 7 on the following page). Respondents were asked to rate their agreement on a seven point Likert scale from strongly disagree to strongly agree (with four acting as the neutral midpoint).

The statements included:

- > I am willing to work in the interests of this stakeholder
- > This stakeholder holds me accountable for all of my decisions
- > I am held very accountable by this stakeholder for our most important task
- > This stakeholder applies clear/understandable standards to evaluate our most important task
- > This stakeholder has sufficient substantive or technical expertise about our work to oversee/evaluate our duties

The highest recorded means were 6.82 and then 6.76, which were respectively identified by NCEs and CCEs agreeing that they “are willing to work in the interests of this stakeholder” – their governing body (agency board). By contrast, both portfolio departments and the Department of Finance more often attained mean scores below 4.50, indicating likely to disagree. Likely to disagree scores were more common for Department of Finance including for statements such as: this stakeholder applies clear/understandable standards to evaluate our most important task for NCEs), or this stakeholder has sufficient substantive or technical expertise about our work to oversee/ evaluate our duties. The mean scores also indicate disagreement by CCEs that the responsible minister has sufficient substantive

or technical expertise about their work to oversee/evaluate our duties. By contrast, entity’s governing body (agency boards) attains most likely to agree score across all statements

Further research directions

The results from this survey present an initial snapshot of management and accountability structures, processes, and perspectives of top-level managers in NCEs and CCEs. These agencies constitute core domains of our machinery of government. Enhancing their capacity to contribute to emerging and increasingly complex public problems requires thoughtful, context sensitive governance design.

At the outset of this report, we identified three key findings from this survey. In particular, we highlighted:

1. the prevalence of informality in governance relationships of agencies;
2. the significance of boards to agencies, and relatedly more ambivalent responses about the portfolio department; and
3. differences between CCEs and NCEs that cannot be ascribed to their formal organisational status, but rather are likely the product of other contextual attributes and processes

Table 7 – Perceptions towards professional relationships and key governing actors

Could you please indicate the extent to which you agree with the statements below, relating to your professional relationship with the following stakeholders?*

	The extent to which you agree with the statements below							
	Portfolio Department		Responsible Minister		Department of Finance		Entity's Governing Body	
	CCE	NCE	CCE	NCE	CCE	NCE	CCE	NCE
I am willing to work in the interest of this stakeholder	5.94	5.72	6.28	6.14	5.58	5.13	6.76	6.82
This stakeholder holds me accountable for all of my decisions	5.52	5.35	5.92	5.56	5.32	4.69	6.76	6.65
This stakeholder applies clear / understandable standards to evaluate our most important task	4.94	4.75	5.09	5.03	4.83	4.27	6.53	6.25
This stakeholder has sufficient substantive or technical expertise about our work to oversee/evaluate our duties	4.49	4.58	4.28	4.72	3.97	3.20	6.18	6.46
I am held very accountable by this stakeholder for our most important task	5.22	5.13	6.08	5.76	4.88	4.45	6.62	6.50

In this final section, we briefly identify four related areas for future research.

1. While the survey identifies informal contact, action and perspectives as predominant in agency relationships with governing actors, we know very little about the content of these interactions or their quality.

Existing scholarship recognises that informal interactions and attributes (such as informal collaboration) can complement the formal decision-making processes of public managers and their ability to respond to governance demands, but they can also undermine formal rules. There are some scholarly arguments for seeking to formalise productive informal interactions, particularly as they relate to account holding. Alternatively, formal requirements can mitigate informal interaction that is positive for governance.

Further research could interrogate formal and informal interactions more carefully to understand the extent, and conditions under which, informal interactions complement or hinder formal decision-making processes, governance designs, account holding and risk management. It could examine whether formal account holding processes are being neglected, and by which governing actors.

2. Respondents in agencies consistently identified their boards as their most relevant government actor.

This held for both CCEs and those NCEs that have boards. Yet, public knowledge of the membership of agency boards, their appointment processes, and their decision-making routines remain limited. There is some literature on the role of ministerial appointments to agency boards, but we continue to know little about the rationale for these appointments, and the extent to which they are embedded in civil society through interest-group representation or citizen participation. Conversely, we do

not know whether the role of the portfolio department is changing. Portfolio departments rated lower than boards on a number of dimensions in this study, and this raises questions as to their relationship with agencies and their boards. Alternatively, the array of accountability demands from different actors may be confusing lines of accountability.

There is a long history of agency boards in Australia, particularly in CCEs. Both the reform of executive management design (including boards) since the 1990s and the PGPA Act in 2013 recognised the significance of boards in agency decision-making processes. Future research could examine processes of board appointment, their transparency, the membership of boards, and their links with civil society. Similarly, it could undertake closer examination of the decision-making processes of boards and the actual content of their accountability role. Conversely, or simultaneously, further research could examine how, or if, the role of portfolio departments to oversee agencies is changing and why.

3. This study presents a static snapshot of agencies across a range of contextual features. However, it does not enable us to draw inferences about how these change over time.

There are different ways in which examining temporality may clarify findings in this study. Firstly, existing research indicates that the political salience of issues can change the frequency of contact between agencies and their governing actors; and it can relatedly change demands for information. Future research could compare agencies with varying degrees of contact with key governing actors, and whether this is explained by varying degrees of political salience or media reporting over time. Following from (2) above, it could further examine how and if changes to governance, and the public management of public agencies over time, has changed the role of portfolio departments.

Second, our study incorporates a range of agencies with different lifespans, yet we do not examine how their histories have shaped their design and environment; or, indeed, how their longevity may relate to their policy autonomy, their reputation, their interaction with stakeholders, types of stakeholders, or broader governance practices. Temporality presents another dimension to the contextual features informing agency governance.

As noted at the outset of this report, we have to date primarily used the data from the survey findings for rich descriptive reporting. Further collection and analysis of the Australian quantitative data would enable stronger inferences to be made about the strength of relationships between different attributes of agencies and their responses. For example, how different responses about agency autonomy relate to perspectives on accountability, or the strength of relationships between types of rewards/sanctions and the degree to which agencies anticipate them from particular governing actors. This can be undertaken in an international comparative perspective, but also through more sophisticated quantitative analysis of the Australian data. The value of this analysis would be strengthened by regularly collecting the survey data, thereby enabling longitudinal analyses.

APPENDIX A. THE CALIBRATING PUBLIC SECTOR GOVERNANCE SURVEY QUESTIONS

Question 1. Could you please indicate which of the categories below most adequately describes your most important task?

1b. Could you please describe, if possible in one word, your most important task?

Question 2. Does your organisation perform this task mainly on its own or does it collaborate with other organisations?

2a. What types of organisation/s does your organisation collaborate with on your most important task?

2b. What is the basis of this collaboration?

Strategic environment

Question 3. Governmental actors: are the following bodies or organisations relevant for your most important task?

Question 4. Other public entities: are the following bodies or organisations relevant for your most important task?

Question 5. Societal actors: are the following bodies or organisations relevant for your most important task?

Question 6. To what extent do your most important stakeholders hold similar or different views and expectations regarding your most important task?

Question 7. The role of the news media in your daily work. Please indicate the extent to which you agree with the statements below.

Organisational management

Question 8. Does your organisation have a Board?

8a. Can you please briefly describe the functions performed by your organisation's Board, including any legislative provisions that may apply?

Question 9. For your most important task, who makes the decisions regarding...

Overall goals

Identification of target groups

Choice between different policy instruments (i.e. the tools by which your organisation aims to attain its goals)

Public communication

Prioritisation relative to other tasks

Question 10. How is your organisation funded?

Annual budget, allocation by the government

Multi-annual budget, allocated by government

Tariffs paid by users

Income from other public bodies

Other sources of income.

Question 11. Can your organisation with or without prior approval:

Take loans for investments

Set fees for services or products

Create new legal entities or subsidiaries

Shift funding between the budgets for personnel and running costs

Shift funding between the budgets of different years.

Relationship with different stakeholders

Question 12. How frequently does the Head of your executive management team hold a formal meeting to discuss your most important task with the key governing actors?

Does not apply

Never

Once every few years

Once a year

2-5 times a year

6-11 times a year

Every month

Every week

Every day

Question 13. Are the interactions between your organisation and your portfolio-department organised via designated units?

Question 14. How often is information on your most important task provided to the following stakeholders in the following way?

Periodic scheduled reports

Formal evaluation

External audit

In writing after a formal query

Informally.

Question 15. How often is your most important task discussed with representatives of your organisation and each key governing actor:

By the CEO in a formal meeting?

By the CEO informally?

By others at lower levels in the organisation in formal meetings?

By others at lower levels of the organisation informally?

Question 16. Please indicate to what extent you agree with the statements below. For our most important task it is important that our organisation:

meets measurable quality and performance targets

complies with legal norms and regulatory standards

makes performance results publicly available to all stakeholders

regularly meets stakeholders from civil society on a strategic level (eg. peak bodies).

Question 17. Can the following stakeholders use the following means to reward or sanction (un)satisfactory performance regarding your most important task?

Increase/decrease your budget

Increase/reduce your workload

Issue binding directives

Grant or reduce your operational autonomy

Appoint or dismiss staff

Issue public praise or a public reprimand

Enhance or constrict future choices of executives.

Question 18. Could you please indicate the extent to which you agree with the statements below, relating to your organisation's relationship with the following stakeholders regarding your most important task?

We often have to explain why we do certain things

The stakeholder provides constructive feedback on our work

When this stakeholder changes its views we just have to comply with this new reality

It is a good that we are ultimately accountable to this stakeholder

Opinions from this stakeholder are generally unambiguous

This stakeholder thoroughly reads the reports that we send to it.

Question 19. Please indicate to what extent you agree with the statements below regarding each key governing actor. For key decisions on our most important task:

We often receive queries

We spend much time collecting and analysing information

We collect more information than than we really need

It is imperative that we understand different sides to an issue.

Question 20. Could you please indicate the extent to which you agree with the statements below, relating to your professional relationship with the following stakeholders?

I am willing to work in the interest of this stakeholder

This stakeholder holds me accountable for all of my decisions

This stakeholder applies clear/understandable standards to evaluate our most important task

This stakeholder has sufficient substantive or technical expertise about our work to oversee/ evaluate our duties.

I am held very accountable by this stakeholder for our most important task.

APPENDIX B. OVERVIEW OF DATA PER QUESTION

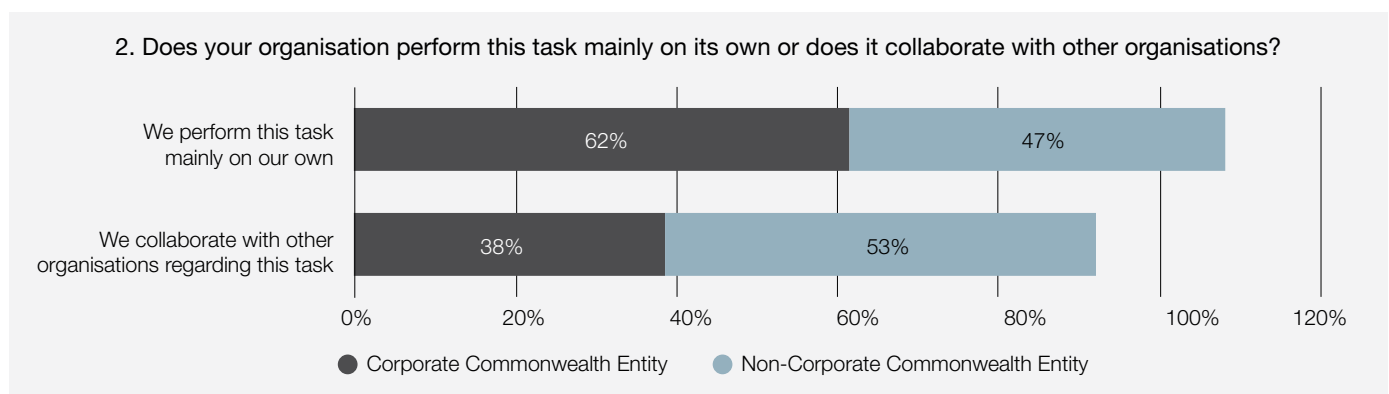
Throughout this appendix, the Grand Total column in the tables presents the average value of CCE and NCE response for that row.

Question 1. Could you please indicate which of the categories below most adequately describes your most important task?

1. Could you please indicate which of the categories below most adequately describes your most important task?	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
Registration	0%	2%	1%
Inter-governmental relations and negotiations	0%	2%	1%
Quality assessment, certification and licensing	3%	5%	4%
Tribunal	3%	5%	4%
Information and communication	3%	7%	5%
Research	10%	7%	9%
Payment or collection of money	13%	7%	10%
Policy task	15%	5%	10%
Providing professional public services	13%	12%	12%
Supervision, regulation and control	8%	28%	18%
Other	33%	21%	27%
Grand Total	100%	100%	100%

Question 2. Does your organisation perform this task mainly on its own or does it collaborate with other organisations?

2. Does your organisation perform this task mainly on its own or does it collaborate with other organisations?	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
We collaborate with other organisations regarding this task	38%	53%	46%
We perform this task mainly on our own	62%	47%	54%
Grand Total	100%	100%	100%

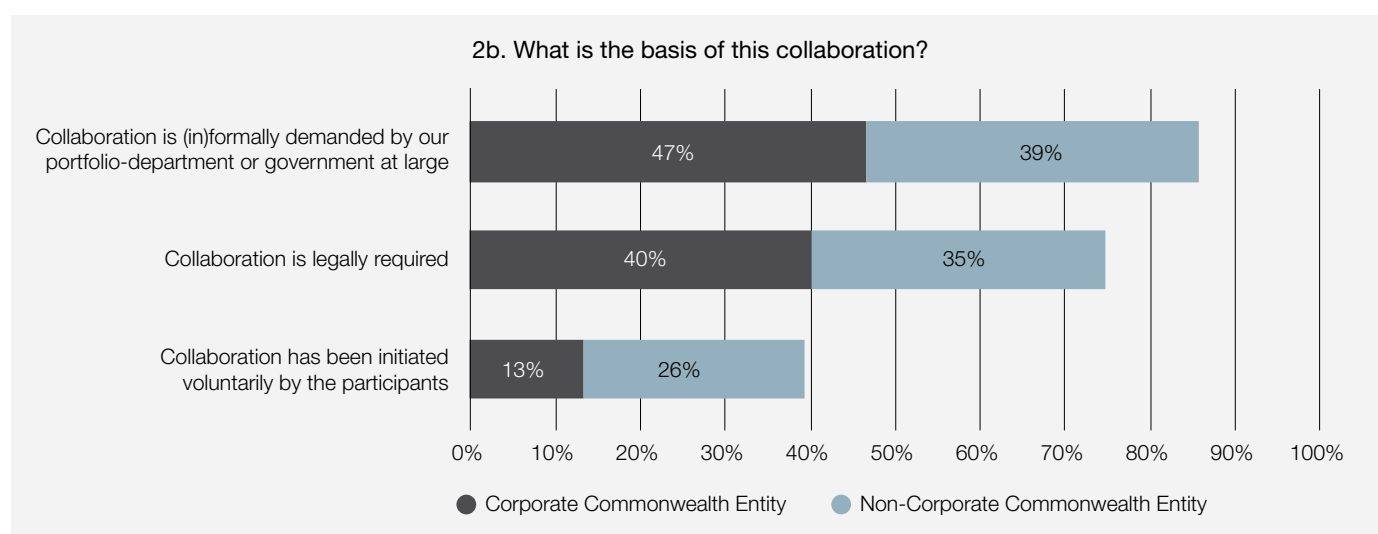


Question 2a. What types of organisation/s does your organisation collaborate with on your most important task?

Types of organisation	Count	Share	Incidence (as % among 38 respondents)
The portfolio department	32	15%	84%
Other Australian government bodies at the State, Territory or Local level	28	13%	74%
Other Commonwealth Department/s of State	25	12%	66%
The responsible Minister	24	11%	63%
International bodies	24	11%	63%
Other Commonwealth government bodies (excluding Commonwealth Departments of State)	23	11%	61%
Non-profit organisation (incl, NGOs)	15	7%	39%
My organisation's governing body	15	7%	39%
For-profit organisation	14	7%	37%
The Department of Finance	9	4%	24%
	209	100%	

Question 2b. What is the basis of this collaboration?

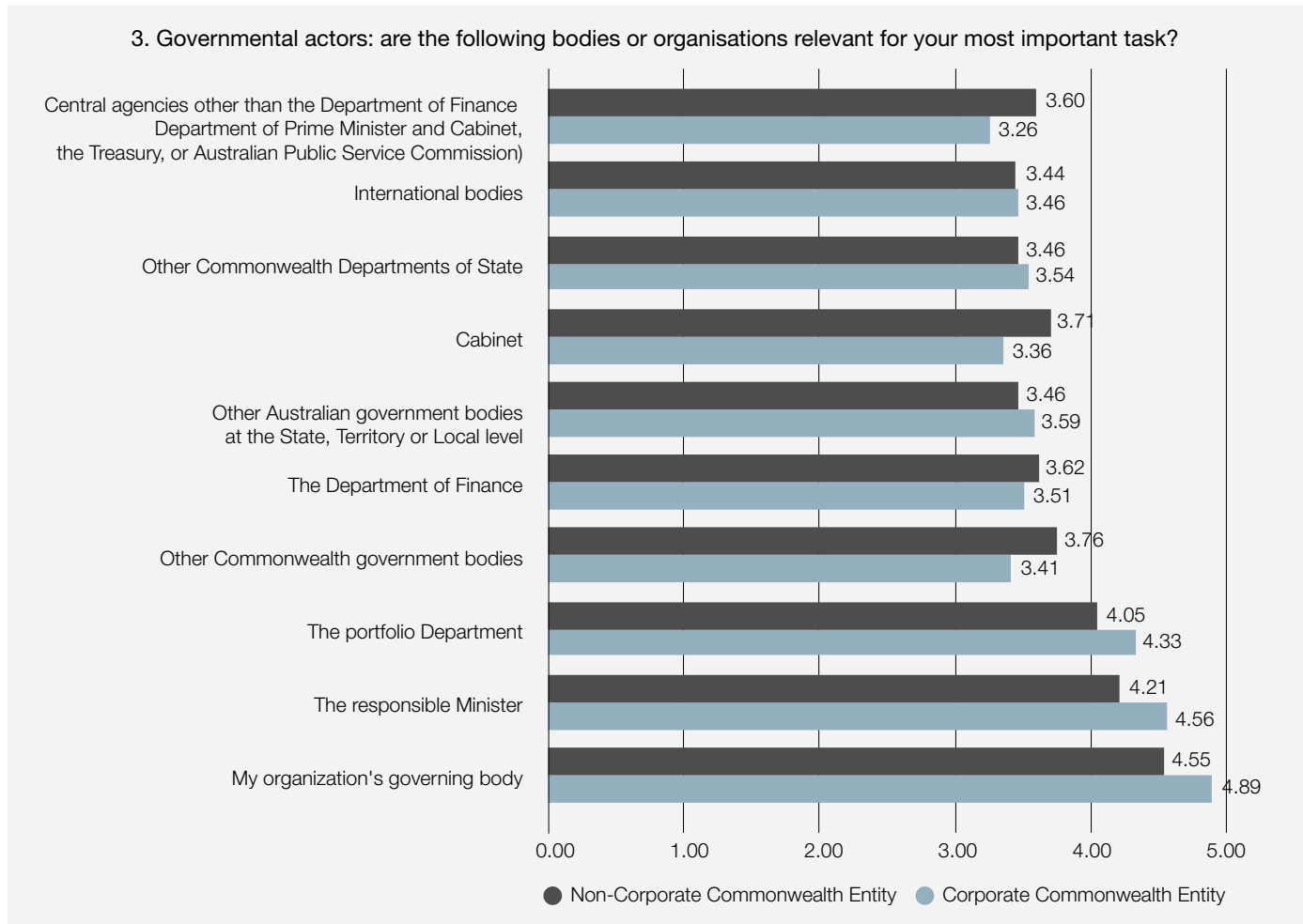
2b. What is the basis of this collaboration?	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
Collaboration has been initiated voluntarily by the participants	13%	26%	21%
Collaboration is legally required	40%	35%	37%
Collaboration is (in)formally demanded by our portfolio-department or government at large	47%	39%	42%
Grand Total	100%	100%	100%



Strategic environment

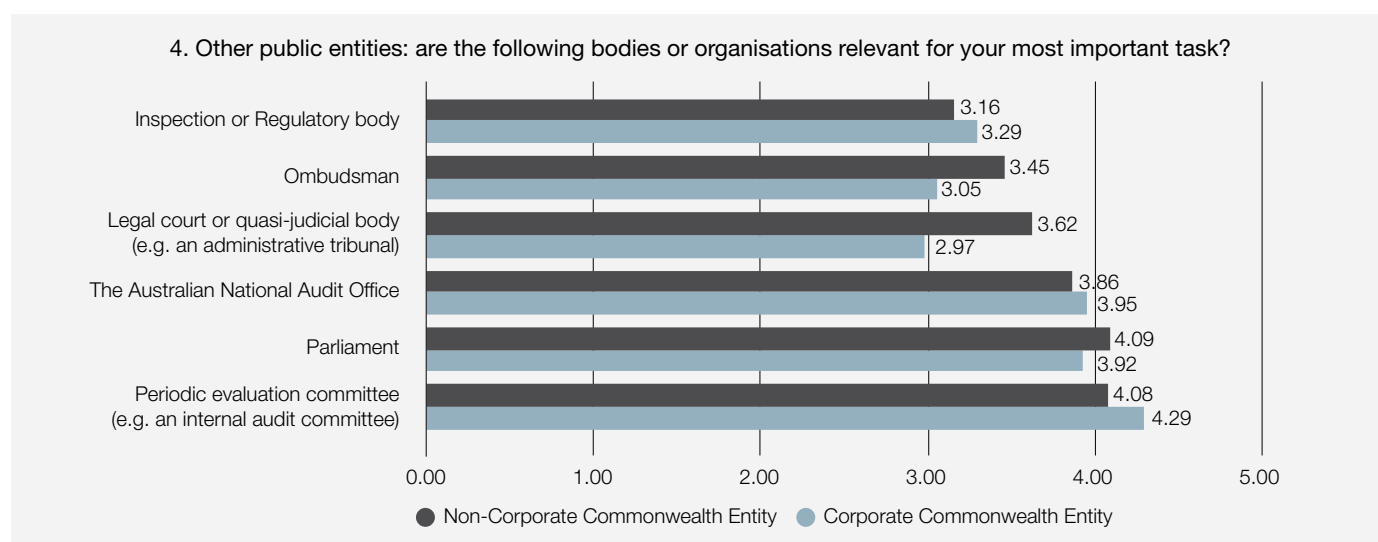
Question 3. Governmental actors: are the following bodies or organisations relevant for your most important task?
Scale 1 (not relevant at all) to 5 (highly relevant).

Governmental actor	Mean relevance		
	Aggregate	CCE	NCE
My organisation's governing body	4.73	4.89	4.55
The responsible Minister	4.38	4.56	4.21
The portfolio Department	4.18	4.33	4.05
Other Commonwealth government bodies	3.59	3.41	3.76
The Department of Finance	3.57	3.51	3.62
Other Australian government bodies at the State, Territory or Local level	3.53	3.59	3.46
Cabinet	3.54	3.36	3.71
Other Commonwealth Departments of State	3.50	3.54	3.46
International bodies	3.45	3.46	3.44
Central agencies other than the Department of Finance (Department of Prime Minister and Cabinet, the Treasury, or Australian Public Service Commission)	3.43	3.26	3.60



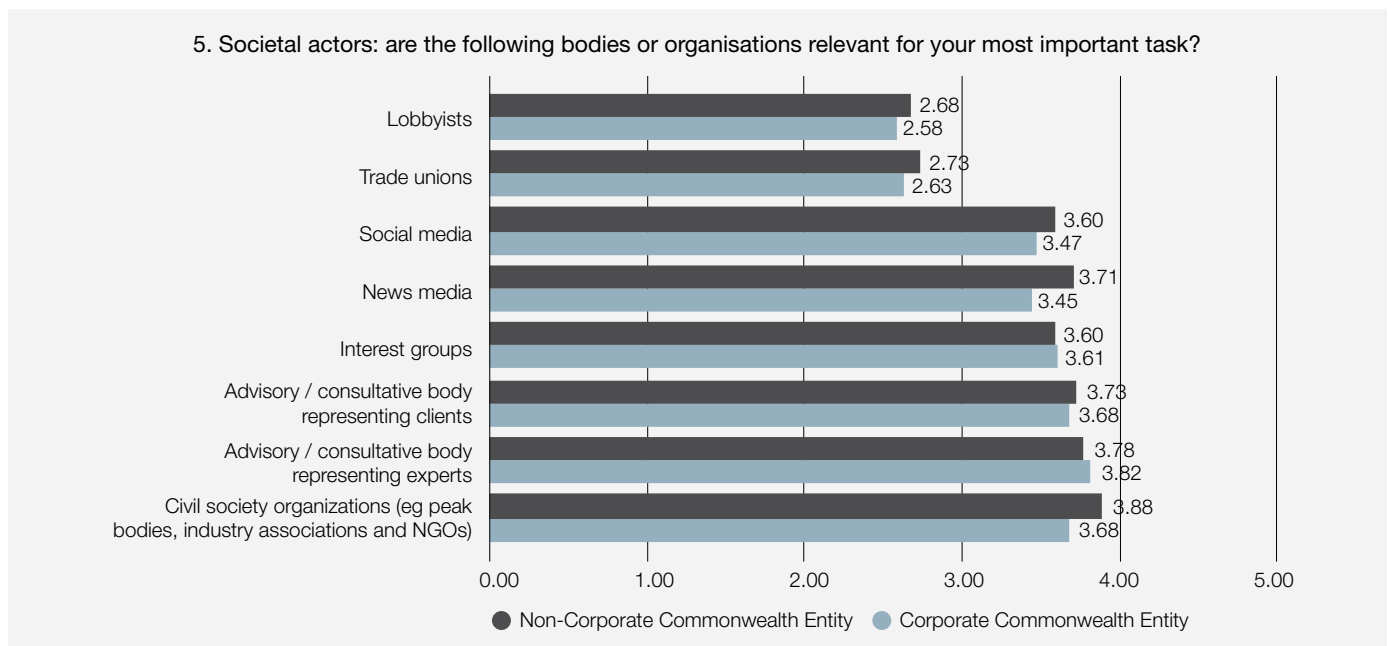
**Question 4. Other public entities: are the following bodies or organisations relevant for your most important task?
Scale 1 (not relevant at all) to 5 (highly relevant).**

Public entity	Mean relevance		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
Periodic evaluation committee (e.g. an internal audit committee)	4.18	4.29	4.08
Parliament	4.01	3.92	4.09
The Australian National Audit Office	3.90	3.95	3.86
Legal court or quasi-judicial body (e.g. an administrative tribunal)	3.30	2.97	3.62
Ombudsman	3.26	3.05	3.45
Inspection or Regulatory body	3.22	3.29	3.16



Question 5. Societal actors: are the following bodies or organisations relevant for your most important task?
Scale 1 (not relevant at all) to 5 (highly relevant).

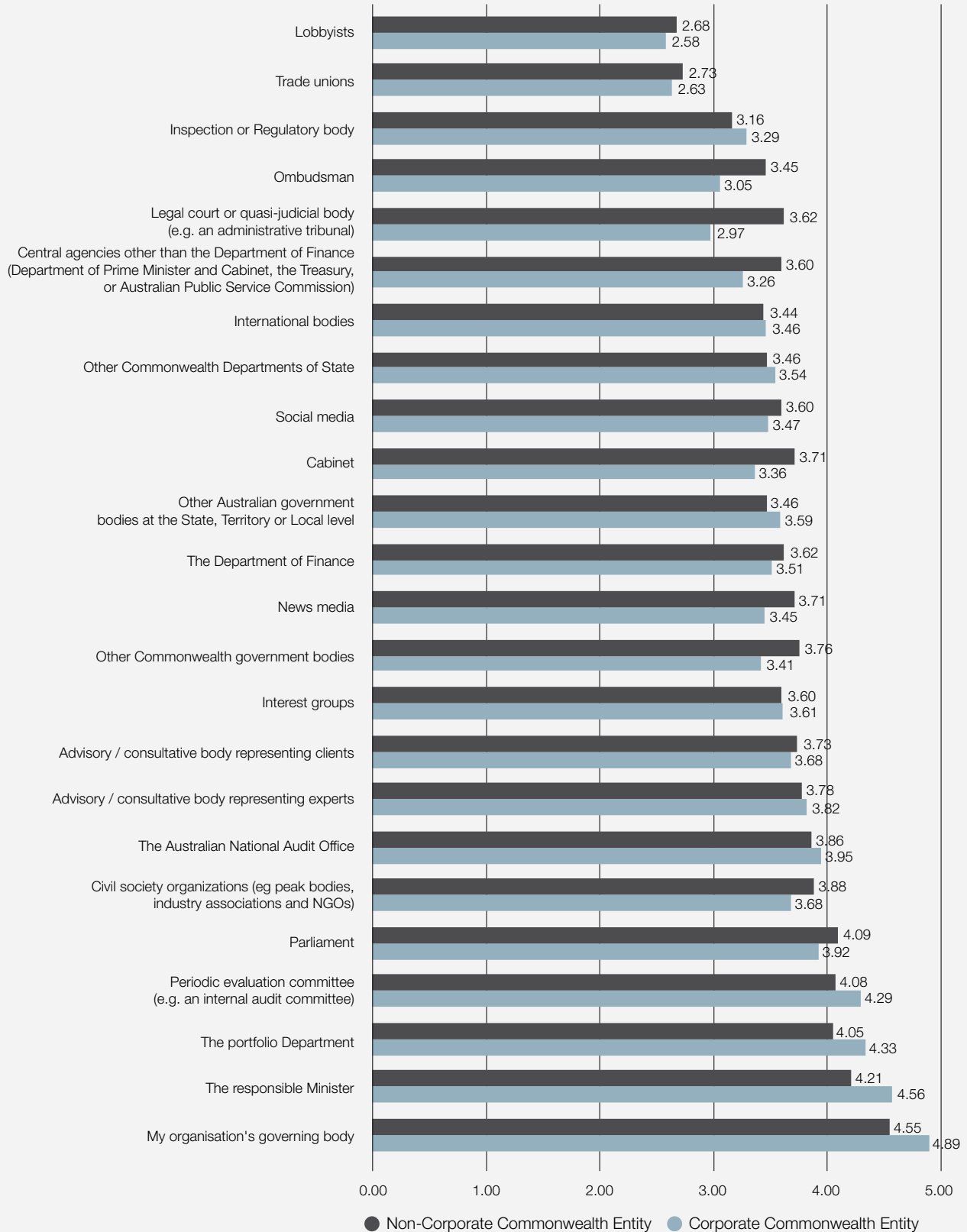
Societal actor	Mean relevance		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
Civil society organisations (eg peak bodies, industry associations and NGOs)	3.79	3.68	3.88
Advisory / consultative body representing experts	3.79	3.82	3.78
Advisory / consultative body representing clients	3.71	3.68	3.73
Interest groups	3.60	3.61	3.60
News media	3.59	3.45	3.71
Social media	3.54	3.47	3.60
Trade unions	2.68	2.63	2.73
Lobbyists	2.63	2.58	2.68



Questions 3-5 combined

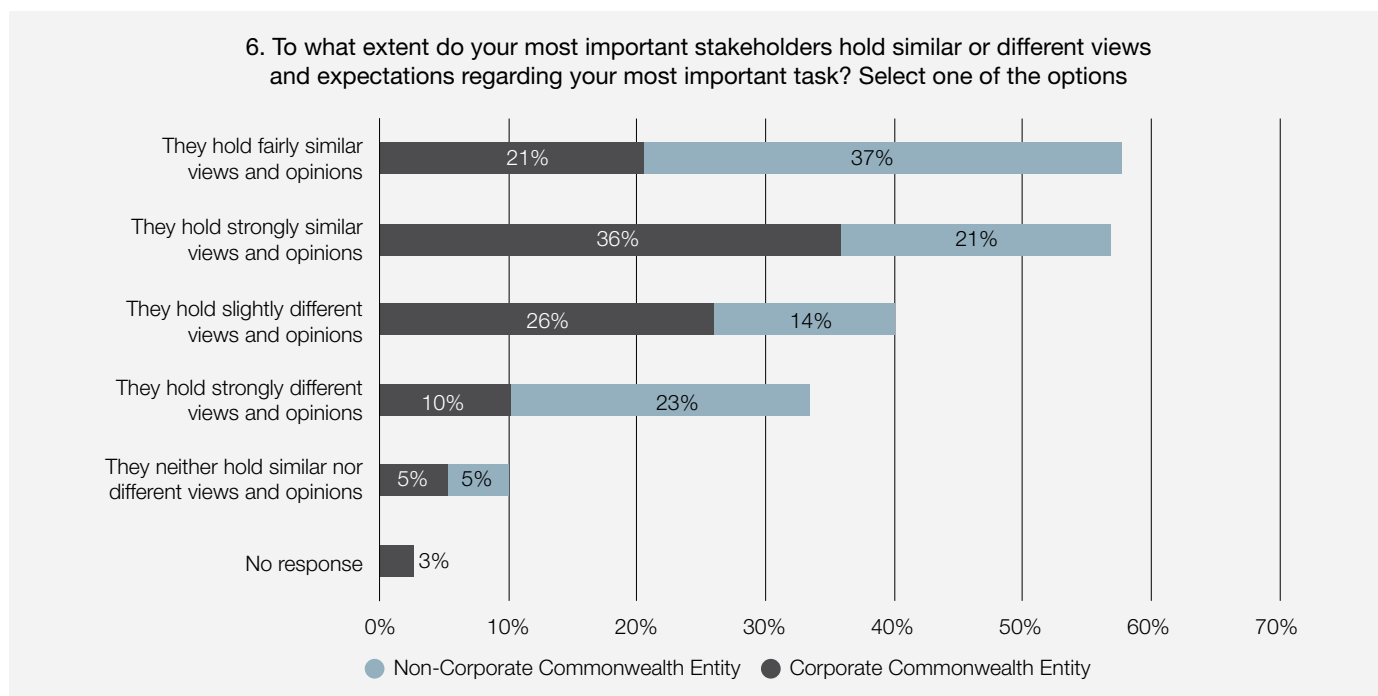
Type of actor	Actor	Mean relevance		
		Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
Governmental actor	My organisation's governing body	4.73	4.89	4.55
Governmental actor	The responsible Minister	4.38	4.56	4.21
Governmental actor	The portfolio Department	4.18	4.33	4.05
Public entity	Periodic evaluation committee (e.g. an internal audit committee)	4.18	4.29	4.08
Public entity	Parliament	4.01	3.92	4.09
Societal actor	Civil society organisations (eg peak bodies, industry associations and NGOs)	3.79	3.68	3.88
Public entity	The Australian National Audit Office	3.90	3.95	3.86
Societal actor	Advisory / consultative body representing experts	3.79	3.82	3.78
Societal actor	Advisory / consultative body representing clients	3.71	3.68	3.73
Societal actor	Interest groups	3.60	3.61	3.60
Governmental actor	Other Commonwealth government bodies	3.59	3.41	3.76
Societal actor	News media	3.59	3.45	3.71
Governmental actor	The Department of Finance	3.57	3.51	3.62
Governmental actor	Other Australian government bodies at the State, Territory or Local level	3.53	3.59	3.46
Governmental actor	Cabinet	3.54	3.36	3.71
Societal actor	Social media	3.54	3.47	3.60
Governmental actor	Other Commonwealth Departments of State	3.50	3.54	3.46
Governmental actor	International bodies	3.45	3.46	3.44
Governmental actor	Central agencies other than the Department of Finance (Department of Prime Minister and Cabinet, the Treasury, or Australian Public Service Commission)	3.43	3.26	3.60
Public entity	Legal court or quasi-judicial body (e.g. an administrative tribunal)	3.30	2.97	3.62
Public entity	Ombudsman	3.26	3.05	3.45
Public entity	Inspection or Regulatory body	3.22	3.29	3.16
Societal actor	Trade unions	2.68	2.63	2.73
Societal actor	Lobbyists	2.63	2.58	2.68

Overall (Q3-5): are the following bodies or organisations relevant for your most important task?



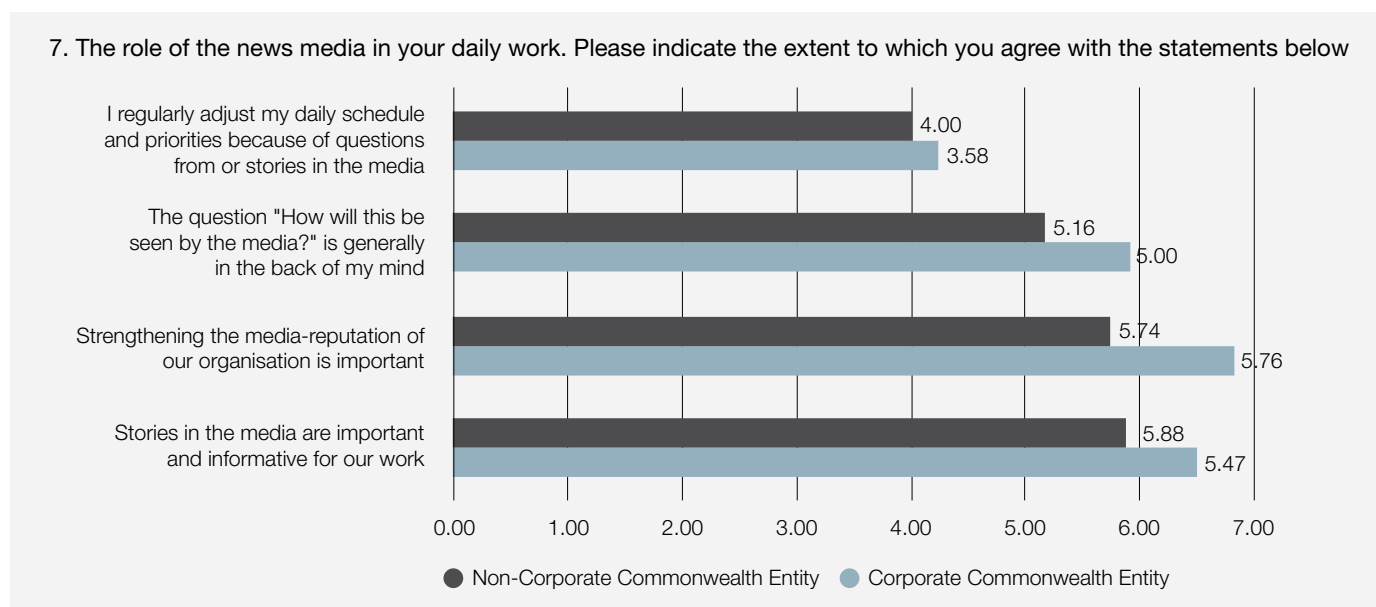
Question 6. To what extent do your most important stakeholders hold similar or different views and expectations regarding your most important task?

6. To what extent do your most important stakeholders hold similar or different views and expectations regarding your most important task? Select one of the options	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	0%	1%
They neither hold similar nor different views and opinions	5%	5%	5%
They hold strongly different views and opinions	10%	23%	17%
They hold slightly different views and opinions	26%	14%	20%
They hold strongly similar views and opinions	36%	21%	28%
They hold fairly similar views and opinions	21%	37%	29%
Grand Total	100%	100%	100%



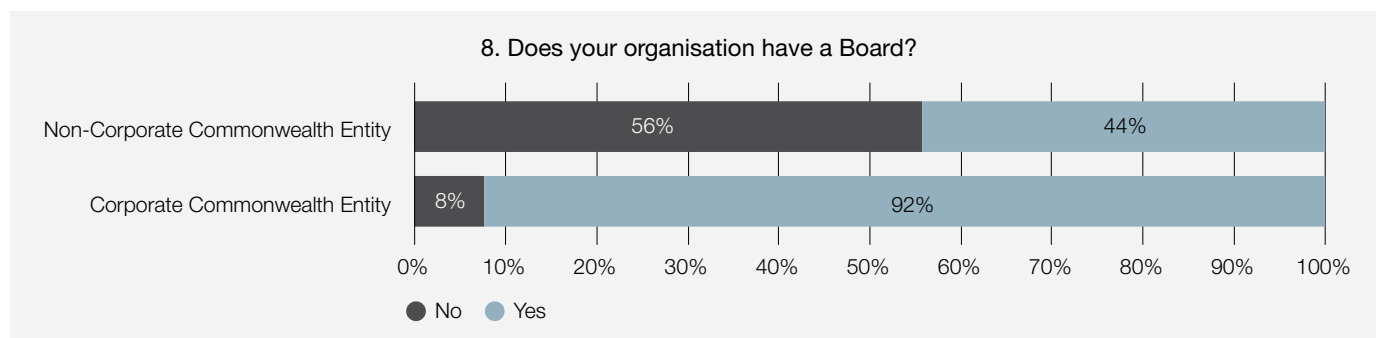
Question 7. The role of the news media in your daily work. Please indicate the extent to which you agree with the statements below. Scale 1 (strongly disagree) to 7 (strongly agree).

Statement	Mean relevance		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
Stories in the media are important and informative for our work	5.69	5.47	5.88
Strengthening the media-reputation of our organisation is important	5.75	5.76	5.74
The question "How will this be seen by the media?" is generally in the back of my mind	5.09	5.00	5.16
I regularly adjust my daily schedule and priorities because of questions from or stories in the media	3.80	3.58	4.00



Question 8. Does your organisation have a Board?

8. Does your organisation have a Board?	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No	8%	56%	33%
Yes	92%	44%	67%
Grand Total	100%	100%	100%

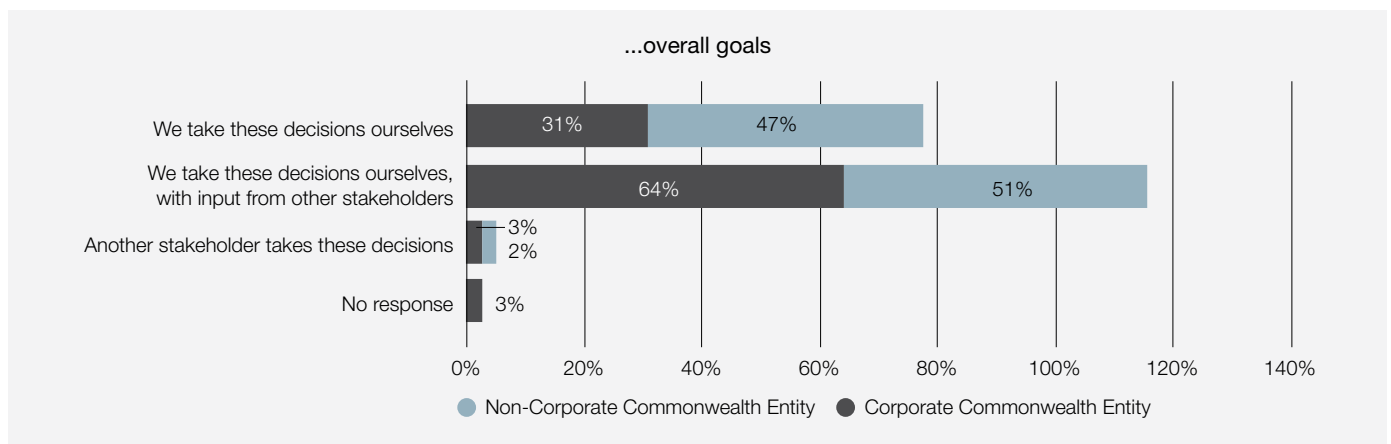


Organisational Management

Question 9. For your most important task, who makes the decisions regarding...

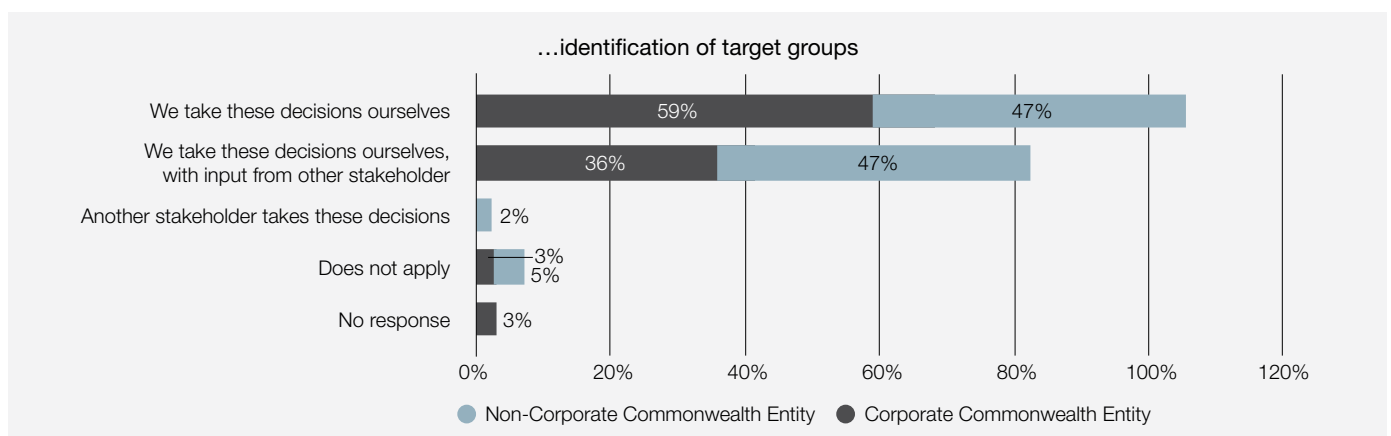
Question 9a. Overall goals

9. For your most important task, who makes the decisions regarding - overall goals	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	0%	1%
Another stakeholder takes these decisions	3%	2%	2%
We take these decisions ourselves, with input from other stakeholders	64%	51%	57%
We take these decisions ourselves	31%	47%	39%
Grand Total	100%	100%	100%



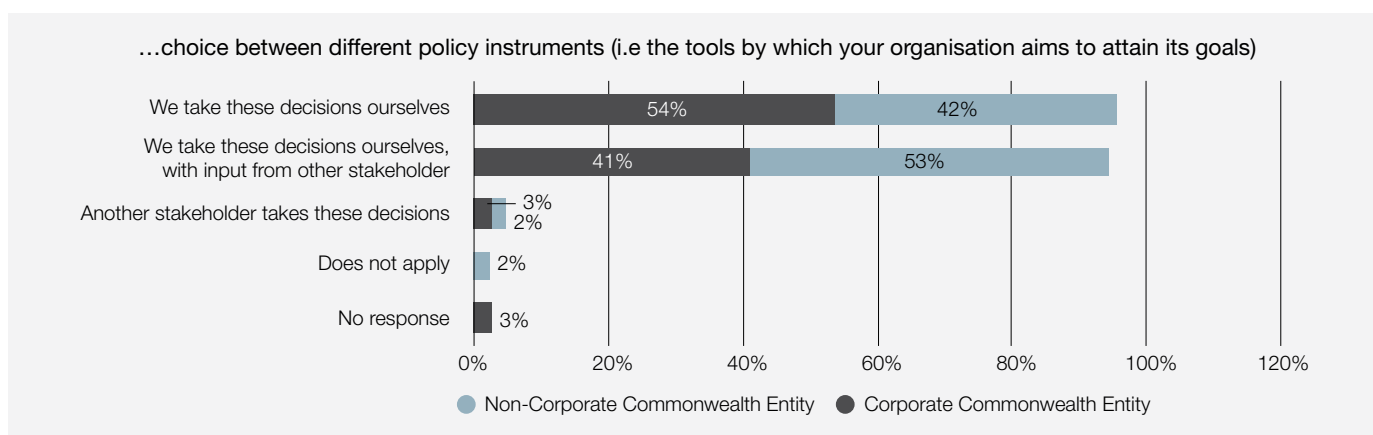
Question 9b. Identification of target groups

9. For your most important task, who makes the decisions regarding - identification of target groups	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	0%	1%
Does not apply	3%	5%	4%
Another stakeholder takes these decisions	0%	2%	1%
We take these decisions ourselves, with input from other stakeholders	36%	47%	41%
We take these decisions ourselves	59%	47%	52%
Grand Total	100%	100%	100%



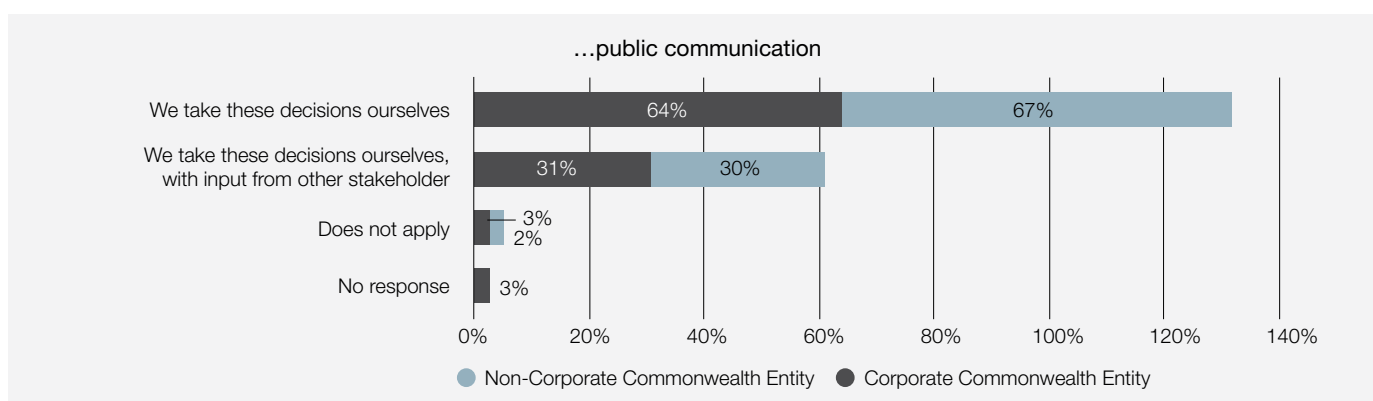
Question 9c. Choice between different policy instruments (i.e. the tools by which your organisation aims to attain its goals)

9. For your most important task, who makes the decisions regarding - choice between different policy instruments (i.e. the tools by which your organisation aims to attain its goals)	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	0%	1%
Does not apply	0%	2%	1%
Another stakeholder takes these decisions	3%	2%	2%
We take these decisions ourselves, with input from other stakeholders	41%	53%	48%
We take these decisions ourselves	54%	42%	48%
Grand Total	100%	100%	100%



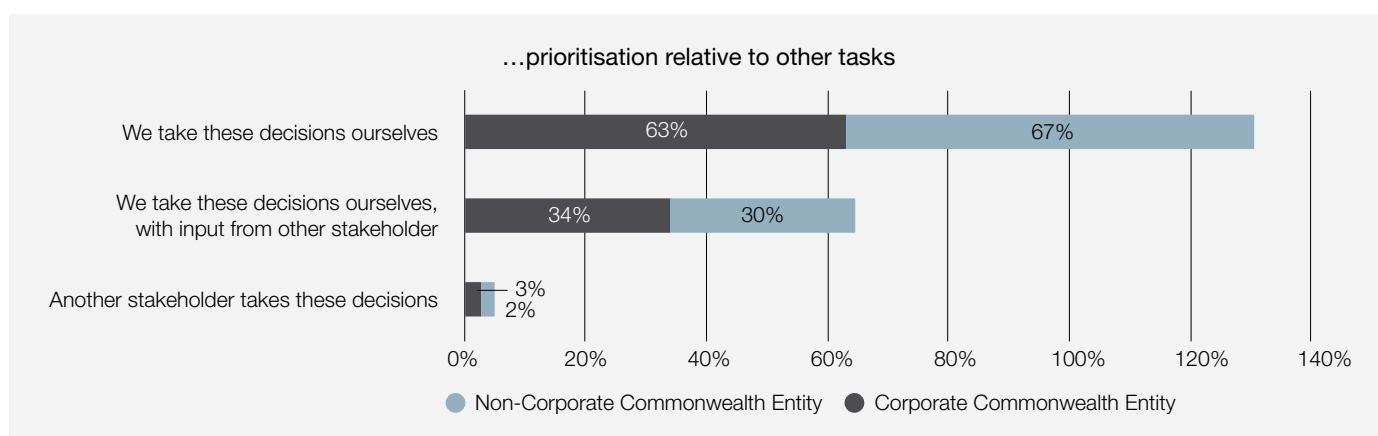
Question 9d. Public communication

9. For your most important task, who makes the decisions regarding - public communication	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	0%	1%
Does not apply	3%	2%	2%
We take these decisions ourselves, with input from other stakeholders	31%	30%	30%
We take these decisions ourselves	64%	67%	66%
Grand Total	100%	100%	100%



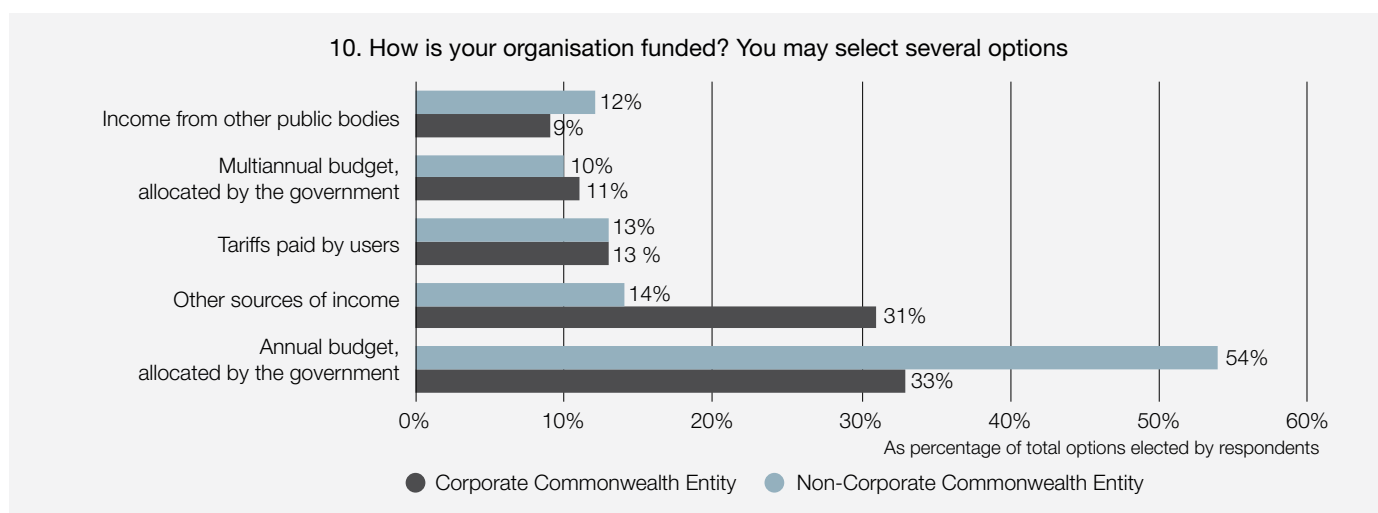
Question 9e. Prioritization relative to other tasks

9. For your most important task, who makes the decisions regarding - prioritization relative to other tasks	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
Another stakeholder takes these decisions	3%	2%	2%
We take these decisions ourselves, with input from other stakeholders	34%	30%	32%
We take these decisions ourselves	63%	67%	65%
Grand Total	100%	100%	100%

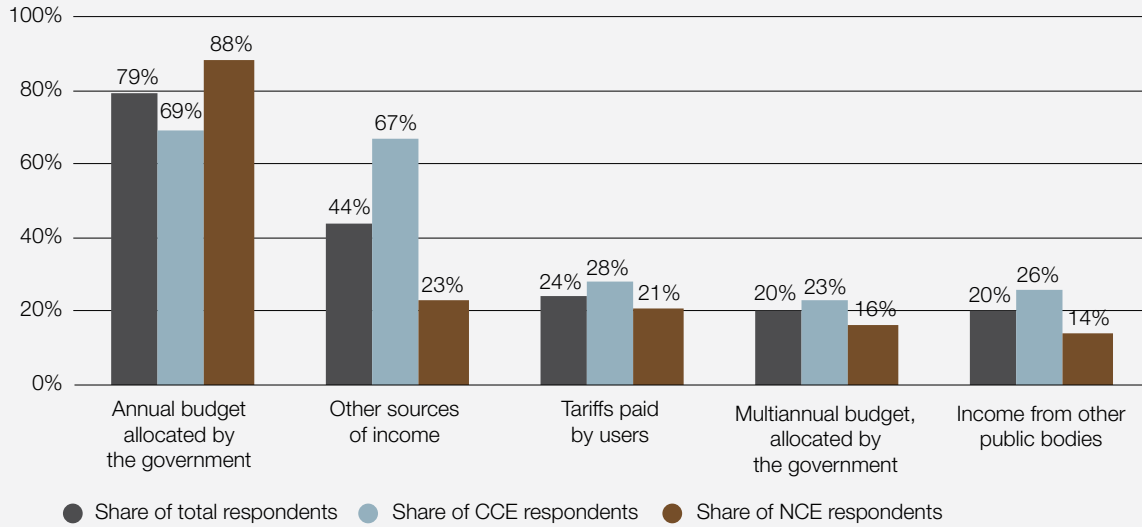


Question 10. How is your organisation funded?

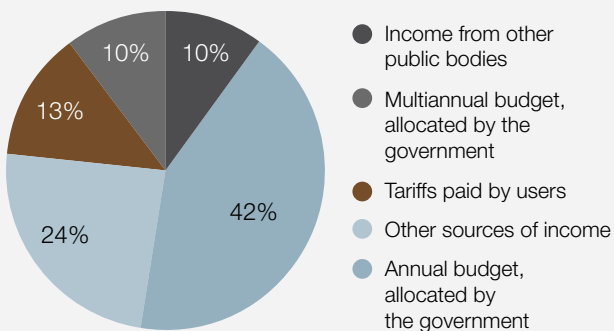
10. How is your organisation funded?	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
Annual budget, allocated by the government	33%	54%	54%
Other sources of income	31%	14%	14%
Tariffs paid by users	13%	13%	13%
Multiannual budget, allocated by the government	11%	10%	10%
Income from other public bodies	12%	9%	9%
Grand Total	100%	100%	100%



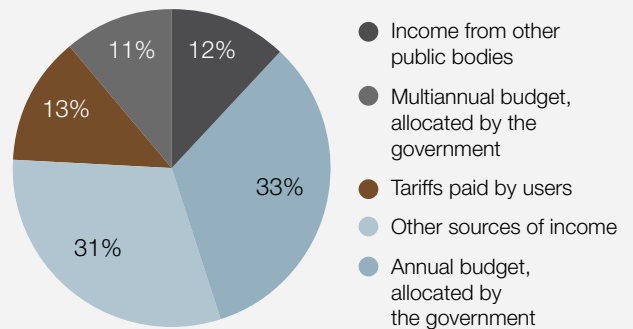
How is your organisation funded? You may select several options



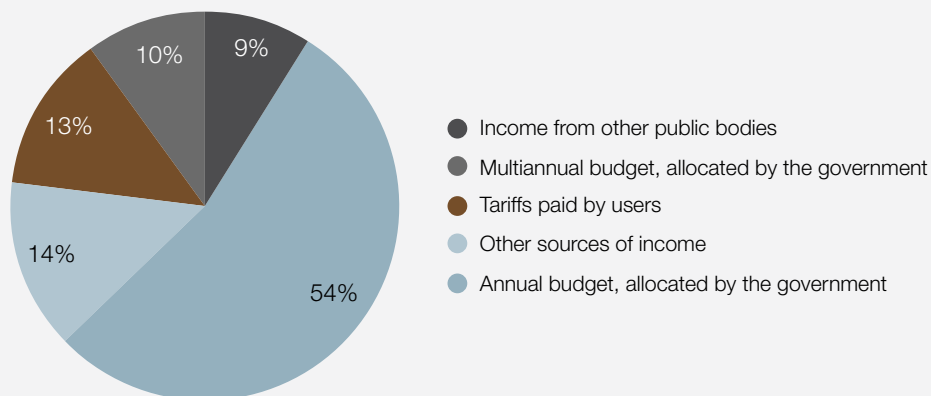
10. Source as % of total answers – Corporate and Non-Corporate Commonwealth Entities



10. Source as % of total answers – Corporate Commonwealth Entities

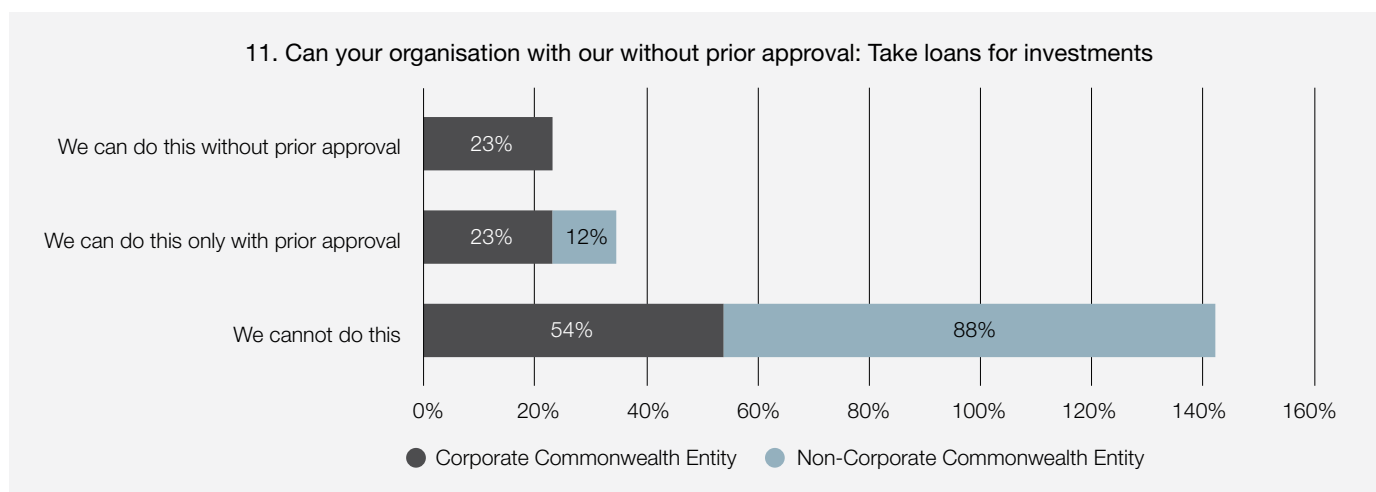


10. Source as % of total answers – Non-Corporate Commonwealth Entities

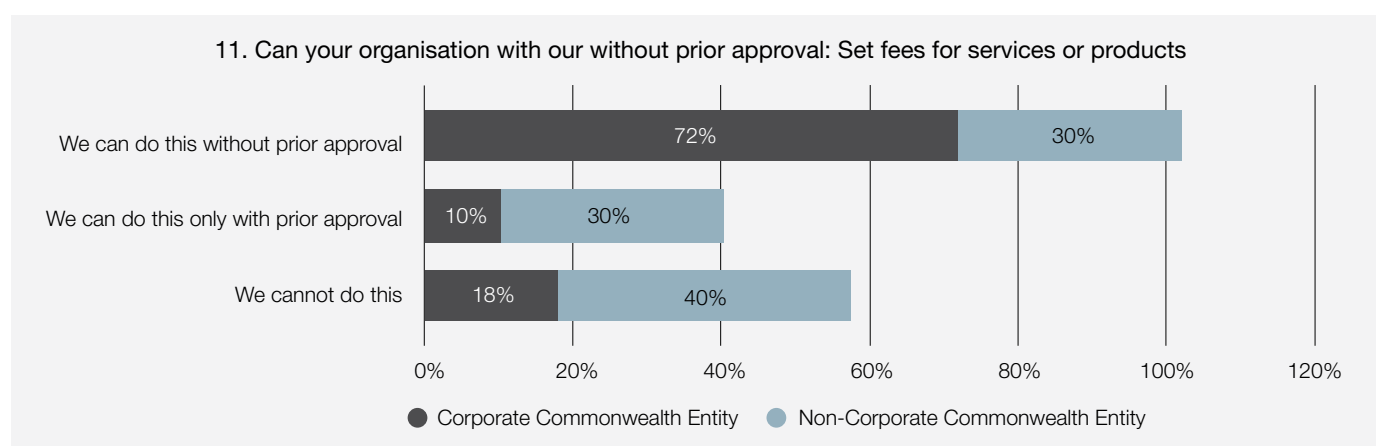


Question 11. Can your organisation with or without prior approval:

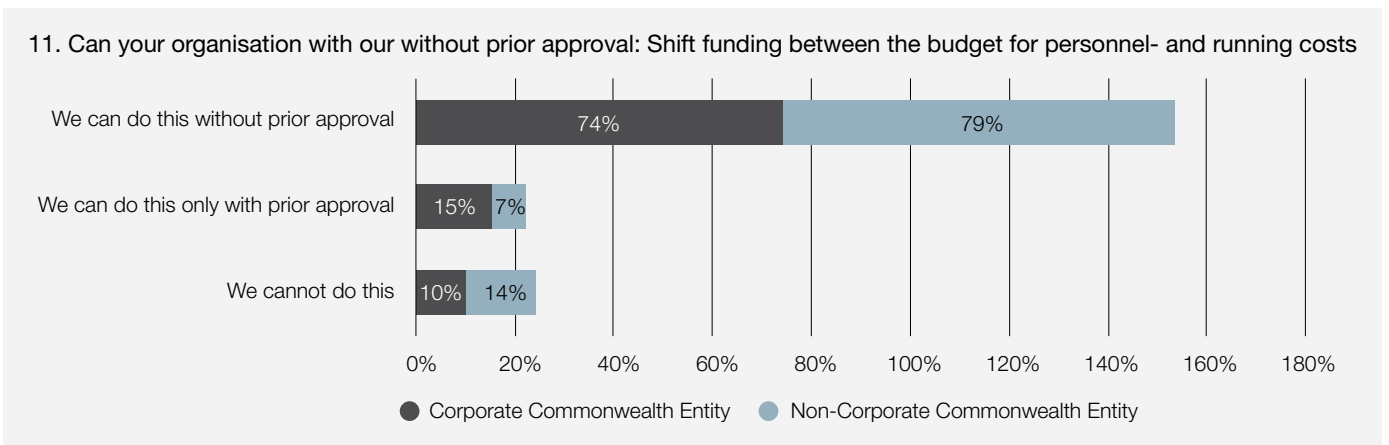
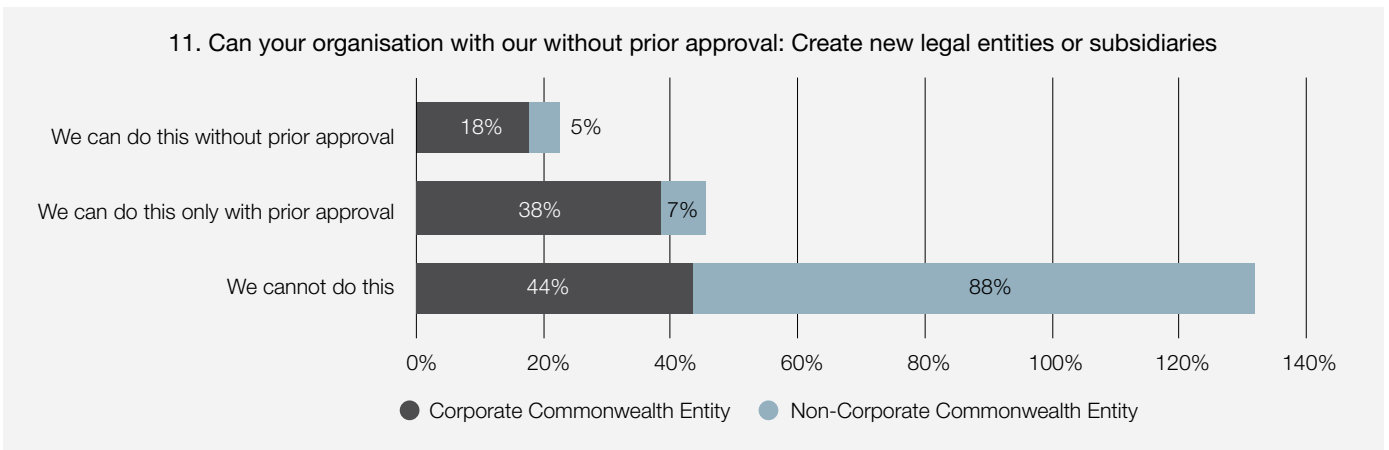
11. Can your organisation with or without prior approval: - Take loans for investments	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
We cannot do this	54%	88%	72%
We can do this only with prior approval	23%	12%	17%
We can do this without prior approval	23%	0%	11%
Grand Total	100%	100%	100%



11. Can your organisation with or without prior approval: - Set fees for services or products	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
We cannot do this	18%	40%	29%
We can do this only with prior approval	10%	30%	21%
We can do this without prior approval	72%	30%	50%
Grand Total	100%	100%	100%

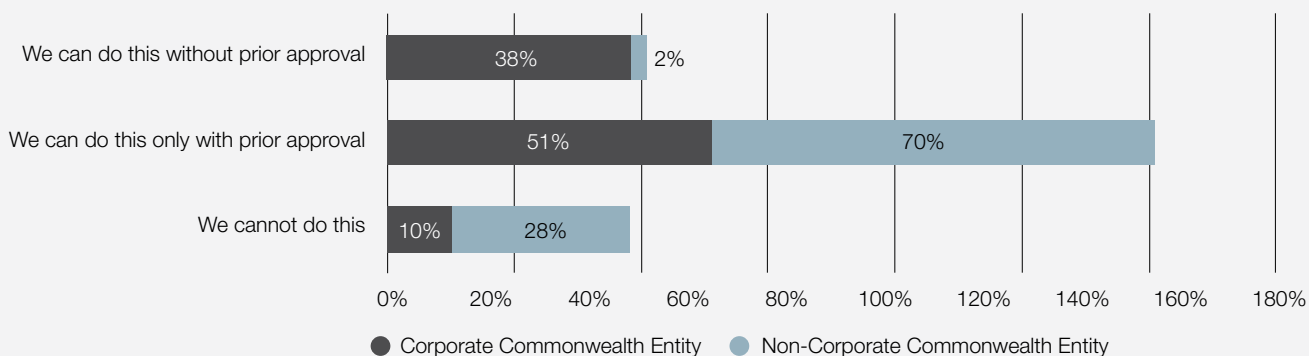


11. Can your organisation with or without prior approval: - Create new legal entities or subsidiaries	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
We cannot do this	44%	88%	67%
We can do this only with prior approval	38%	7%	22%
We can do this without prior approval	18%	5%	11%
Grand Total	100%	100%	100%



11. Can your organisation with or without prior approval: - Shift funding between the budgets of different years	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
We cannot do this	10%	28%	20%
We can do this only with prior approval	51%	70%	61%
We can do this without prior approval	38%	2%	20%
Grand Total	100%	100%	100%

11. Can your organisation with our without prior approval: Shift funding between the budgets of different years



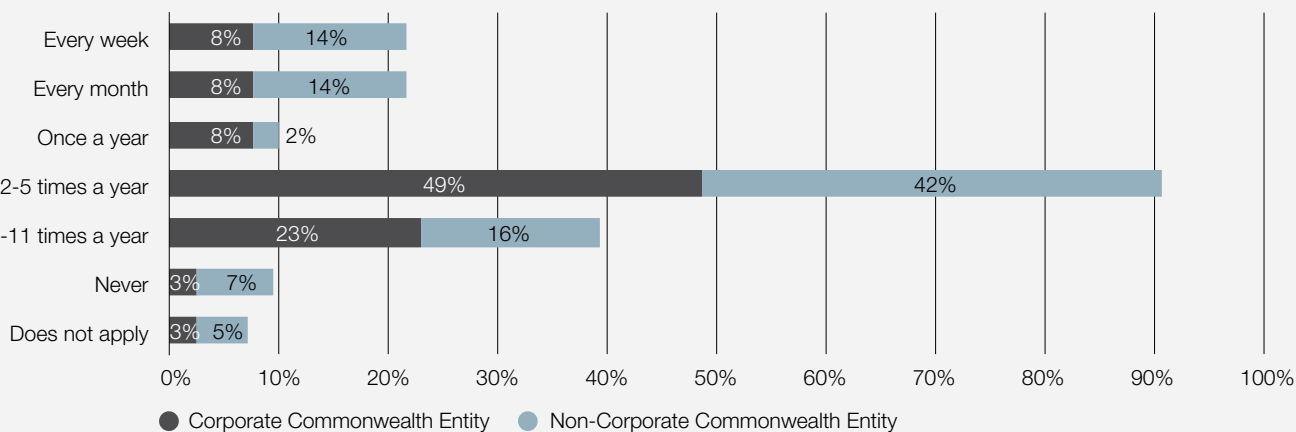
Relationship with Different Stakeholders

Question 12. How frequently does the Head of your executive management team hold a formal meeting to discuss your most important task with the following stakeholders?

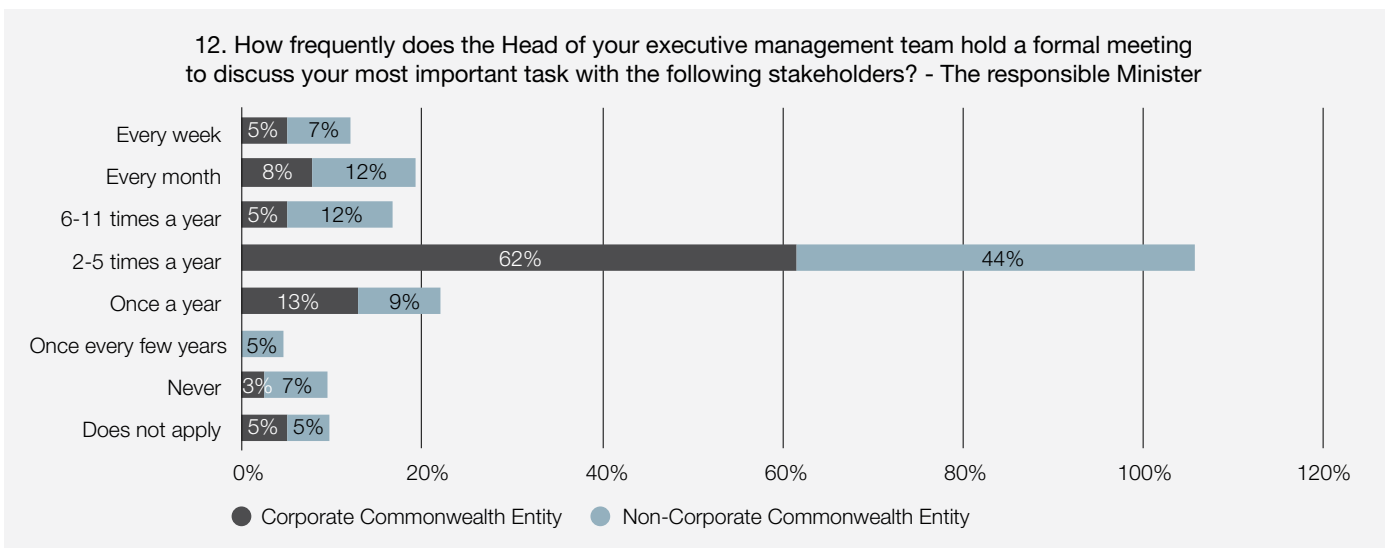
12. How frequently does the Head of your executive management team hold a formal meeting to discuss your most important task with the following stakeholders? - The portfolio department

	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
Does not apply	3%	5%	4%
Never	3%	7%	5%
6-11 times a year	23%	16%	20%
2-5 times a year	49%	42%	45%
Once a year	8%	2%	5%
Every month	8%	14%	11%
Every week	8%	14%	11%
Grand Total	100%	100%	100%

12. How frequently does the Head of your executive management team hold a formal meeting to discuss your most important task with the following stakeholders? - The portfolio department

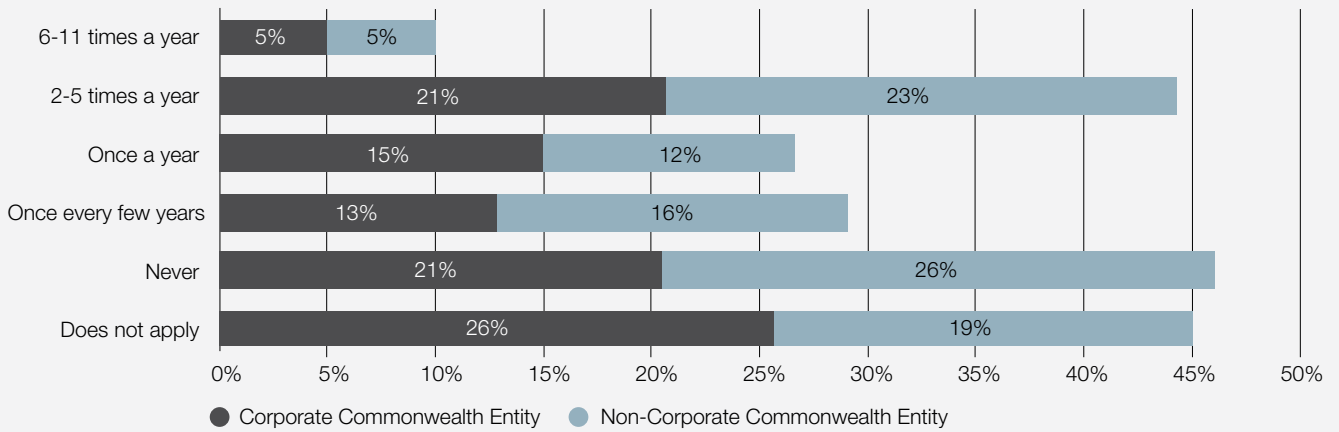


12. How frequently does the Head of your executive management team hold a formal meeting to discuss your most important task with the following stakeholders? - The responsible Minister	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
Does not apply	5%	5%	5%
Never	3%	7%	5%
Once every few years	0%	5%	2%
Once a year	13%	9%	11%
2-5 times a year	62%	44%	52%
6-11 times a year	5%	12%	9%
Every month	8%	12%	10%
Every week	5%	7%	6%
Grand Total	100%	100%	100%



12. How frequently does the Head of your executive management team hold a formal meeting to discuss your most important task with the following stakeholders? - The Department of Finance	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
Does not apply	26%	19%	22%
Never	21%	26%	23%
Once every few years	13%	16%	15%
Once a year	15%	12%	13%
2-5 times a year	21%	23%	22%
6-11 times a year	5%	5%	5%
Grand Total	100%	100%	100%

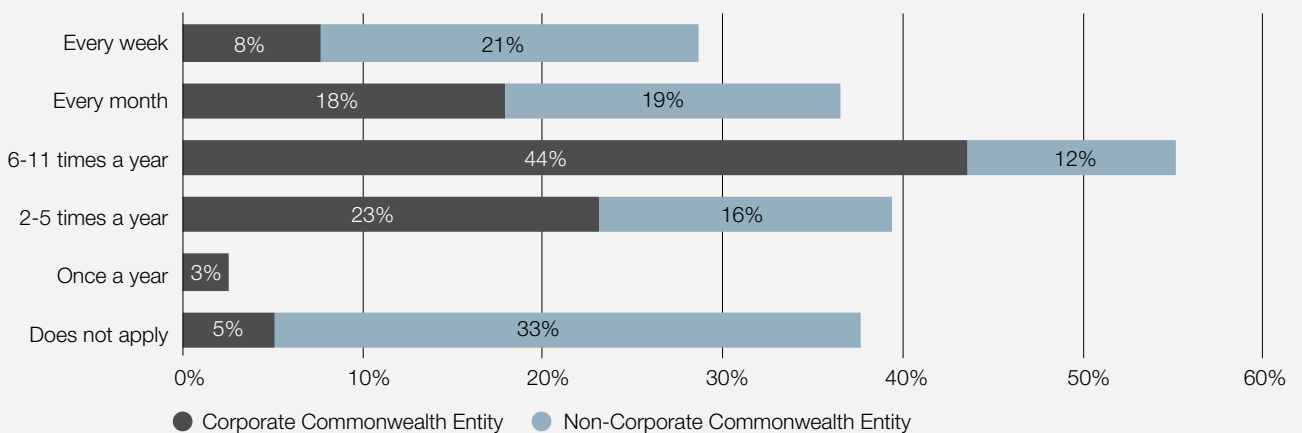
12. How frequently does the Head of your executive management team hold a formal meeting to discuss your most important task with the following stakeholders? - The Department of Finance



12. How frequently does the Head of your executive management team hold a formal meeting to discuss your most important task with the following stakeholders? - My organisation's governing body

	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
Does not apply	5%	33%	20%
Once a year	3%	0%	1%
2-5 times a year	23%	16%	20%
6-11 times a year	44%	12%	27%
Every month	18%	19%	18%
Every week	8%	21%	15%
Grand Total	100%	100%	100%

12. How frequently does the Head of your executive management team hold a formal meeting to discuss your most important task with the following stakeholders? - My organisation's governing body

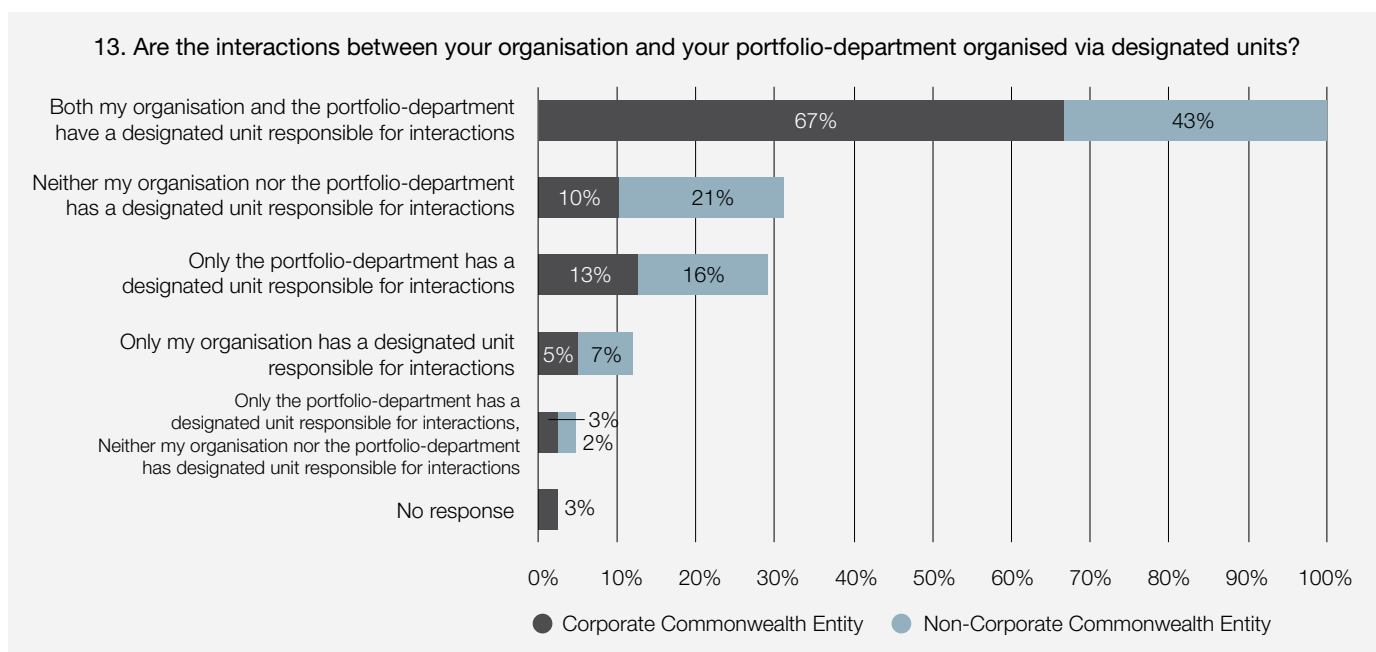


SNAPSHOT. Question 12. How frequently does the Head of your executive management team hold a formal meeting to discuss your most important task with the following stakeholders?

	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
<i>Portfolio Department</i>	Moderately	Moderately
<i>Responsible Minister</i>	Moderately	Moderately
<i>Department of Finance</i>	Infrequently	Infrequently
<i>Governing Body</i>	Moderately	Frequently

Question 13. Are the interactions between your organisation and your portfolio-department organised via designated units?

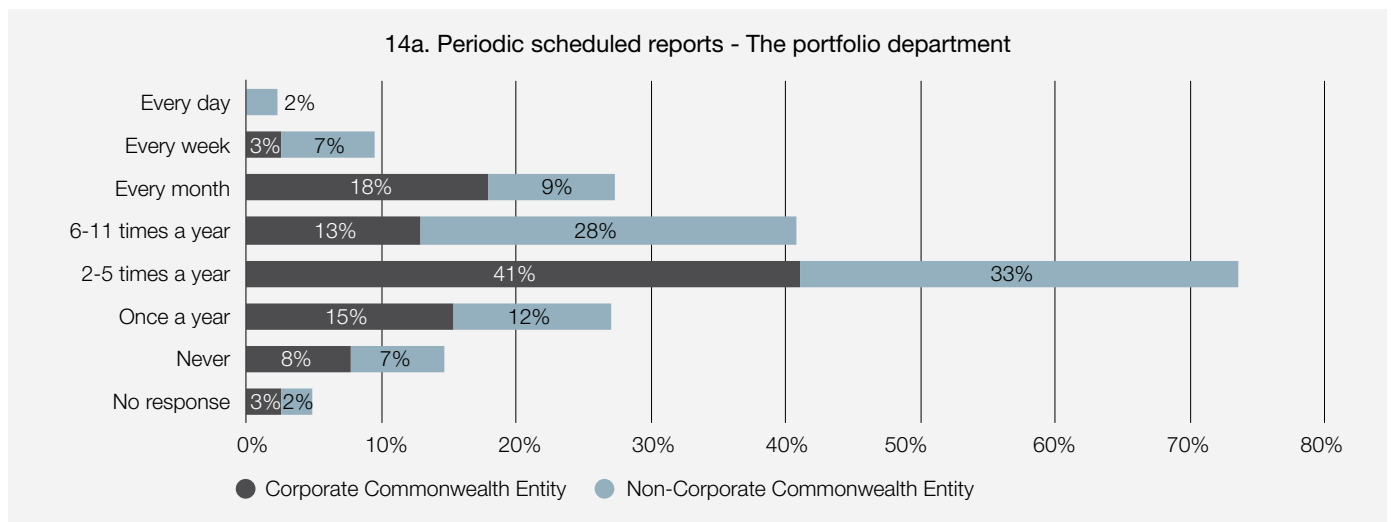
13. Are the interactions between your organisation and your portfolio-department organised via designated units?	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	0%	1%
Only the portfolio-department has a designated unit responsible for interactions, Neither my organisation nor the portfolio-department has a designated unit responsible for interactions	3%	2%	2%
Only my organisation has a designated unit responsible for interactions	5%	7%	6%
Only the portfolio-department has a designated unit responsible for interactions	13%	16%	15%
Neither my organisation nor the portfolio-department has a designated unit responsible for interactions	10%	21%	16%
Both my organisation and the portfolio-department have a designated unit responsible for interactions	67%	43%	60%
Grand Total	100%	100%	100%



Question 14. How often is information on your most important task provided to the following stakeholders in the following way?

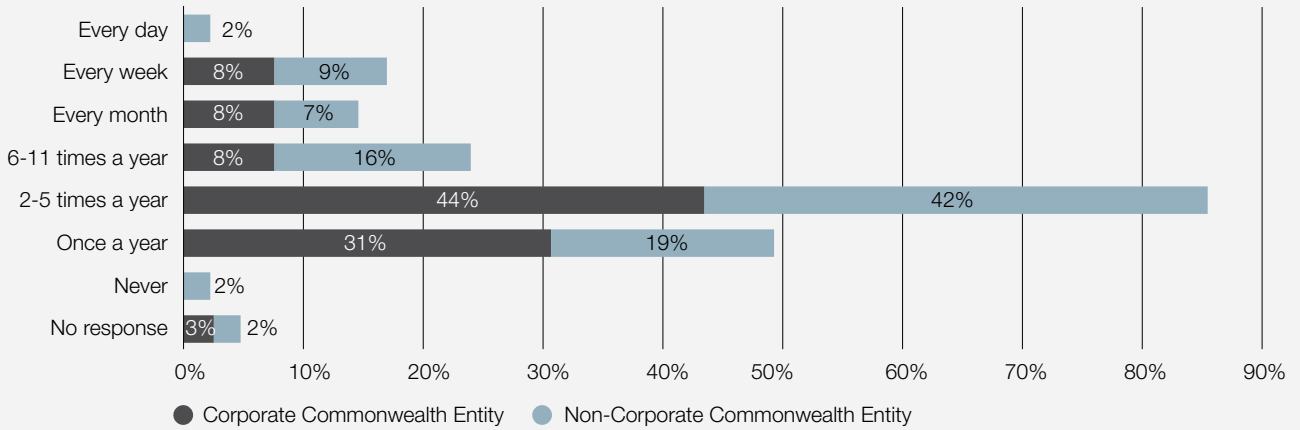
Question 14a. Periodic scheduled reports

14a. Periodic scheduled reports - The portfolio department	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	2%	2%
Never	8%	7%	7%
Once a year	15%	12%	13%
2-5 times a year	41%	33%	37%
6-11 times a year	13%	28%	21%
Every month	18%	9%	13%
Every week	3%	7%	5%
Every day	0%	2%	1%
Grand Total	100%	100%	100%



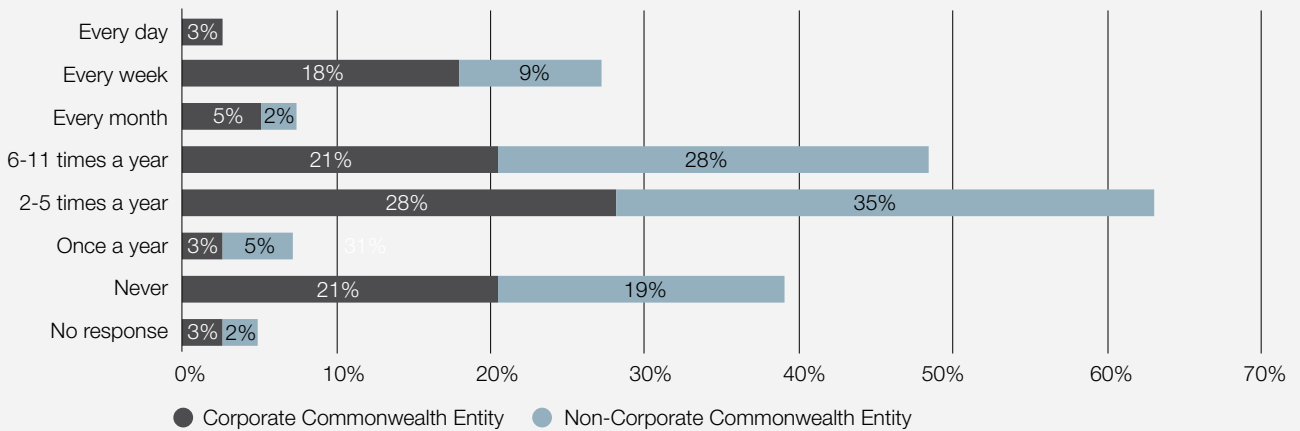
14a. Periodic scheduled reports - The responsible Minister	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	2%	2%
Never	0%	2%	1%
Once a year	31%	19%	24%
2-5 times a year	44%	42%	43%
6-11 times a year	8%	16%	12%
Every month	8%	7%	7%
Every week	8%	9%	9%
Every day	0%	2%	1%
Grand Total	100%	100%	100%

14a. Periodic scheduled reports - The responsible Minister

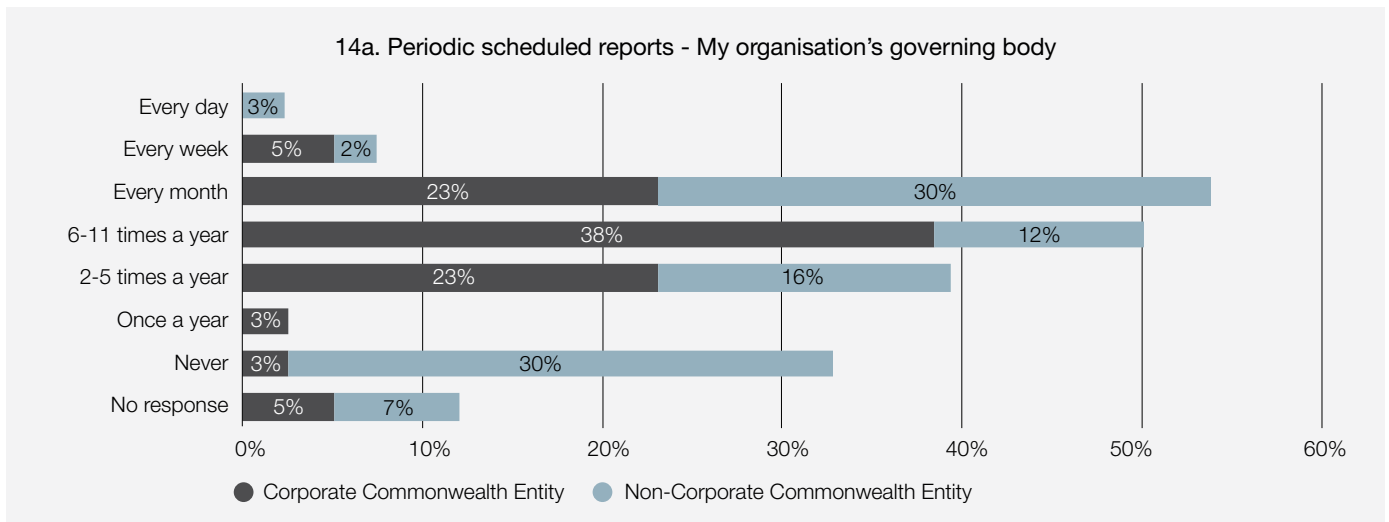


14a. Periodic scheduled reports - The Department of Finance	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	2%	2%
Never	21%	19%	20%
Once every few years	3%	5%	4%
Once a year	28%	35%	32%
2-5 times a year	21%	28%	24%
6-11 times a year	5%	2%	4%
Every month	18%	9%	13%
Every week	3%	0%	1%
Grand Total	100%	100%	100%

14a. Periodic scheduled reports - The Department of Finance



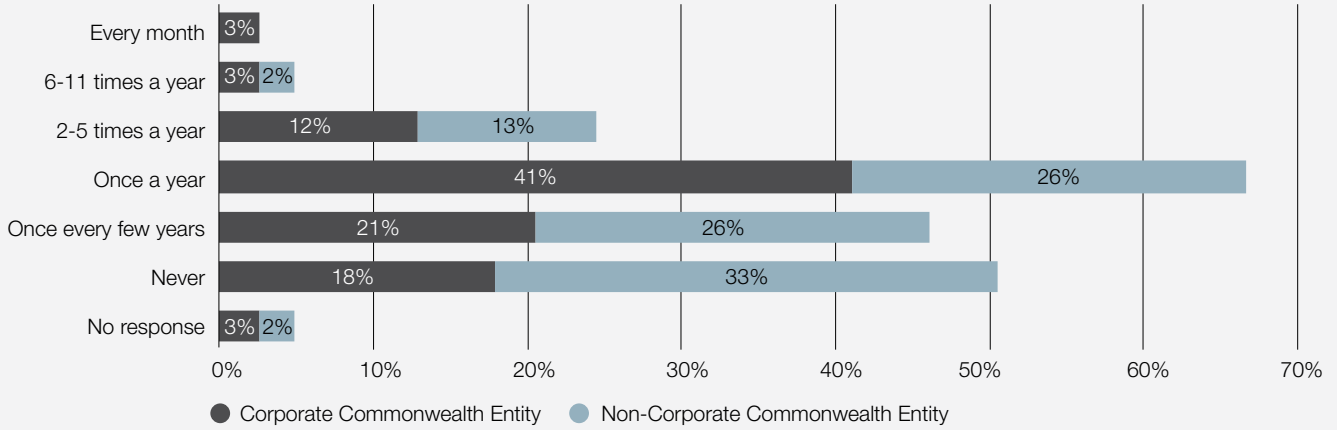
14a. Periodic scheduled reports - My organisation's governing body	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	5%	7%	6%
Never	3%	30%	17%
Once a year	3%	0%	1%
2-5 times a year	23%	16%	20%
6-11 times a year	38%	12%	24%
Every month	23%	30%	27%
Every week	5%	2%	4%
Every day	0%	2%	1%
Grand Total	100%	100%	100%



Question 14b. Formal evaluation

14b. Formal evaluation - The portfolio department	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	2%	2%
Never	18%	33%	26%
Once every few years	21%	26%	23%
Once a year	41%	26%	33%
2-5 times a year	13%	12%	12%
6-11 times a year	3%	2%	2%
Every month	3%	0%	1%
Grand Total	100%	100%	100%

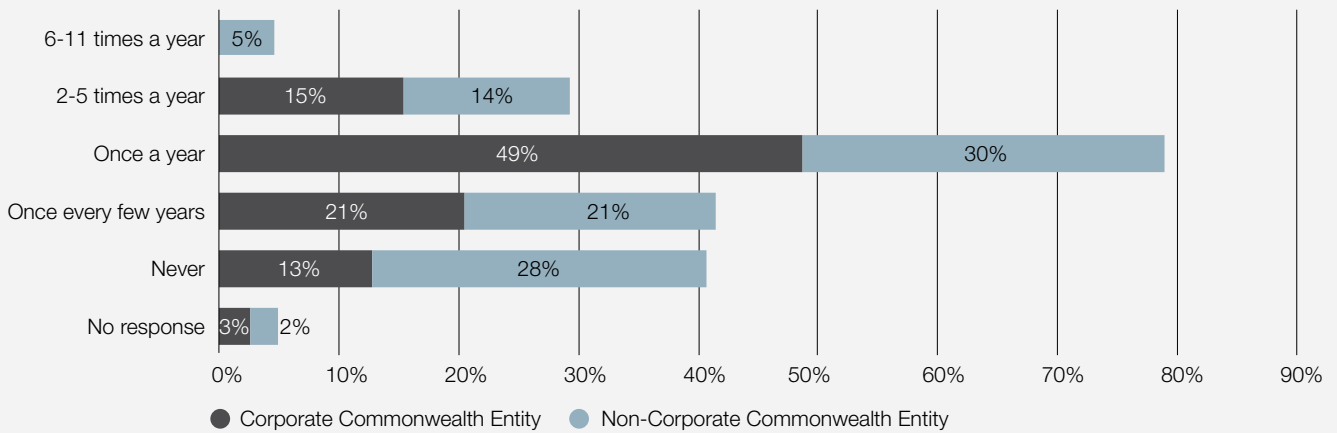
14b. Formal evaluation – The portfolio department



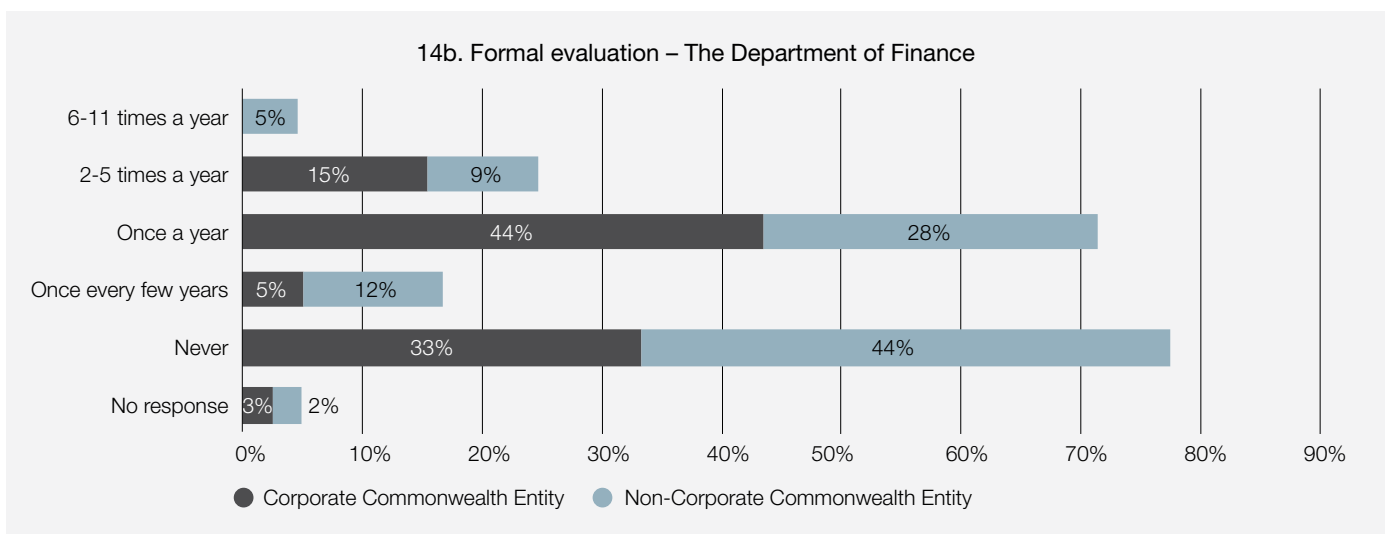
14b. Formal evaluation - The responsible Minister

	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	2%	2%
Never	13%	28%	21%
Once every few years	21%	21%	21%
Once a year	49%	30%	39%
2-5 times a year	15%	14%	15%
6-11 times a year	0%	5%	2%
Grand Total	100%	100%	100%

14b. Formal evaluation – The responsible Minister

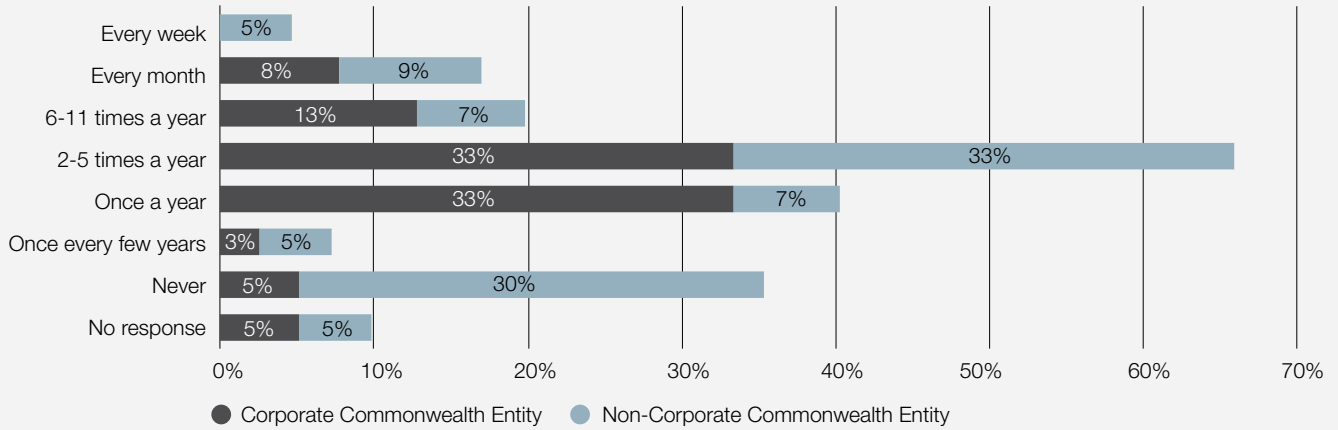


14b. Formal evaluation - The Department of Finance	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	2%	2%
Never	33%	44%	39%
Once every few years	5%	12%	9%
Once a year	44%	28%	35%
2-5 times a year	15%	9%	12%
6-11 times a year	0%	5%	2%
Grand Total	100%	100%	100%



14b. Formal evaluation - My organisation's governing body	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	5%	5%	5%
Never	5%	30%	18%
Once every few years	3%	5%	4%
Once a year	33%	7%	20%
2-5 times a year	33%	33%	33%
6-11 times a year	13%	7%	10%
Every month	8%	9%	9%
Every week	0%	5%	2%
Grand Total	100%	100%	100%

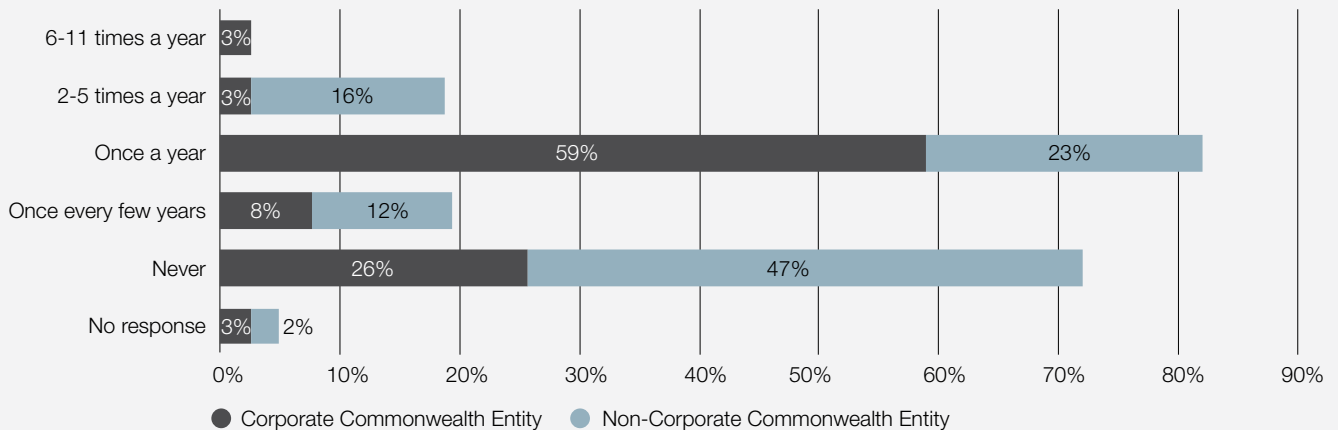
14b. Formal evaluation – My organisation's governing body



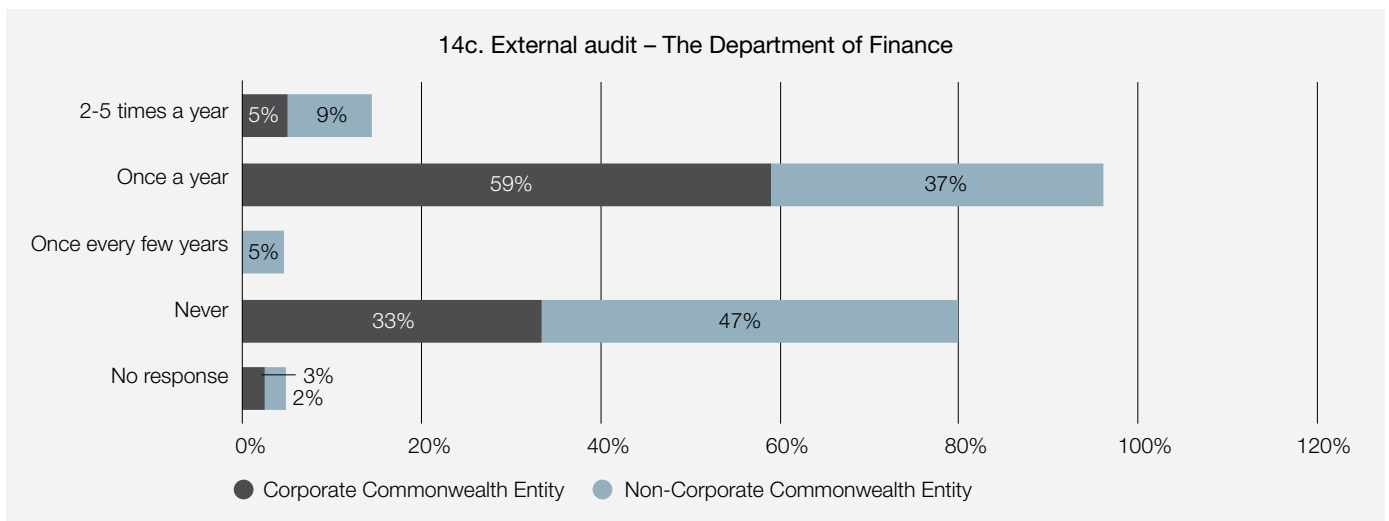
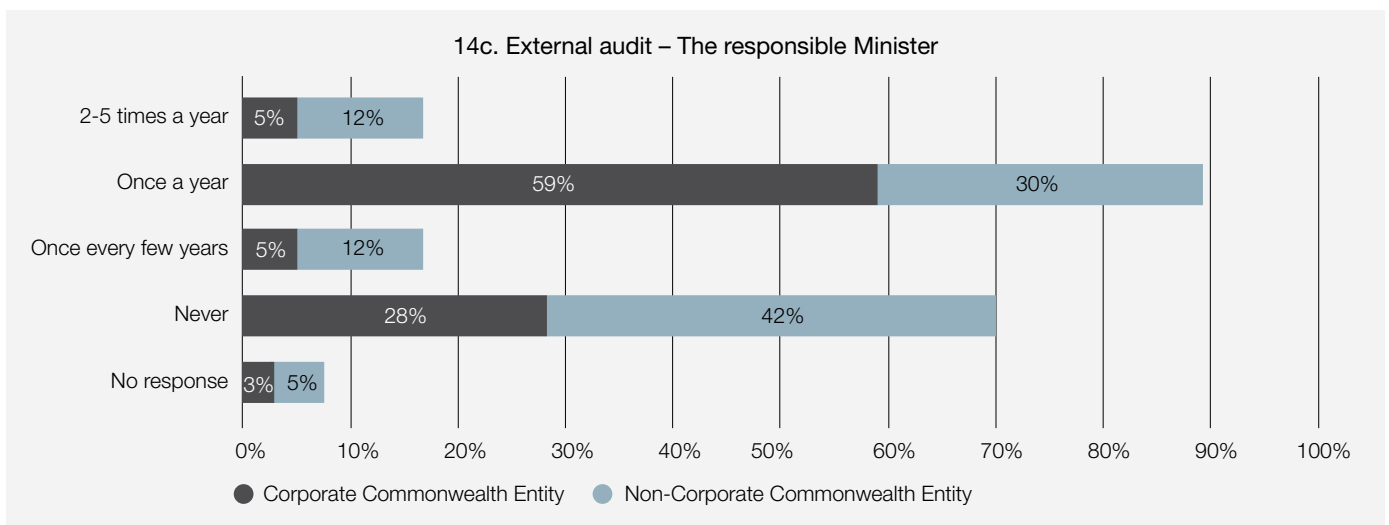
Question 14c. External audit

14c. External audit - The portfolio department	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	2%	2%
Never	26%	47%	37%
Once every few years	8%	12%	10%
Once a year	59%	23%	40%
2-5 times a year	3%	16%	10%
6-11 times a year	3%	0%	1%
Grand Total	100%	100%	100%

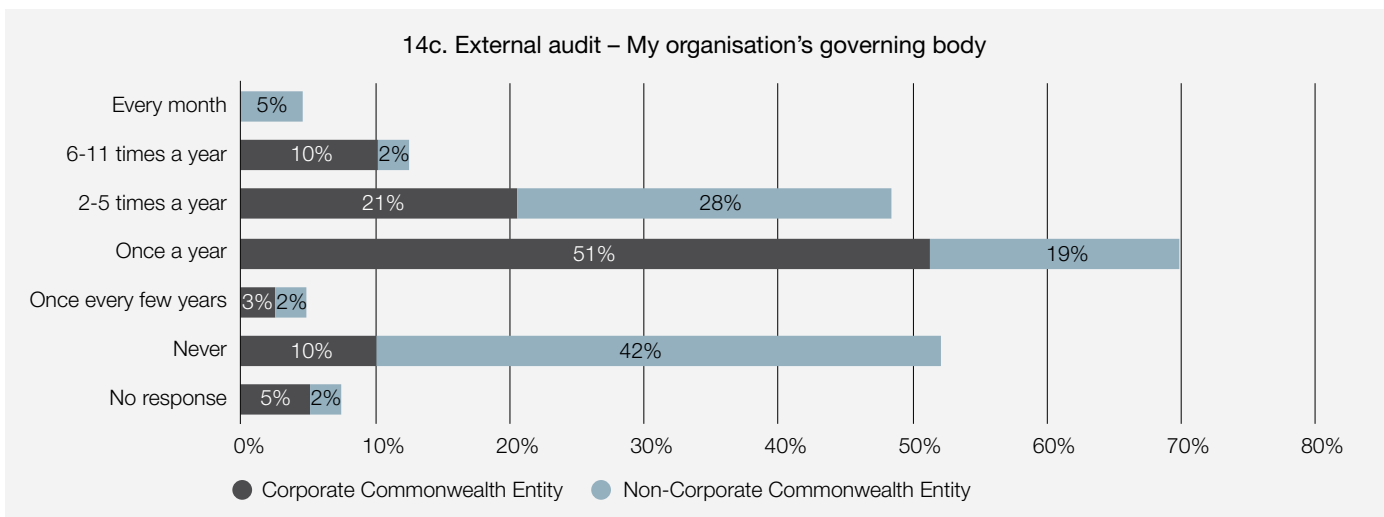
14c. External audit – The portfolio department



14c. External audit - The responsible Minister	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	5%	4%
Never	28%	42%	35%
Once every few years	5%	12%	9%
Once a year	59%	30%	44%
2-5 times a year	5%	12%	9%
Grand Total	100%	100%	100%



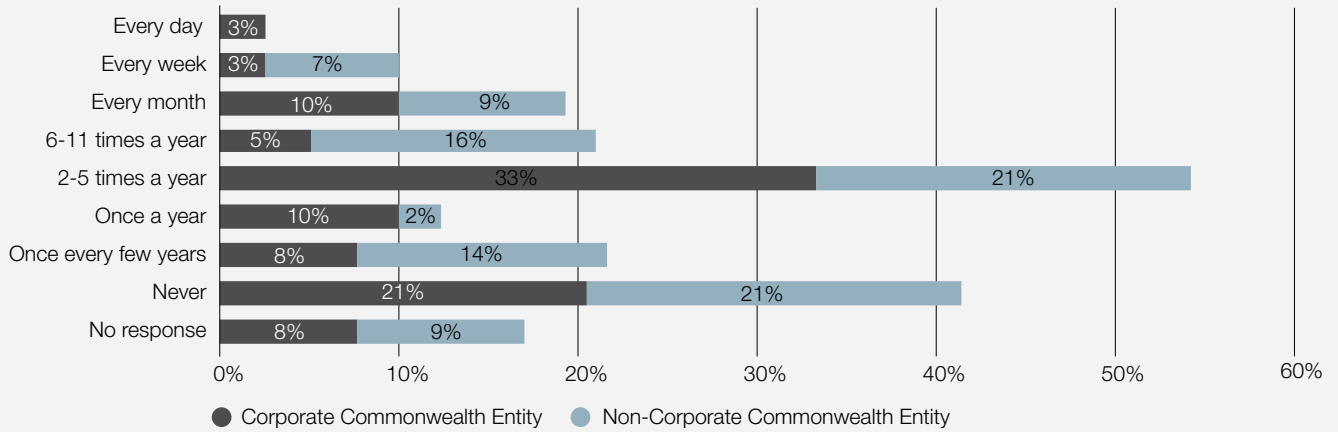
14c. External audit - My organisation's governing body	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	5%	2%	4%
Never	10%	42%	27%
Once every few years	3%	2%	2%
Once a year	51%	19%	34%
2-5 times a year	21%	28%	24%
6-11 times a year	10%	2%	6%
Every month	0%	5%	2%
Grand Total	100%	100%	100%



Question 14d. In writing after a formal query

14d. In writing after a formal query - The portfolio department	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	8%	9%	9%
Never	21%	21%	21%
Once every few years	8%	14%	11%
Once a year	10%	2%	6%
2-5 times a year	33%	21%	27%
6-11 times a year	5%	16%	11%
Every month	10%	9%	10%
Every week	3%	7%	5%
Every day	3%	0%	1%
Grand Total	100%	100%	100%

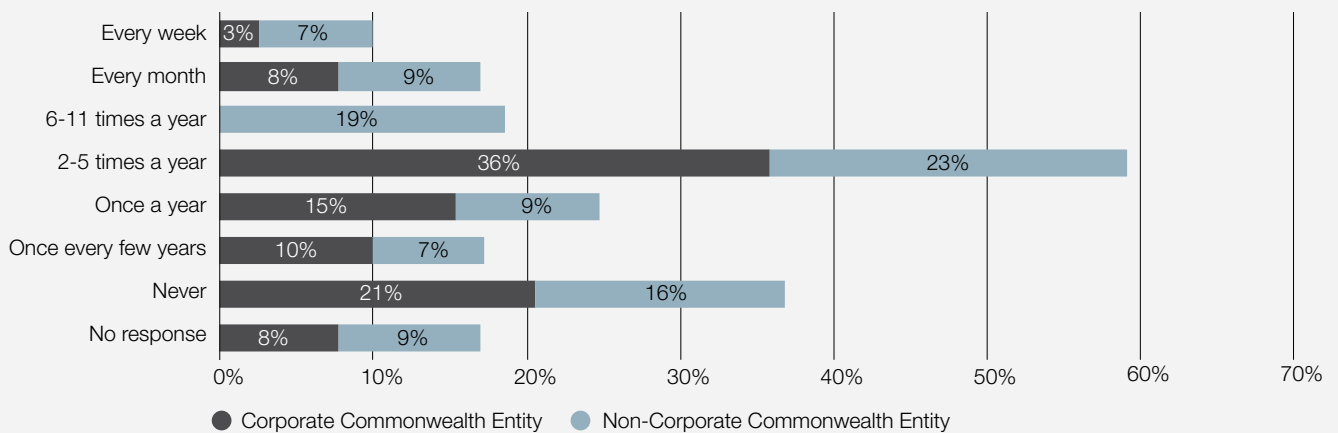
14d. In writing after a formal query - The portfolio department



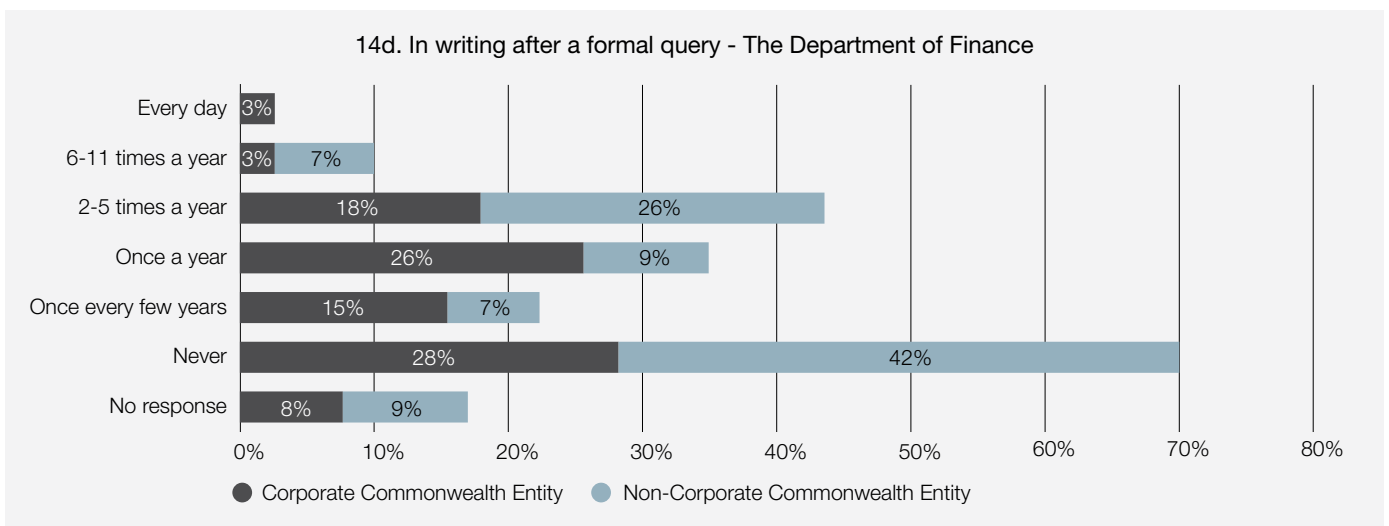
14d. In writing after a formal query - The responsible Minister

	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	8%	9%	9%
Never	21%	16%	18%
Once every few years	10%	7%	9%
Once a year	15%	9%	12%
2-5 times a year	36%	23%	29%
6-11 times a year	0%	19%	10%
Every month	8%	9%	9%
Every week	3%	7%	5%
Grand Total	100%	100%	100%

14d. In writing after a formal query - The responsible Minister

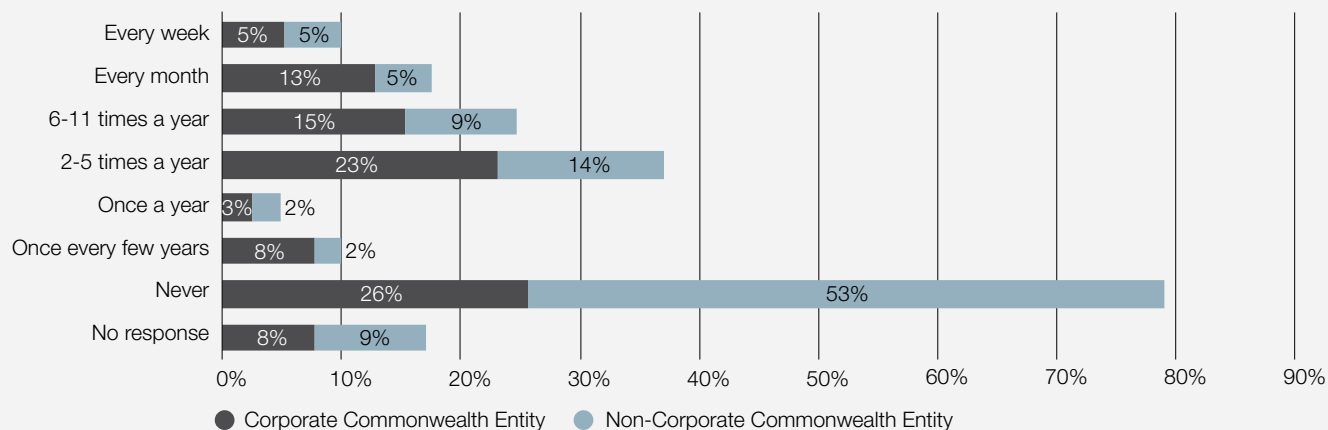


14d. In writing after a formal query - The Department of Finance	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	8%	9%	9%
Never	28%	42%	35%
Once every few years	15%	7%	11%
Once a year	26%	9%	17%
2-5 times a year	18%	26%	22%
6-11 times a year	3%	7%	5%
Every day	3%	0%	1%
Grand Total	100%	100%	100%



14d. In writing after a formal query - My organisation's governing body	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	8%	9%	9%
Never	26%	53%	40%
Once every few years	8%	2%	5%
Once a year	3%	2%	2%
2-5 times a year	23%	14%	18%
6-11 times a year	15%	9%	12%
Every month	13%	5%	9%
Every week	5%	5%	5%
Grand Total	100%	100%	100%

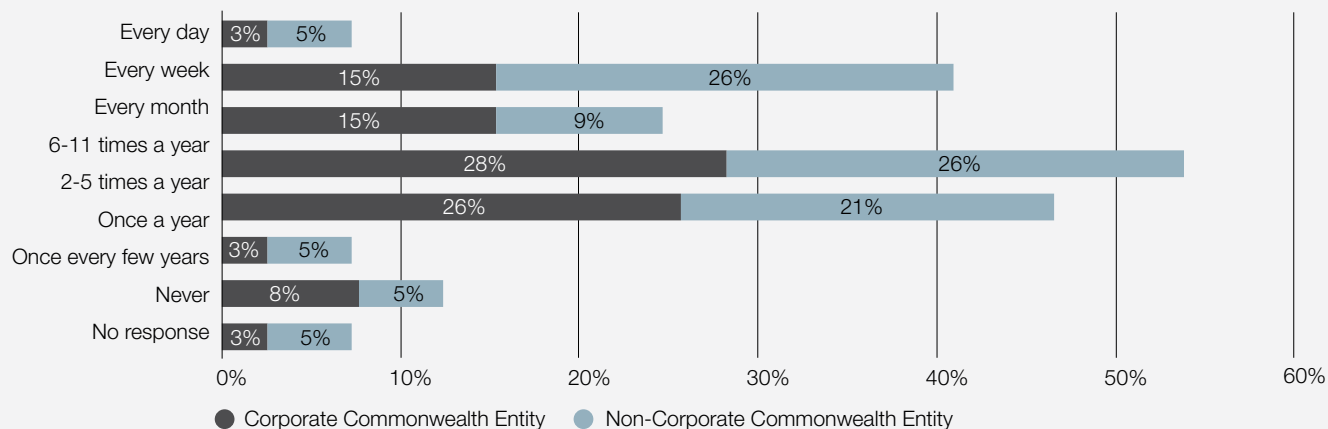
14d. In writing after a formal query - My organisation's governing body



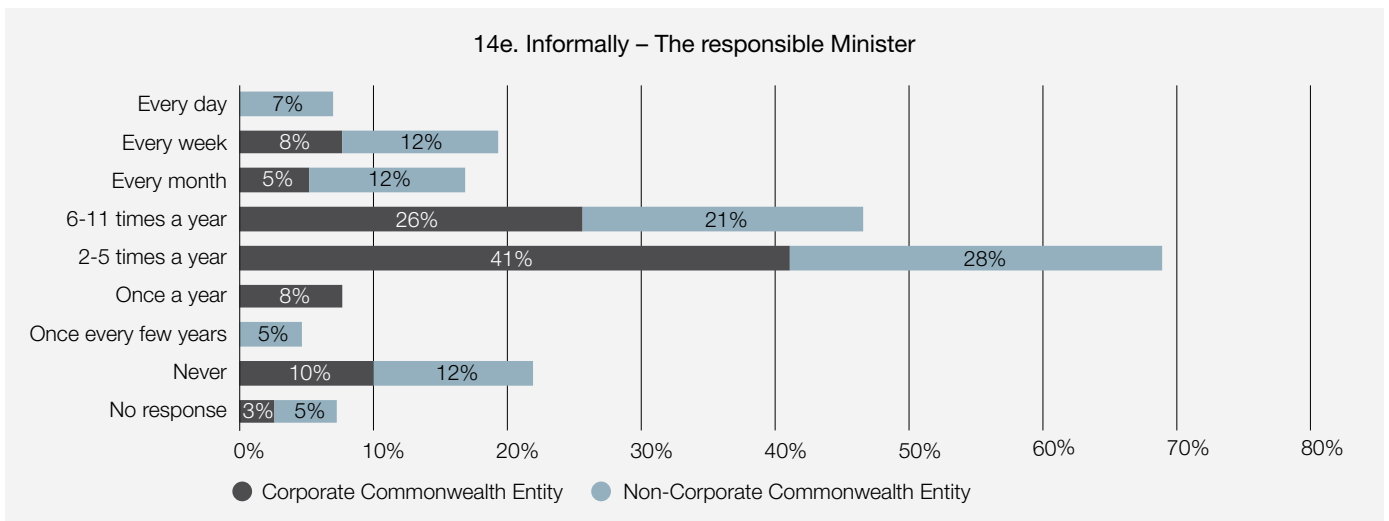
Question 14e. Informally

14e. Informally - The portfolio department	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	5%	4%
Never	8%	5%	6%
Once a year	3%	5%	4%
2-5 times a year	26%	21%	23%
6-11 times a year	28%	26%	27%
Every month	15%	9%	12%
Every week	15%	26%	21%
Every day	3%	5%	4%
Grand Total	100%	100%	100%

14e. Informally – The portfolio department

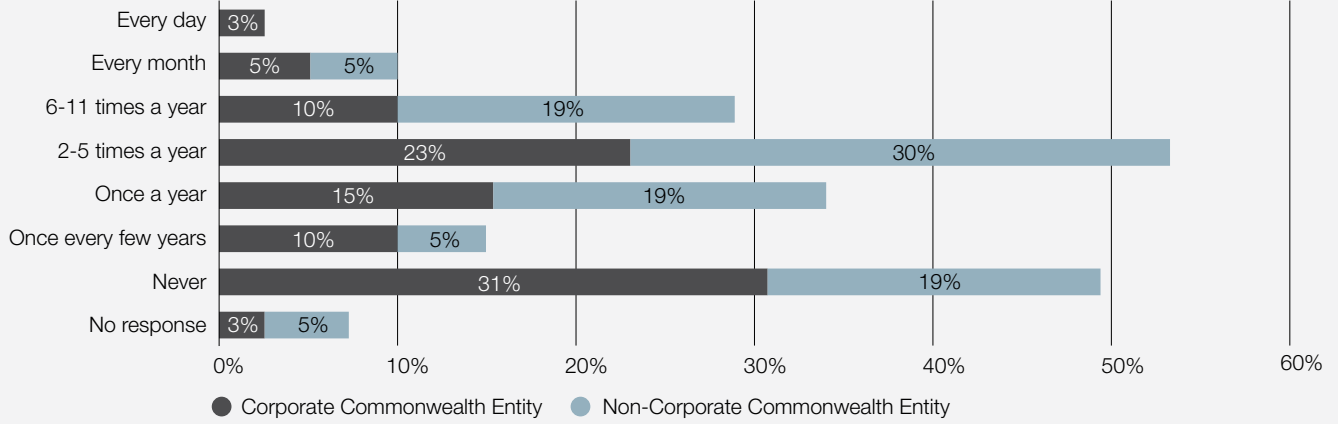


14e. Informally - The responsible Minister	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	5%	4%
Never	10%	12%	11%
Once every few years	0%	5%	2%
Once a year	8%	0%	4%
2-5 times a year	41%	28%	34%
6-11 times a year	26%	21%	23%
Every month	5%	12%	9%
Every week	8%	12%	10%
Every day	0%	7%	4%
Grand Total	100%	100%	100%



14e. Informally - The Department of Finance	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	5%	4%
Never	31%	19%	24%
Once every few years	10%	5%	7%
Once a year	15%	19%	17%
2-5 times a year	23%	30%	27%
6-11 times a year	10%	19%	15%
Every month	5%	5%	5%
Every day	3%	0%	1%
Grand Total	100%	100%	100%

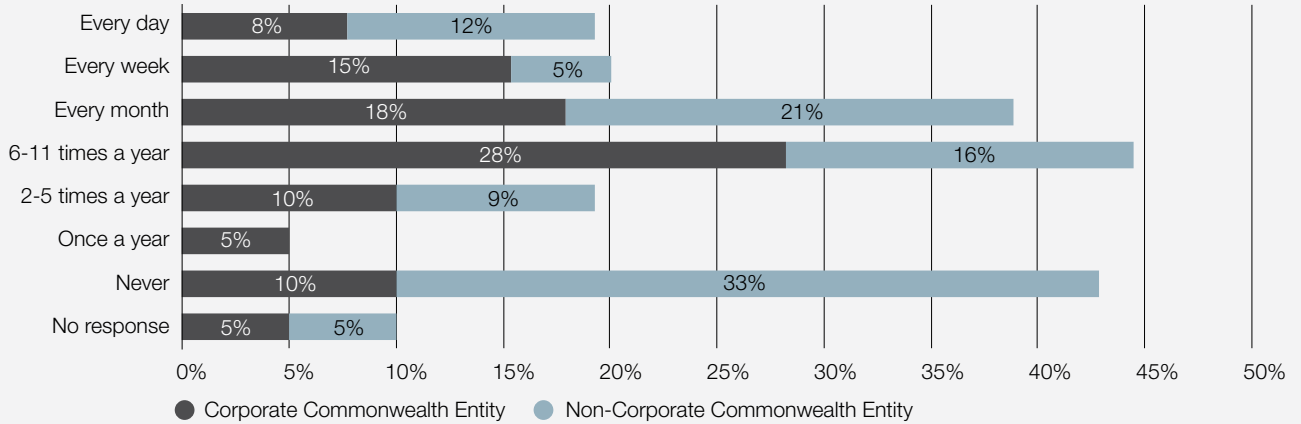
14e. Informally – The Department of Finance



14e. Informally - My organisation's governing body

	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	5%	5%	5%
Never	10%	33%	22%
Once a year	5%	0%	2%
2-5 times a year	10%	9%	10%
6-11 times a year	28%	16%	22%
Every month	18%	21%	20%
Every week	15%	5%	10%
Every day	8%	12%	10%
Grand Total	100%	100%	100%

14e. Informally – My organisation's governing body

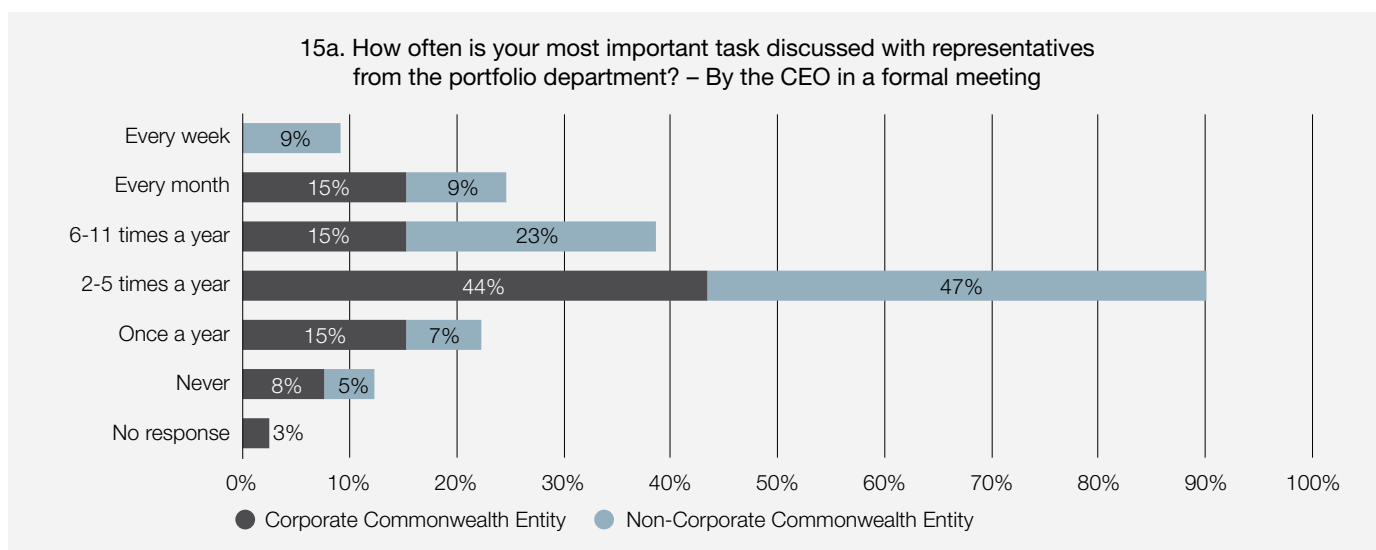


SNAPSHOT. Question 14. How often is information on your most important task provided to the following stakeholders in the following ways?

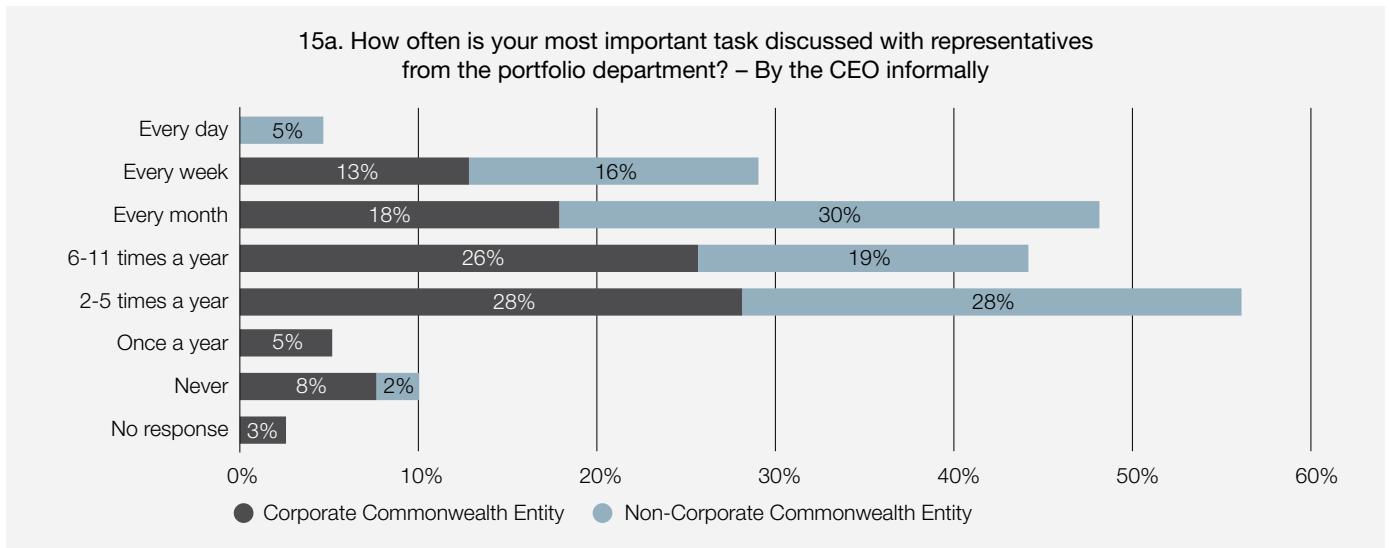
	Portfolio Department		Responsible Minister		Department of Finance		Entity's Governing Body	
	CCE	NCE	CCE	NCE	CCE	NCE	CCE	NCE
14a. Periodic scheduled reports	Moderately	Moderately	Moderately	Moderately	Infrequently	Infrequently	Moderately	Frequently
14b. Formal evaluation	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently	Moderately	Infrequently
14c. External audit	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently	Infrequently
14d. In writing after a formal query	Infrequently &	Infrequently &	Infrequently	Moderately	Infrequently	Infrequently	Moderately	Infrequently
	Moderately (tie)	Moderately (tie)						
14e. Informally	Moderately	Moderately	Moderately	Moderately	Infrequently	Moderately	Frequently	Frequently

Question 15a. How often is your most important task discussed with representatives from the portfolio-department?

Count of 15a. How often is your most important task discussed with representatives from the portfolio department? - By the CEO in a formal meeting	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	0%	1%
Never	8%	5%	6%
Once a year	15%	7%	11%
2-5 times a year	44%	47%	45%
6-11 times a year	15%	23%	20%
Every month	15%	9%	12%
Every week	0%	9%	5%
Grand Total	100%	100%	100%

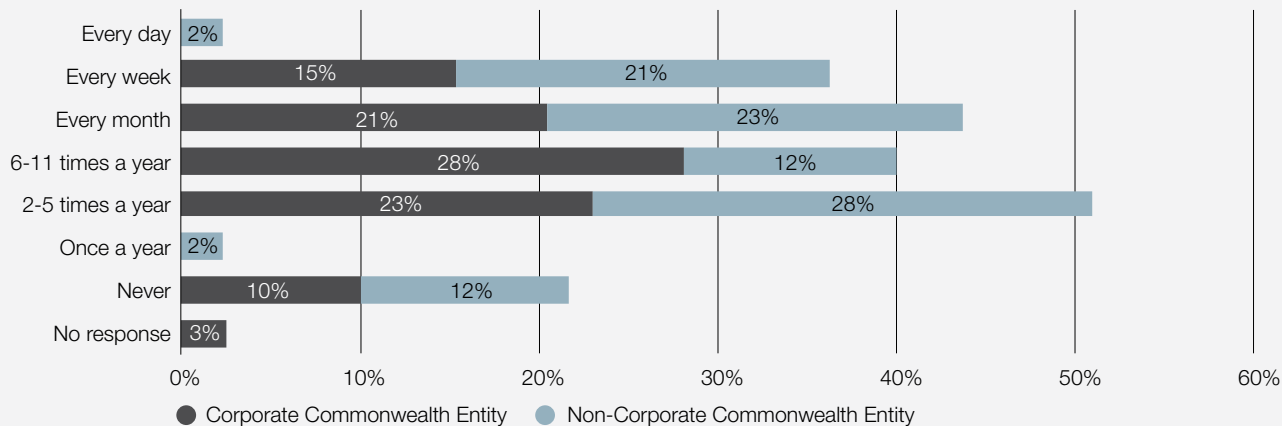


Count of 15a. How often is your most important task discussed with representatives from the portfolio department? - By the CEO informally	Corporate Commonwealth Entity	Non- Corporate Commonwealth Entity	Grand Total
No response	3%	0%	1%
Never	8%	2%	5%
Once a year	5%	0%	2%
2-5 times a year	28%	28%	28%
6-11 times a year	26%	19%	22%
Every month	18%	30%	24%
Every week	13%	16%	15%
Every day	0%	5%	2%
Grand Total	100%	100%	100%



Count of 15a. How often is your most important task discussed with representatives from the portfolio department? - By others at lower levels in the organisation in formal meetings	Corporate Commonwealth Entity	Non- Corporate Commonwealth Entity	Grand Total
No response	3%	0%	1%
Never	10%	12%	11%
Once a year	0%	2%	1%
2-5 times a year	23%	28%	26%
6-11 times a year	28%	12%	20%
Every month	21%	23%	22%
Every week	15%	21%	18%
Every day	0%	2%	1%
Grand Total	100%	100%	100%

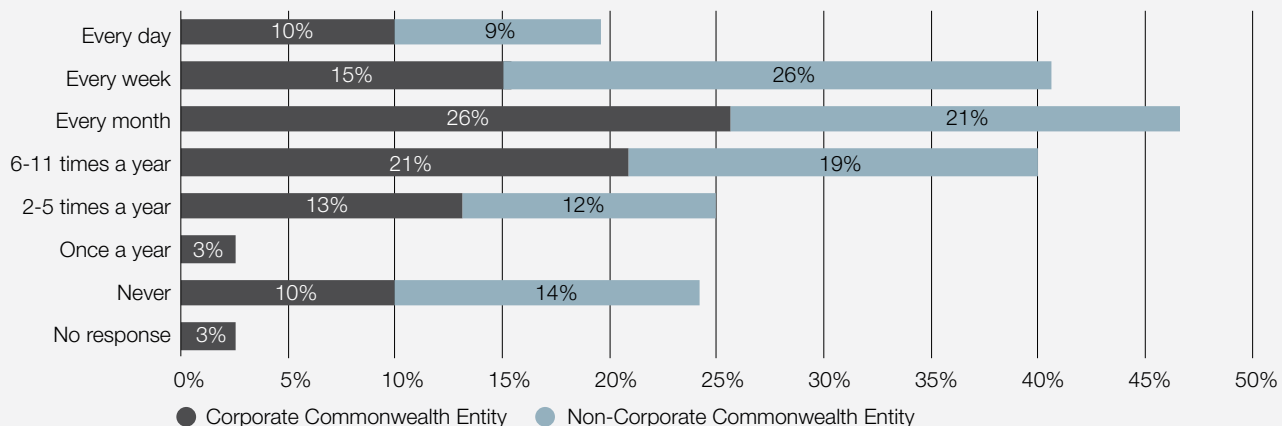
15a. How often is your most important task discussed with representatives from the portfolio department? – By others at lower levels in the organisation in formal meetings



Count of 15a. How often is your most important task discussed with representatives from the portfolio department? – By others at lower levels in the organisation informally

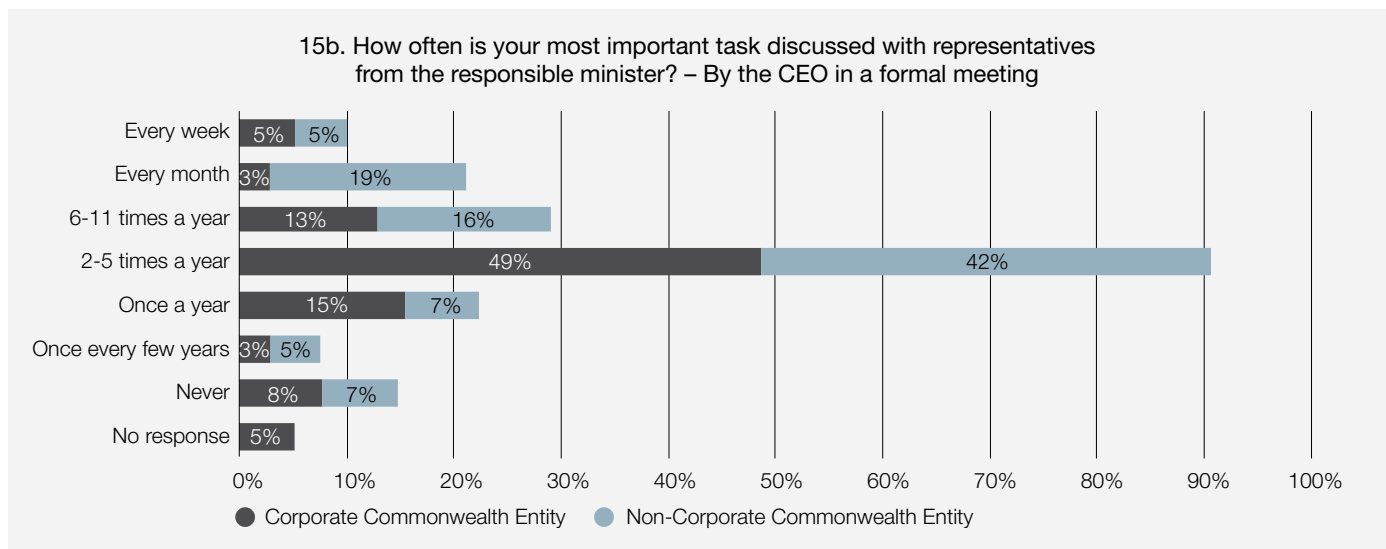
	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	0%	1%
Never	10%	14%	12%
Once a year	3%	0%	1%
2-5 times a year	13%	12%	12%
6-11 times a year	21%	19%	20%
Every month	26%	21%	23%
Every week	15%	26%	21%
Every day	10%	9%	10%
Grand Total	100%	100%	100%

15a. How often is your most important task discussed with representatives from the portfolio department? – By others at lower levels in the organisation informally



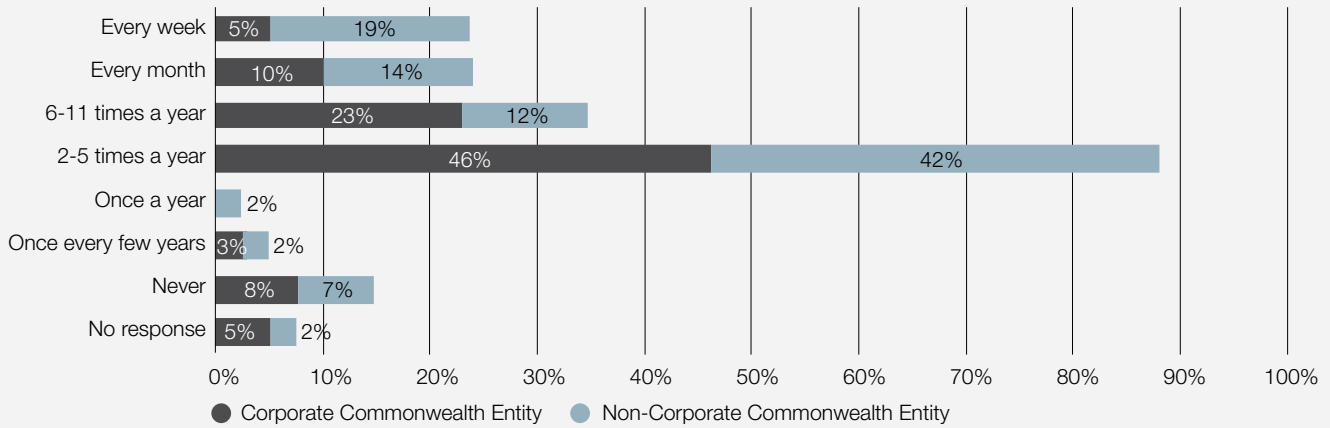
Question 15b. How often is your most important task discussed with representatives from the responsible Minister?

Count of 15b. How often is your most important task discussed with representatives from the responsible minister? - By the CEO in a formal meeting	Corporate Commonwealth Entity	Non- Corporate Commonwealth Entity	Grand Total
No response	5%	0%	2%
Never	8%	7%	7%
Once every few years	3%	5%	4%
Once a year	15%	7%	11%
2-5 times a year	49%	42%	45%
6-11 times a year	13%	16%	15%
Every month	3%	19%	11%
Every week	5%	5%	5%
Grand Total	100%	100%	100%



Count of 15b. How often is your most important task discussed with representatives from the responsible minister? - By the CEO informally	Corporate Commonwealth Entity	Non- Corporate Commonwealth Entity	Grand Total
No response	5%	2%	4%
Never	8%	7%	7%
Once every few years	3%	2%	2%
Once a year	0%	2%	1%
2-5 times a year	46%	42%	44%
6-11 times a year	23%	12%	17%
Every month	10%	14%	12%
Every week	5%	19%	12%
Grand Total	100%	100%	100%

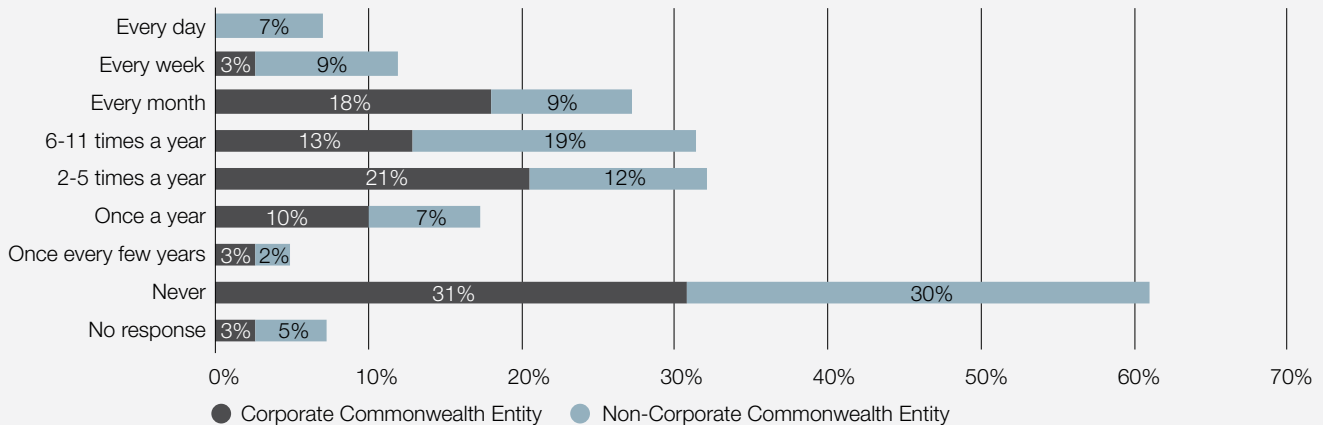
15b. How often is your most important task discussed with representatives from the responsible minister? – By the CEO informally



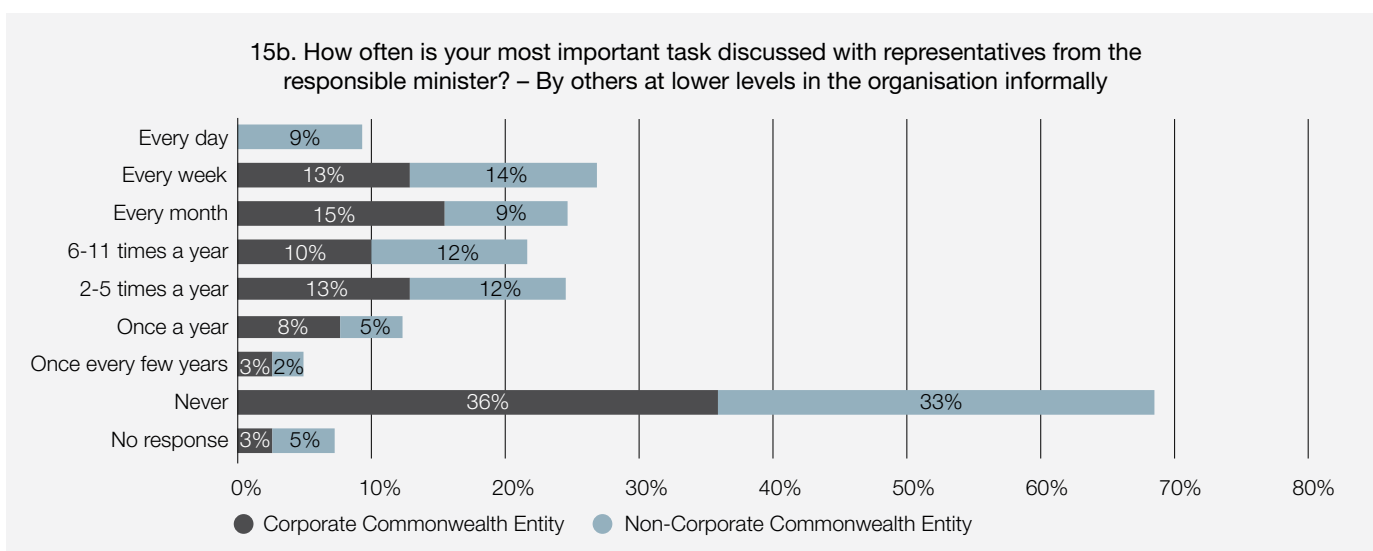
Count of 15b. How often is your most important task discussed with representatives from the responsible minister? - By others at lower levels in the organisation in formal meetings

	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	5%	4%
Never	31%	30%	30%
Once every few years	3%	2%	2%
Once a year	10%	7%	9%
2-5 times a year	21%	12%	16%
6-11 times a year	13%	19%	16%
Every month	18%	9%	13%
Every week	3%	9%	6%
Every day	0%	7%	4%
Grand Total	100%	100%	100%

15b. How often is your most important task discussed with representatives from the responsible minister? – By others at lower levels in the organisation in formal meetings



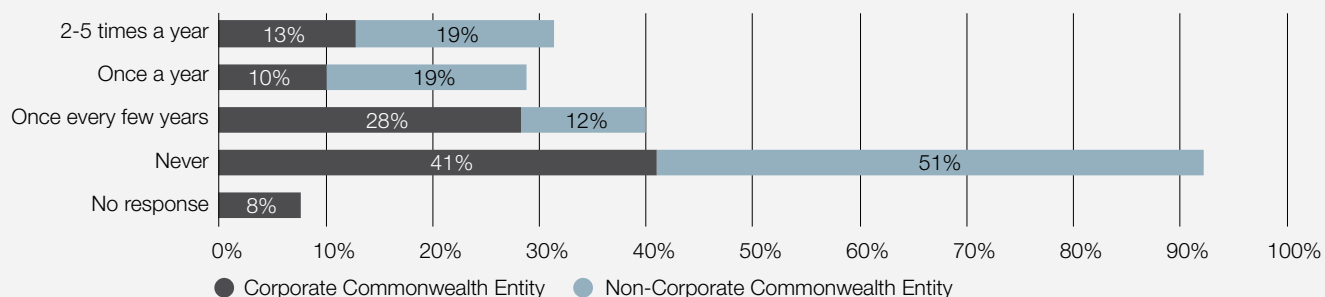
Count of 15b. How often is your most important task discussed with representatives from the responsible minister? - By others at lower levels in the organisation informally	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	5%	4%
Never	36%	33%	34%
Once every few years	3%	2%	2%
Once a year	8%	5%	6%
2-5 times a year	13%	12%	12%
6-11 times a year	10%	12%	11%
Every month	15%	9%	12%
Every week	13%	14%	13%
Every day	0%	9%	5%
Grand Total	100%	100%	100%



Question 15c. How often is your most important task discussed with representatives from the Department of Finance?

15c. How often is your most important task discussed with representatives from the Department of Finance? - By the CEO in a formal meeting	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	8%	0%	4%
Never	41%	51%	46%
Once every few years	28%	12%	20%
Once a year	10%	19%	15%
2-5 times a year	13%	19%	16%
Grand Total	100%	100%	100%

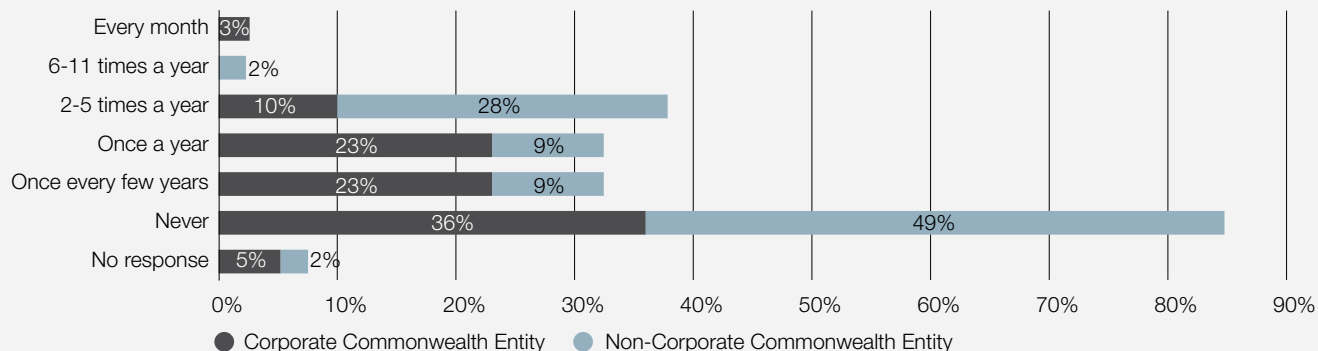
15c. How often is your most important task discussed with representatives from the Department of Finance – By the CEO in a formal meeting



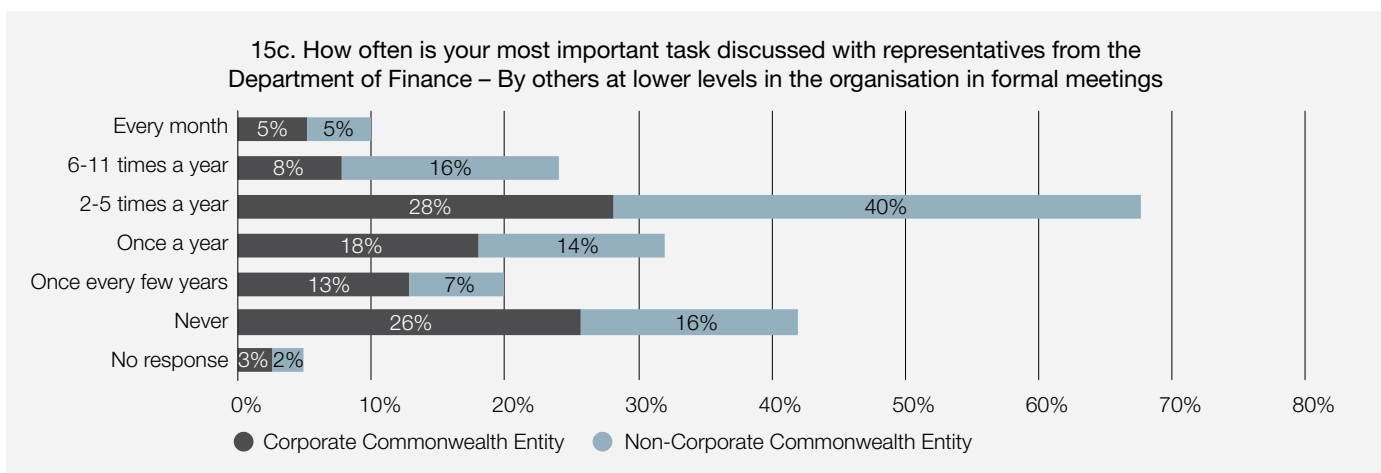
15c. How often is your most important task discussed with representatives from the Department of Finance? - By the CEO informally

	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	5%	2%	4%
Never	36%	49%	43%
Once every few years	23%	9%	16%
Once a year	23%	9%	16%
2-5 times a year	10%	28%	20%
6-11 times a year	0%	2%	1%
Every month	3%	0%	1%
Grand Total	100%	100%	100%

15c. How often is your most important task discussed with representatives from the Department of Finance – By the CEO informally

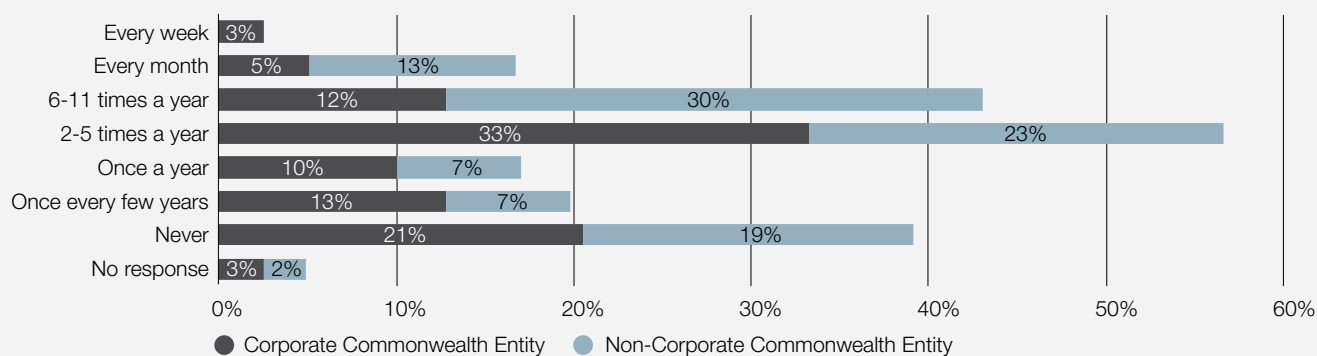


15c. How often is your most important task discussed with representatives from the Department of Finance? - By others at lower levels in the organisation in formal meetings	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	2%	2%
Never	26%	16%	21%
Once every few years	13%	7%	10%
Once a year	18%	14%	16%
2-5 times a year	28%	40%	34%
6-11 times a year	8%	16%	12%
Every month	5%	5%	5%
Grand Total	100%	100%	100%



15c. How often is your most important task discussed with representatives from the Department of Finance? - By others at lower levels in the organisation informally	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	3%	2%	2%
Never	21%	19%	20%
Once every few years	13%	7%	10%
Once a year	10%	7%	9%
2-5 times a year	33%	23%	28%
6-11 times a year	13%	30%	22%
Every month	5%	12%	9%
Every week	3%	0%	1%
Grand Total	100%	100%	100%

15c. How often is your most important task discussed with representatives from the Department of Finance – By others at lower levels in the organisation informally

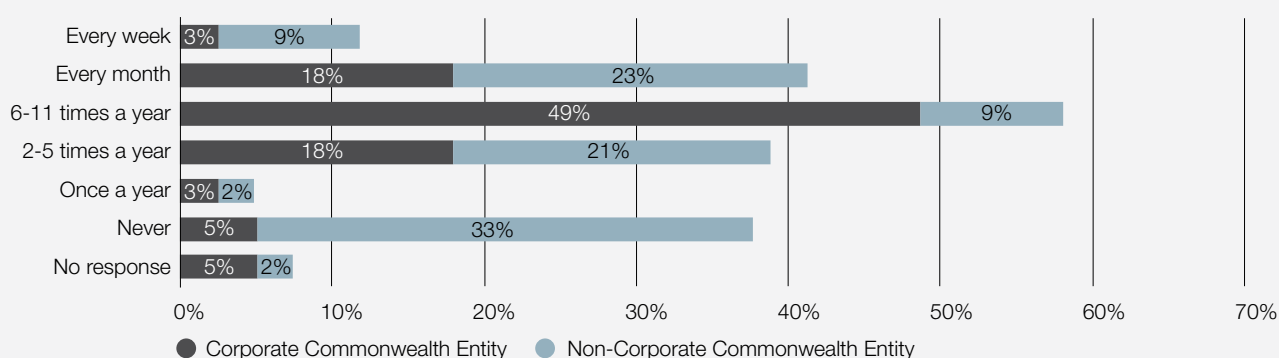


Question 15d. How often is your most important task discussed with representatives from your governing body?

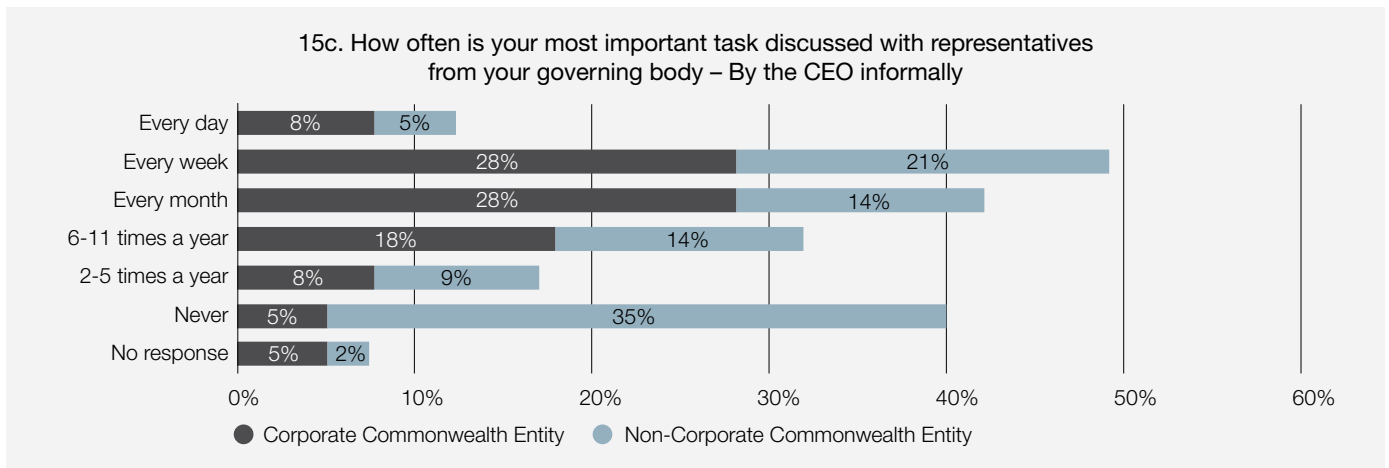
15d. How often is your most important task discussed with representatives from your governing body? - By the CEO in a formal meeting

	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	5%	2%	4%
Never	5%	33%	20%
Once a year	3%	2%	2%
2-5 times a year	18%	21%	20%
6-11 times a year	49%	9%	28%
Every month	18%	23%	21%
Every week	3%	9%	6%
Grand Total	100%	100%	100%

15c. How often is your most important task discussed with representatives from your governing body – By the CEO in a formal meeting

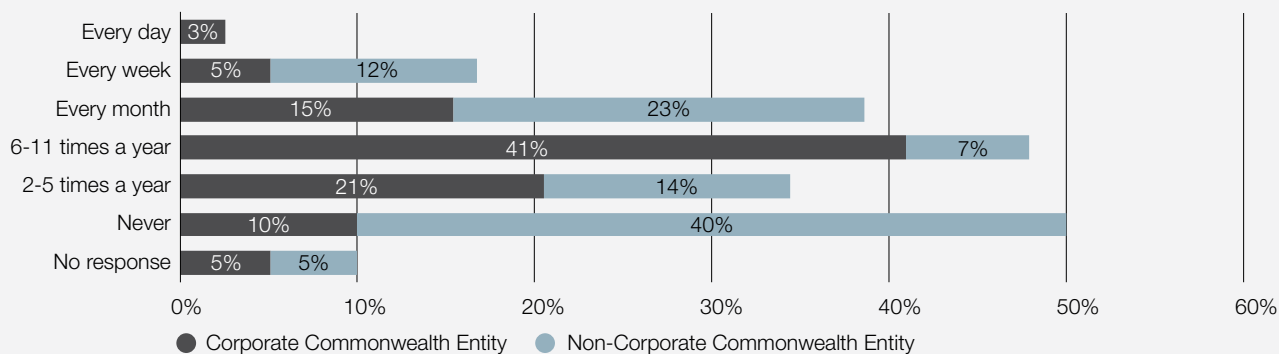


15d. How often is your most important task discussed with representatives from your governing body? - By the CEO informally	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	5%	2%	4%
Never	5%	35%	21%
2-5 times a year	8%	9%	9%
6-11 times a year	18%	14%	16%
Every month	28%	14%	21%
Every week	28%	21%	24%
Every day	8%	5%	6%
Grand Total	100%	100%	100%



15d. How often is your most important task discussed with representatives from your governing body? - By others at lower levels in the organisation in formal meetings	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	5%	5%	5%
Never	10%	40%	26%
2-5 times a year	21%	14%	17%
6-11 times a year	41%	7%	23%
Every month	15%	23%	20%
Every week	5%	12%	9%
Every day	3%	0%	1%
Grand Total	100%	100%	100%

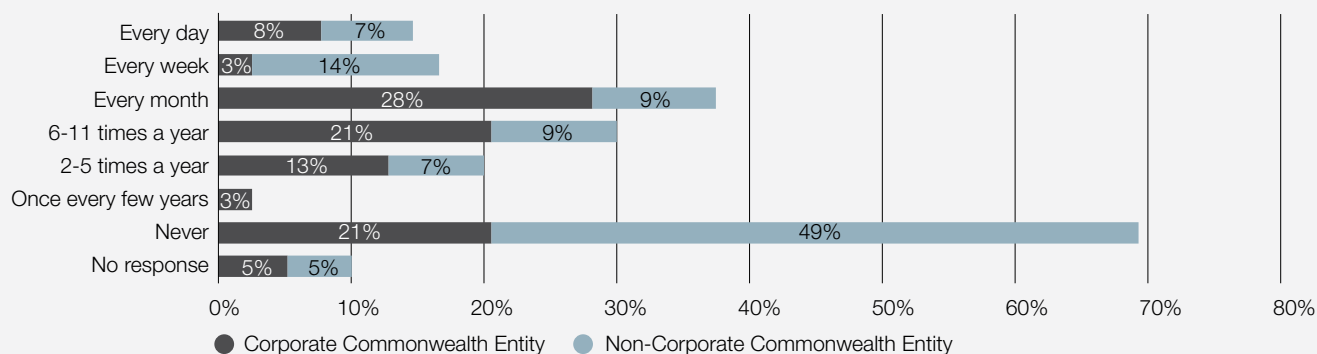
15c. How often is your most important task discussed with representatives from your governing body – By others at lower levels in the organisation in formal meetings



15d. How often is your most important task discussed with representatives from your governing body? - By others at lower levels in the organisation informally

	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Grand Total
No response	5%	5%	5%
Never	21%	49%	35%
Once every few years	3%	0%	1%
2-5 times a year	13%	7%	10%
6-11 times a year	21%	9%	15%
Every month	28%	9%	18%
Every week	3%	14%	9%
Every day	8%	7%	7%
Grand Total	100%	100%	100%

15c. How often is your most important task discussed with representatives from your governing body – By others at lower levels in the organisation informally



SNAPSHOT. Question 15. How often is your most important task discussed with representatives from...?

	Portfolio Department		Responsible Minister		Department of Finance		Entity's Governing Body	
	CCE	NCE	CCE	NCE	CCE	NCE	CCE	NCE
<i>By the CEO in a formal meeting</i>	Moderately	Moderately	Moderately	Moderately	Infrequently	Infrequently	Moderately	Infrequently
<i>By the CEO informally</i>	Moderately	Frequently	Moderately	Moderately	Infrequently	Infrequently	Frequently	Frequently
<i>By others at lower levels in the organisation in formal meetings</i>	Moderately	Frequently	Infrequently	Infrequently	Infrequently	Moderately	Moderately	Infrequently
<i>By others at lower levels in the organisation informally</i>	Frequently	Frequently	Infrequently	Infrequently	Moderately	Moderately	Frequently	Infrequently

Question 16. Please indicate to what extent you agree with the statements below. For our most important task it is important that our organisation...Scale 1 (strongly disagree) to 7(strongly agree).

Statement	Mean relevance		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
... complies with legal norms and regulatory standards	6.80	6.87	6.74
... meets measurable quality and performance targets	6.57	6.63	6.51
... makes performance results publicly available to all stakeholders	6.46	6.61	6.33
... regularly meets stakeholders from civil society on a strategic level (e.g. peak bodies)	6.06	6.11	6.02

Question 17. Can the following stakeholders use the following means to reward or sanction (un)satisfactory performance regarding your most important task?

17. Results presented as proportion of likeliness to reward/sanction out of total yes/no responses for organisational type

Issue	Proportion to reward or sanction (un)satisfactory performance							
	Portfolio Department		Responsible Minister		Department of Finance		Entity's Governing Body	
	CCE	NCE	CCE	NCE	CCE	NCE	CCE	NCE
Increase / decrease your budget	43.2	53.5	48.8	60.5	73.8	67.5	43.2	55.3
Increase / reduce your tasks/workload	55.3	38.1	46.3	73.7	78.0	75.9	16.2	25.6
Issue binding directives	36.1	19.0	26.9	81.6	70.7	75.9	51.4	39.5
Grant or reduce your operational autonomy	39.5	26.2	32.5	57.9	56.1	57.0	34.2	23.1
Appoint or dismiss staff (incl. executives)	5.6	23.8	15.4	36.8	46.3	41.8	0.0	0.0
Issue public praise or a public reprimand	72.2	76.9	74.7	97.3	95.1	96.2	48.6	44.7
Enhance or constrict future career choices of executives	17.1	43.6	31.1	44.4	50.0	47.2	8.6	5.4

NB. The answers for "I do not know" and "No response" were excluded and the answers for "Yes" and "No" were considered.

17. Results presented as percentage of total yes for each reward/sanction and type of actor

		Portfolio Department		Responsible Minister		Department of Finance		Entity's Governing Body	
		CCE	NCE	CCE	NCE	CCE	NCE	CCE	NCE
Increase/decrease your budget	Yes – Highly	13	0	9	7	19	29	71	36
	Yes – Somewhat	38	46	39	39	31	33	12	36
	Yes – Unlikely	50	52	52	55	50	38	17	27
Increase / reduce your tasks/workload	Yes – Highly	5	0	7	3	0	0	32	30
	Yes – Somewhat	43	44	36	60	50	50	42	60
	Yes – Unlikely	52	56	57	38	50	50	26	10
Issue binding directives	Yes – Highly	8	13	7	3	5	33	48	21
	Yes – Somewhat	31	13	45	48	53	33	38	63
	Yes – Unlikely	62	75	48	48	42	33	14	16
Grant or reduce operational autonomy	Yes – Highly	0	0	5	9	0	11	38	19
	Yes – Somewhat	47	9	36	22	62	33	21	50
	Yes – Unlikely	53	91	59	70	39	56	42	31
Appoint or dismiss staff (incl. executives)	Yes – Highly	0	0	14	16	0	0	31	22
	Yes – Somewhat	50	20	43	42	0	0	31	44
	Yes – Unlikely	50	80	43	42	0	0	39	33
Issue public praise or reprimand	Yes – Highly	4	3	6	10	6	0	12	5
	Yes – Somewhat	15	13	50	51	0	12	32	35
	Yes – Unlikely	81	83	44	39	94	88	56	60
Enhance or constrict future career choices of executives	Yes – Highly	0	6	6	6	0	0	20	0
	Yes – Somewhat	50	12	13	22	0	0	44	36
	Yes – Unlikely	50	82	81	72	100	100	36	64

*Results presented as percentage total yes responses for each organisational type and each type of reward or sanction. Percentage rounded to whole number.

Question 18. Could you please indicate the extent to which you agree with the statements below, relating to your organisation's relationship with the following stakeholders regarding your most important task? Scale 1 (strongly disagree) to 7 (strongly agree).

Question 18a-d combined

Actor	Statement	Mean relevance		
		Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
My organisation's governing body	The stakeholder provides constructive feedback on our work	6.23	6.32	6.11
My organisation's governing body	It is a good thing that we are ultimately accountable to this stakeholder	6.13	6.24	6.00
My organisation's governing body	This stakeholder thoroughly reads the reports that we send to it	6.13	6.18	6.07
My organisation's governing body	We often have to explain why we do certain things	5.77	5.85	5.67
My organisation's governing body	When this stakeholder changes its views we just have to comply with this new reality	5.62	5.71	5.52
The responsible Minister	It is a good thing that we are ultimately accountable to this stakeholder	5.26	5.17	5.35
My organisation's governing body	Opinions from this stakeholder are generally unambiguous	5.36	5.12	5.67
The portfolio-department	The stakeholder provides constructive feedback on our work	5.16	5.28	5.05
The responsible Minister	This stakeholder thoroughly reads the reports that we send to it	5.05	5.03	5.08
The portfolio-department	This stakeholder thoroughly reads the reports that we send to it	5.04	5.14	4.95
The Department of Finance	We often have to explain why we do certain things	4.92	5.09	4.72
The responsible Minister	The stakeholder provides constructive feedback on our work	4.86	5.08	4.67
The responsible Minister	When this stakeholder changes its views we just have to comply with this new reality	4.99	5.27	4.73
The Department of Finance	It is a good thing that we are ultimately accountable to this stakeholder	4.79	4.92	4.65
The portfolio-department	It is a good thing that we are ultimately accountable to this stakeholder	4.76	4.86	4.67
The Department of Finance	When this stakeholder changes its views we just have to comply with this new reality	4.79	5.03	4.53
The Department of Finance	This stakeholder thoroughly reads the reports that we send to it	4.80	5.06	4.52
The responsible Minister	Opinions from this stakeholder are generally unambiguous	4.77	4.54	5.00
The portfolio-department	We often have to explain why we do certain things	4.78	4.78	4.78
The Department of Finance	Opinions from this stakeholder are generally unambiguous	4.60	4.69	4.52

Actor	Statement	Mean relevance		
		Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
The responsible Minister	We often have to explain why we do certain things	4.65	4.84	4.48
The Department of Finance	The stakeholder provides constructive feedback on our work	4.32	4.50	4.13
The portfolio-department	Opinions from this stakeholder are generally unambiguous	4.28	4.44	4.15
The portfolio-department	When this stakeholder changes its views we just have to comply with this new reality	4.03	4.40	3.70

Question 18a. The portfolio-department

Statement	Mean relevance			Percentage 'does not apply' responses		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
The stakeholder provides constructive feedback on our work	5.16	5.28	5.05	7.32%	5.13%	9.30%
This stakeholder thoroughly reads the reports that we send to it	5.04	5.14	4.95	7.32%	5.13%	9.30%
It is a good thing that we are ultimately accountable to this stakeholder	4.76	4.86	4.67	31.71%	25.64%	37.21%
We often have to explain why we do certain things	4.78	4.78	4.78	6.10%	5.13%	6.98%
Opinions from this stakeholder are generally unambiguous	4.28	4.44	4.15	7.32%	10.26%	4.65%
When this stakeholder changes its views we just have to comply with this new reality	4.03	4.40	3.70	6.10%	7.69%	4.65%

Question 18b. The responsible Minister

Statement	Mean relevance			Percentage 'does not apply' responses		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
It is a good thing that we are ultimately accountable to this stakeholder	5.26	5.17	5.35	0.00%	5.13%	9.30%
This stakeholder thoroughly reads the reports that we send to it	5.05	5.03	5.08	6.10%	5.13%	6.98%
The stakeholder provides constructive feedback on our work	4.86	5.08	4.67	0.00%	0.00%	0.00%
When this stakeholder changes its views we just have to comply with this new reality	4.99	5.27	4.73	3.66%	2.56%	4.65%
Opinions from this stakeholder are generally unambiguous	4.77	4.54	5.00	7.32%	2.56%	11.63%
We often have to explain why we do certain things	4.65	4.84	4.48	2.44%	2.56%	2.33%

Question 18c. The Department of Finance

Statement	Mean relevance			Percentage 'does not apply' responses		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
We often have to explain why we do certain things	4.92	5.09	4.72	21.95%	0.00%	0.00%
It is a good thing that we are ultimately accountable to this stakeholder	4.79	4.92	4.65	39.02%	35.90%	41.86%
When this stakeholder changes its views we just have to comply with this new reality	4.79	5.03	4.53	20.73%	15.38%	25.58%
This stakeholder thoroughly reads the reports that we send to it	4.80	5.06	4.52	21.95%	15.38%	27.91%
Opinions from this stakeholder are generally unambiguous	4.60	4.69	4.52	19.51%	15.38%	23.26%
The stakeholder provides constructive feedback on our work	4.32	4.50	4.13	23.17%	20.51%	25.58%

Question 18d. My organisation's governing body

Statement	Mean relevance			Percentage 'does not apply' responses		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
The stakeholder provides constructive feedback on our work	6.23	6.32	6.11	18.29%	10.26%	25.58%
It is a good thing that we are ultimately accountable to this stakeholder	6.13	6.24	6.00	18.29%	10.26%	25.58%
This stakeholder thoroughly reads the reports that we send to it	6.13	6.18	6.07	18.29%	10.26%	25.58%
We often have to explain why we do certain things	5.77	5.85	5.67	18.29%	10.26%	25.58%
When this stakeholder changes its views we just have to comply with this new reality	5.62	5.71	5.52	20.73%	15.38%	25.58%
Opinions from this stakeholder are generally unambiguous	5.36	5.12	5.67	18.29%	10.26%	25.58%

Question 19. Please indicate to what extent you agree with the statements below. For key decisions on our most important task...

Statement	Mean relevance			Percentage 'does not apply' responses		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
It is imperative that we understand different sides to an issue	6.46	6.46	6.47	1.22%	2.56%	0.00%
... we spend much time collecting and analyzing information from various sources	6.20	6.16	6.23	1.22%	2.56%	0.00%
... we often receive queries from our governing body	5.67	5.79	5.52	23.17%	10.26%	34.88%
... we often receive queries from the portfolio department	4.49	4.94	4.08	7.32%	5.13%	9.30%
... we often receive queries from the responsible minister	4.44	4.76	4.15	4.88%	2.56%	6.98%
... we collect more information than we really need to cover all the bases	4.19	4.69	3.77	2.44%	5.13%	0.00%
We often receive queries from the Department of Finance	3.45	3.85	3.06	14.63%	10.26%	18.60%

Question 20. Could you please indicate the extent to which you agree with the statements below, relating to your professional relationship with the following stakeholders? Scale 1 (strongly disagree) to 7 (strongly agree).

Question 20a-d combined

Actor	Statement	Mean relevance		
		Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
My organisation's governing body	I am willing to work in the interest of this stakeholder	6.79	6.76	6.82
My organisation's governing body	This stakeholder holds me accountable for all of my decisions	6.72	6.76	6.65
My organisation's governing body	I am held very accountable by this stakeholder for our most important task	6.57	6.62	6.50
My organisation's governing body	This stakeholder applies clear / understandable standards to evaluate our most important task	6.40	6.53	6.25
My organisation's governing body	This stakeholder has sufficient substantive or technical expertise about our work to oversee / evaluate our duties	6.31	6.18	6.46
The responsible Minister	I am willing to work in the interest of this stakeholder	6.21	6.28	6.14
The responsible Minister	I am held very accountable by this stakeholder for our most important task	5.92	6.08	5.76
The responsible Minister	This stakeholder holds me accountable for all of my decisions	5.73	5.92	5.56
The portfolio- department	I am willing to work in the interest of this stakeholder	5.82	5.94	5.72
The portfolio- department	This stakeholder holds me accountable for all of my decisions	5.43	5.52	5.35
The Department of Finance	I am willing to work in the interest of this stakeholder	5.35	5.58	5.13
The portfolio- department	I am held very accountable by this stakeholder for our most important task	5.17	5.22	5.13
The responsible Minister	This stakeholder applies clear / understandable standards to evaluate our most important task	5.06	5.09	5.03
The Department of Finance	This stakeholder holds me accountable for all of my decisions	5.00	5.32	4.69
The portfolio- department	This stakeholder applies clear / understandable standards to evaluate our most important task	4.85	4.94	4.75
The Department of Finance	I am held very accountable by this stakeholder for our most important task	4.65	4.88	4.45
The responsible Minister	This stakeholder has sufficient substantive or technical expertise about our work to oversee / evaluate our duties	4.50	4.28	4.72
The portfolio- department	This stakeholder has sufficient substantive or technical expertise about our work to oversee / evaluate our duties	4.53	4.49	4.58
The Department of Finance	This stakeholder applies clear / understandable standards to evaluate our most important task	4.54	4.83	4.27
The Department of Finance	This stakeholder has sufficient substantive or technical expertise about our work to oversee / evaluate our duties	3.58	3.97	3.20

Question 20a. The portfolio-department

Statement	Mean relevance			Percentage 'does not apply' responses		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
I am willing to work in the interest of this stakeholder	5.82	5.94	5.72	7.32%	7.69%	6.98%
This stakeholder holds me accountable for all of my decisions	5.43	5.52	5.35	15.85%	12.82%	18.60%
I am held very accountable by this stakeholder for our most important task	5.17	5.22	5.13	20.73%	15.38%	25.58%
This stakeholder applies clear / understandable standards to evaluate our most important task	4.85	4.94	4.75	18.29%	12.82%	23.26%
This stakeholder has sufficient substantive or technical expertise about our work to oversee / evaluate our duties	4.53	4.49	4.58	14.63%	7.69%	20.93%

Question 20b. The responsible Minister

Statement	Mean relevance			Percentage 'does not apply' responses		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
I am willing to work in the interest of this stakeholder	6.21	6.28	6.14	8.54%	5.13%	11.63%
I am held very accountable by this stakeholder for our most important task	5.92	6.08	5.76	8.54%	5.13%	11.63%
This stakeholder holds me accountable for all of my decisions	5.73	5.92	5.56	6.10%	5.13%	6.98%
This stakeholder applies clear / understandable standards to evaluate our most important task	5.06	5.09	5.03	10.98%	10.26%	11.63%
This stakeholder has sufficient substantive or technical expertise about our work to oversee / evaluate our duties	4.50	4.28	4.72	9.76%	5.13%	13.95%

Question 20c. The Department of Finance

Statement	Mean relevance			Percentage 'does not apply' responses		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
I am willing to work in the interest of this stakeholder	5.35	5.58	5.13	0.00%	0.00%	0.00%
This stakeholder holds me accountable for all of my decisions	5.00	5.32	4.69	0.00%	0.00%	0.00%
I am held very accountable by this stakeholder for our most important task	4.65	4.88	4.45	30.49%	30.77%	30.23%
This stakeholder applies clear / understandable standards to evaluate our most important task	4.54	4.83	4.27	0.00%	0.00%	0.00%
This stakeholder has sufficient substantive or technical expertise about our work to oversee / evaluate our duties	3.58	3.97	3.20	0.00%	0.00%	0.00%

Question 20d. My organisation's governing body

Statement	Mean relevance			Percentage 'does not apply' responses		
	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity	Aggregate	Corporate Commonwealth Entity	Non-Corporate Commonwealth Entity
I am willing to work in the interest of this stakeholder	6.79	6.76	6.82	19.51%	10.26%	27.91%
This stakeholder holds me accountable for all of my decisions	6.72	6.76	6.65	21.95%	10.26%	32.56%
I am held very accountable by this stakeholder for our most important task	6.57	6.62	6.50	21.95%	10.26%	32.56%
This stakeholder applies clear / understandable standards to evaluate our most important task	6.40	6.53	6.25	19.51%	10.26%	27.91%
This stakeholder has sufficient substantive or technical expertise about our work to oversee / evaluate our duties	6.31	6.18	6.46	19.51%	10.26%	27.91%

Information about the person answering this survey

Question 21. How long have you been working for your current organisation (including legal predecessors of the organisation)?

Question 22. Have you always held managerial positions in this organisation?

Question 23. Where did you work immediately before joining this organisation?

Question 24. In what field did you receive your highest education?

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