



Commonwealth of Australia

Standard Form Contract**Parties**

Name Commonwealth of Australia as represented by the Office of the Australian Information Commissioner (OAIC)

ABN: 85 249 230 937

Address GPO Box 5218

SYDNEY NSW 2001

Contract name Commonwealth

Name ORIMA Research Pty Ltd

ACN: 076 347 914

ABN: 77 076 347 914

Address GPO Box 2093

Cazberra ACT 2601

Contract name Supplier

A. Background

- A.1 The Commonwealth requires the provision of the Supplies.
- A.2 The Supplier has fully informed itself on all aspects of the Commonwealth's requirements and has:
- (i) submitted an offer; and
 - (ii) represented that it has the requisite skills and experience to meet those requirements.
- A.3 The Commonwealth has agreed to engage the Supplier, and the Supplier has agreed to be engaged, to provide the Supplies on the terms and conditions of this Contract.

B. This Contract

- B.1. **Supplies:** The Supplier agrees to provide the Supplies to the Commonwealth and the Commonwealth agrees to purchase the Supplies in accordance with the terms of this Contract.
- B.2. **Contract Documents:** This Contract comprises:
- (a) the Special Conditions (if any);
 - (b) this document including the Statement of Requirement;

- (c) The *Commonwealth General Conditions of Contract* available at <https://www.tenders.gov.au/tenant=public.document.list> in the form they appeared at 9:00 am (local Canberra time) on the date of this Contract; and
- (d) *Amex 1 – Supplier's Offer* (if any).

If there is any ambiguity or inconsistency between the documents comprising the Contract, the document appearing higher in the list will have precedence to the extent of the ambiguity or inconsistency.

B.3. Special Conditions: The Supplier must comply with the Special Conditions (if any).

B.4. Definitions: Some terms are given special meanings in clause 2.38 of the *Commonwealth General Conditions of Contract*. Where a term is defined in the *Commonwealth General Conditions of Contract*, that term has the same meaning in each of the documents comprising this Contract, unless when read in context, it appears that a different meaning is intended.

Statement of Requirement

1.1 Term

The commencement date is 4 April 2012 or when the Contract is signed by the second party, whichever is the latter. The term of this Contract is until 29 May 2012.

1.2 The Supplies

The Supplies are as set out in RFO Schedule 2 – Offer, included at Annex 1.

1.3 Timing and delivery date(s)

Supplies are to be delivered as specified in the following table:

| Deliverable | Date |
|---|------------------|
| OAIC provides draft questionnaire to ORIMA | 4 April 2012 |
| OAIC provides FOI/ agency contact list to ORIMA | 4 April |
| ORIMA sets up online questionnaire, undertakes logic and usability testing | 10 – 13 April |
| Fieldwork collection period (initial 2 weeks), including email and telephone reminders | 16 – 27 April |
| ORIMA follows up with nominated agency contacts regarding non-response by email and telephone | 30 April – 4 May |
| ORIMA checks/ verifies/ cleans survey response data by telephone with agencies | 30 April – 4 May |
| ORIMA develops reporting outputs | 7 April – 11 May |
| ORIMA provides draft survey outputs to the OAIC | 14 May |
| OAIC comments provided on draft outputs | 18 May |
| ORIMA provides final survey outputs to the OAIC | 28 May 2012 |

1.4 Delivery location and instructions

| | |
|--|--|
| Delivery Address and Instructions for Supplies | Specified outputs of the contract should be delivered to the person for the time-being holding, occupying or performing the duties of Deputy Director, Compliance (OAIC) as set out below: Mr D'Arcy Jackson Deputy Director Compliance Level 3, 175 Pitt Street Sydney NSW 2000 darcy.jackson@oaic.gov.au Tel 02 9284 9848 Facsimile 02 9284 9666 |
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1.5 Specified Personnel

The Specified Personnel are as set out in RFO Schedule 2 - Offer, included at Annex 1.

1.6 Contract Price and payment

The Contract Price is \$A24,989.16 (including GST) which is payable in instalments by the Commonwealth in accordance with the Contract, upon satisfactory completion by the Supplier (in the Commonwealth's sole opinion) of the milestones as set out in the following table:

| Instalment | Amount of Instalment (incl GST) | Milestone | Expected date for completion of milestone |
|------------|---------------------------------|---|---|
| 1 | \$A9,995.66 | 40% on commencement of the fieldwork | 16 April 2012 |
| 2 | \$A14,993.50 | 60% on provision of final survey outputs at a standard acceptable to the OAIC | 28 May 2012 |

1.7 Intellectual Property

The Supplier grants the Commonwealth a non-exclusive, irrevocable, perpetual, worldwide, fee-free licence (including a right to sublicense) to use, modify, adapt and publish the Supplies and any Material and any adaptation of the Supplies or any Material for any purpose other than commercial exploitation, to the extent that Material embodies any of the Supplier's Intellectual Property Rights.

The Supplier warrants that it owns all Intellectual Property Rights necessary to grant this licence, provide the Supplies and Material to the Commonwealth and to allow the Commonwealth to use the Supplies for their usual purpose and in the manner contemplated by the Statement of Requirement.

The Supplier warrants that the provision of the Supplies in accordance with the Contract will not infringe any third party's Intellectual Property Rights.

1.8 Contract Managers and Addresses for Notices

The Commonwealth's Contract Manager:

Name/position title:

The person occupying the position of Deputy Director, Compliance, currently Mr D'Arcy Jackson.

Postal Address: GPO Box 5218, SYDNEY NSW 2001

Telephone: (02) 9284 9848

Email Address: darcy.jackson@oaic.gov.au

The Supplier's Contract Manager:

Name/position title: The person occupying the position of Partner, currently Andrew Leunhan.

Postal Address: GPO Box 2093, CANBERRA ACT 2601

Telephone: (02) 6175 1000

Mobile: 0407 077 281

Email Address: Andrew.leunhan@orima.com

Both Contract Managers will be responsible for the general liaison and accepting and issuing any written notices under this Contract.

Special Conditions of Contract

Not applicable.

Signing Page

EXECUTED as an Agreement

Signed for and on behalf of the Commonwealth of Australia as represented by the Office of the Australian Information Commissioner (OAIC) ABN 85249230937 by its duly authorised delegate in the presence of

[Signature]
Signature of witness

ANNE DENANEY
Name of witness (print)

[Signature]
Signature of delegate

Nelson Leonard
Name of delegate (print)

Assistant Commissioner Operations
Position of delegate (print)

3/4/12
ON: (insert date)

Executed by ORIMA Research Pty Ltd
ACN: 076 347 914 in accordance with
Section 127 of the Corporations Act 2001

[Signature]
Signature of director

Rosney Lattimore
Name of director (print)

3 APRIL 2012
ON: (insert date)

Contract register number:
CN1112007

[Signature]
Signature of director/company secretary
(Please delete as applicable)

ANDREW LENIHAN
Name of director/company secretary (print)

3 APRIL 2012
ON: (insert date)



Annex 1 – Supplier’s Offer

RFO Schedule 2 – Offer

Respondent’s Details

Full legal name and postal address:

ORIMA Research Pty Ltd

101 Greville St

Prahran, Vic 3181

Ph: (03) 9526 9000

Fax: (03) 9510 2901

ACN: 076 347 914

ABN: 77 076 347 914

Contact Officer

For all matters relating to this RFO, the respondent’s Contact Officer will be:

Name/position title: Andrew Lenihan, Partner

Telephone: 02 6175 1000

Mobile: 0407 077 281

Email: Andrew.lenihan@orima.com

Contract Manager

Name/position title: Andrew Lenihan, Partner

Telephone: 02 6175 1000

Mobile: 0407 077 281

Address for Notices:

Name/position title: Andrew Lenihan, Partner

Postal Address:

GPO Box 2093

Canberra ACT 2601

Email Address: Andrew.lenihan@orima.com

Respondent’s Offer

Our understanding of your needs

The Office of the Australian Information Commissioner (OAIC) is looking for a provider to assist them in the development, delivery and reporting of an online quantitative survey of all Australian Government agencies subject to the Freedom of Information (FOI) Act, in relation to their compliance with Information Publication Scheme (IPS) obligations.

We understand that the questionnaire for the IPS Agency Survey for 2012 will be developed by the OAIC, and around 275 Agencies are expected to participate. We note that data collection needs to be complete before 1 May, and that survey results may be required for OAIC presentations.

Freedom of Information has become increasingly important to the Australian Government, and discussions that we have had with our clients indicate that FOI requests are increasing at a compound average rate in some Departments in excess of 10% per year. Recent reforms to the FOI Act aim to promote a pro-disclosure culture across government and to build a stronger foundation for greater openness and transparency. The IPS requires agencies to take a proactive approach to publishing information and to consider what they should be publishing over and above what they are obliged to publish.

From 1 May 2011, all agencies must publish an agency plan outlining how they will meet the IPS requirements. The OAIC has also developed resources for agencies to assist them with their IPS obligations, including a self-assessment checklist to help agencies assess, improve and progressively review their IPS compliance obligations, including any possible compliance gaps.

What ORIMA can bring to this project

Through our extensive experience conducting online agency-to-agency surveys for the Australian government, ORIMA brings to the project not only significant familiarity with and understanding of the APS environment, but knowledge of the factors that may impact on agencies' ability to develop, implement and administer policies on an ongoing basis. We are able to provide the OAIC with sophisticated analysis of the survey results to add value to the project.



We are also able to develop a 'risk/performance index' for the OAIC (either from an overall question or combination of questions) to provide a summary measure of agency performance against their IPS obligations. Sub-indices can also be created to allow a 'drill down' from the aggregate results to individual risk elements (such as 'people', 'product' and 'process' aspects of the survey).

This analysis will enable us to create a 'risk matrix' that rates agency performance as high, moderate or low and allow us to contrast the characteristics and approaches of high performing agencies with low performing agencies and identify key factors that may be impacting on performance.

To ensure that a high standard of reporting and transparency is achieved for this project, it is vital that:

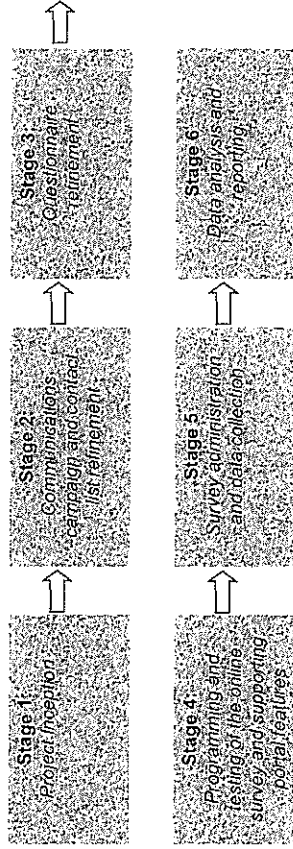
- the survey is conducted with the high degree of professionalism and effectiveness that APS agencies have come to expect from ORIMA Research, given our significant experience working in the sector;
- agencies, and the OAIC, have high confidence in the security and stability of the survey process, including storage and use of data, and respondent confidentiality; and
- the results and reports are provided to the OAIC in a timely fashion, including to enable the OAIC to feed the results into their own internal presentations.

Based on our wider experience in providing high quality and professional services to the broader APS community, including on an agency-to-agency basis, we are confident that we can provide high quality and cost effective services that will meet the needs of the OAIC and APS agencies in all areas of the delivering of services required in this proposal.

Our proposed methodology

Our proposed methodology for the OAIC IPS Agency Survey mirrors the approach we have developed over the past decade, including for the Australian Public Service Commission State of the Service Agency surveys (full details of our Agency-to-Agency survey experience is outlined below).

We propose the following six-stage methodology for this project.



Stage 1: Project inception

This phase is important as it will enable ORIMA Research to clarify the OAIC's requirements and expectations for the survey, and will help establish a clear and effective working relationship between the project teams within the OAIC and ORIMA Research.

The main component of this phase is an inception meeting between ORIMA Research and the OAIC project team. At that meeting, we would discuss the following issues:

- background briefing, particularly on the specific aims and intent of the survey;
- design, delivery and scope of the survey, including:
 - o the contents of the questionnaire being prepared by the OAIC
 - o any issues/concerns raised by particular agencies about the survey
 - o the extent of respondent confidentiality/anonymity of survey responses to be provided.

We note that the RFO requires the provision of the survey data identified for each individual agency, but also requires that we ensure the confidentiality of respondents at all times.

- roles and responsibilities of ORIMA Research and the OAIC;
- specific tasks to be undertaken, timelines and key milestones; and
- identifying main contact points for both ORIMA Research and the OAIC.

The outcome of this phase will be a clear and consistent understanding between ORIMA Research and the OAIC team about the scope and timing of tasks to be undertaken during the project.

Stage 2: Communications campaign, and contact list refinement

A successful communication strategy will be valuable in maximising the response rate, as well as the quality of survey responses. The ORIMA team will discuss with the OAIC a range of options for promoting the survey to all appropriate contact officers, and preparation of a communications plan.

In particular, we recommend that the OAIC send an email to all FOI contact officers (or other appropriate agency contacts approached via agency heads, as planned), prior to the launch of the survey, informing them that ORIMA will be conducting the survey in April 2012 and that full participation is required. This email can also provide information about the objectives of the survey and how the survey fits in with other IPS compliance activities.

Our experience with conducting other agency surveys has shown that this approach will help to:

- maximise the response rate;
- improve the quality of the survey contact list early (by allowing agencies the opportunity to amend contact details if required before the survey commences); and
- ensure data collection is completed within the planned timeframe.

We understand from the RFO that the OAIC will provide the list of all nominated FOI contact officers (we recommend this list be provided to ORIMA after agencies have had a chance to respond to the OAIC email, as noted above). We will use this stage of the project to review the list for obvious errors and consult with the OAIC to resolve any problems found, to ensure the list is up-to-date prior to sending the survey invitations.

Stage 3: Questionnaire refinement

We expect that the issues and questions for the survey will be largely developed by the OAIC, and provided to ORIMA Research in Word format (as specified in the RFO). Our understanding from the OAIC is that the survey will contain around 60 questions, including 10 'open-ended' questions such as 'other specify' fields, titles and numerical fields.

We will assist in the finalisation of the questionnaire through:

- using our professional expertise and experience to help ensure that the questions will work in the manner intended, including within an online environment;
- assessing the language, to ensure that the questionnaire can be easily understood and completed by all agencies;
- assessing the appropriateness of response scales;
- estimating the time for completion;
- including a 'sign off' page in the survey, where agencies can indicate that their responses are complete and final, and provide their contact details for follow up if required (where contact details may have changed). This will assist us in identifying non-responders (and partial responders), and provide a trigger for commencing checking of survey data for completed surveys; and
- undertaking internal testing of the survey process and questionnaire (in partnership with the OAIC) to help ensure agencies can use the portal, and interpret the questions and response options correctly.

At this Stage, we will also ensure that the survey (and/or contact list) contains the necessary demographic and other information required to enable analysis of the survey results by key agency characteristics, such FMA vs CAC Act, type of agency (regulatory, policy, service delivery etc), location, extent of decentralisation, agency size, etc.

Stage 4: Programming and testing of the online survey and supporting portal features

Once the final questionnaire has been approved by the OAIC, we will program it into the online portal, along with the supporting documentation, and online response rate monitoring pages.

Our online survey approach

The IPS Agency Survey will be conducted within a 'portal', which allows agencies to conveniently access many features in addition to the online survey form. This approach was developed by ORIMA Research for the 2003 State of the Service Agency Survey, and has been continuously improved and used effectively in each of the State of the Service Agency Surveys since, as well as for numerous other agency surveys we have conducted for clients, such as the Australian Government Information Management Office (AGIMO), Comcover, the ANAO and various state and territory audit offices.

The portal will be hosted within our own domain (www.orima.com.au), which is hosted and located in Australia by Conexim Australia, an Australian Government endorsed supplier.

We are able to run our surveys with 256 bit Secure Socket Layer (SSL) encryption. This encrypts the link between the user's computer and the web server, such that anyone intercepting the signal will not be able to read the information. For example, an SSL link to the agency portal could be <https://www.orima.com.au/oaic>.

Agencies will be required to use an agencyid and password to access the portal and their own responses.

Responses submitted via our online surveys are stored in a secure password protected environment by our web host, which has full monitoring and backup systems in place.

Our surveys include a Privacy Statement that is consistent with that required for government organisations, informing respondents as to the use of cookies and encryption methods on ORIMA Research's website and the collection of personal information.

All aspects of our online surveys are developed and maintained in-house, giving us full control over the content and enabling us to make any required modifications quickly and efficiently.

Our online surveys are designed to be fully accessible and are compliant with the WCAG 2.0 Accessibility Guidelines (as recommended by AGIMO).

Our online portals and surveys do not depend on non-standard web technologies such as 'Flash'. Features of the portal can include the following, which will be determined in consultation with the OAIC:

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-
-
-
-
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Testing of online survey

As development of the online survey progresses, it will be made available for testing by the OAIC project team and other nominated parties. As our survey is fully developed in-house, any changes required by the OAIC team can be quickly implemented prior to the launch of the survey.

Stage 5: Survey administration and data collection

At the launch of the IPS Agency Survey, we will send an email invitation to each agency contact, which we will prepare in consultation with the OAIC. This email will provide the link to the portal, as well as the agency's userid and password.

During the fieldwork period, agencies would be encouraged to contact the ORIMA Research project team directly if they have any technical difficulties or questions with using the portal, including completing the online survey. ORIMA Research will provide online and telephone assistance to Agency contacts that seek such assistance.

Reminder emails will be sent out to agencies at appropriate times during the fieldwork, and in addition, a telephone reminder process will commence as necessary to:

- confirm agency contact information and capacity to complete the survey, where no agency login for a particular agency has been recorded after the first week of fieldwork; and
- remind agencies who appear to have logged on to the Portal/commented completing the survey but have not completed it, after reminder emails have been sent.
- Pro-active follow-up with non-respondents during fieldwork will help to maximise the response rate (to achieve a minimum of 60%), minimise the extent of follow up required after the initial survey response period has ended, and assist to keep the survey to the agreed timeframe.
- Regular monitoring of response rates, and our follow-up strategies with agencies, will ensure we are easily able to provide the OAIC weekly progress reports on the completion rate, refusal rate, and any data or survey issues that arise.

Non-response follow-up

At the end of the initial 2-week data collection period, ORIMA will undertake follow-up of non-respondents (and partial responders) – as identified through the agency 'sign off' page. This contact will initially take place via email, advising the agency contact that a consultant will be calling by telephone within the next day to discuss their participation in the survey, with a view to encouraging them to take part or complete their responses. The survey portal will remain open during this time, for agencies to access and complete the survey.



Data verification

At the end of the initial 2-week data collection period, ORIMA will also commence data verification and follow-up processes to check and amend (if necessary) inconsistent responses from agencies who have provided sign off that their responses are complete. We will conduct this process via telephone with agency contacts, and encourage them to log back onto the survey portal themselves to check / amend responses as soon as possible. If this is not possible, ORIMA will manually edit the agency response as agreed with the agency, and keep a record of these manual edits on file.

In the instructions for the survey on the Portal (and in email invitations / reminders) we can advise agencies that we ORIMA will be checking for data inconsistencies, to encourage them to complete the survey carefully. We will also advise through these channels that we may telephone them if we have a query about any of their responses.

Stage 6: Data analysis and reporting

Topline results and interim report

Survey report

We will prepare a user-friendly report of around 20 pages in length that will include:

- an executive summary;
- background to the research including a brief discussion of methodology, research objectives, response rates and methodological/data quality issues encountered;
- A concise analysis of the quantitative and qualitative survey findings, including drawing out key differences in results by specified key agency characteristics (including agency size, legal status (FMA vs CAC Act), type of agency (regulatory, policy, service delivery etc), location, extent of decentralisation);
- Analysis will be supported by charts of all survey questions and responses (which can be provided separately in Excel format).

- A risk/performance index to provide a summary measure of agency performance against their IPS obligations. This analysis will enable us to create a 'risk matrix' that rates agency performance as high, moderate or low on the compliance index – this will allow us to contrast the characteristics and approaches of high performing agencies with low performing agencies and allow us to develop a 'league table' to rank agencies based on their scope for improvement.
- These analytical techniques will help to highlight the key messages from the survey, while providing performance-based insights and facilitating targeted responses at the agency level. This approach is designed to maximise the ability to affect behavioural change from the survey.

The report will be provided initially in draft form, and finalised after feedback from the OAIC

Data outputs



Debrief

ORIMA is happy to provide the OAIC with a debrief meeting at any stage after the preliminary data analysis to discuss 'lessons learned' from the survey process including any difficulties encountered during the survey, non-response rates and the nature of non-responses, and any general observations and recommendations about improving the survey process for future IPS surveys (if relevant).

Timelines

A summary of the suggested timeline for this project for 2012 is provided below, consistent with the OAIC's requirements outlined in the RFO. Please note that slippages in key milestones, for example provision of the draft questionnaire, clearance of the final questionnaire, or provision of the agency contact list, may impact on subsequent deliverables.

We note that the fieldwork for the survey needs to be completed by the first anniversary of the Information Publication Scheme (1 May 2012), so that compliance activities in relation to the IPS Survey 2012 do not overlap with the post 1 May 2012 Compliance activities (i.e. the OAIC Desktop Review Inspection Program).

| Key tasks | Due by |
|---|------------------|
| The OAIC provides draft questionnaire to ORIMA | 4 April |
| The OAIC provides FOI contact list to ORIMA | 4 April |
| ORIMA sets up online questionnaire, undertakes logic and usability testing | 10 – 13 April |
| Fieldwork collection period (initial 2 weeks), including email and telephone reminders | 16 – 27 April |
| ORIMA follows up with nominated agency contacts regarding non-response by email and telephone | 30 April – 4 May |
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| ORIMA develops reporting outputs | 7 April – 11 May |
| ORIMA provides draft survey outputs to the OAIC | 14 May |
| OAIC comments provided on draft outputs | 18 May |
| ORIMA provides final survey outputs to the OAIC | 28 May |

Proven Capacity

Statement of Skills and Experience

ORIMA Research is an acknowledged leader in conducting research surveying Australian public sector agencies. ORIMA Research has extensive experience in conducting **agency-to-agency surveys** within state and territory governments and across Australian public sector agencies, including the APS Commission's State of the Service Agency Survey (since 2003).

In the last four years we have conducted or assisted with more than 15 agency-to-agency surveys, many of which are conducted on an ongoing basis (quarterly, six-monthly and annually – leading to over 130 survey 'rounds'). These surveys are often designed to collect administrative, financial and performance information. Many surveys are also designed to facilitate and support the assessment of organisational performance information for the various agencies, and to benchmark these findings against other 'like' agencies.

For these projects, ORIMA's role normally includes liaison with the agencies, collection of the data, analysis and preparation of summary reports for the sponsoring client and reports for individual agencies as needed.

As well as providing an in-depth appreciation of current issues affecting APS agencies, these projects have highlighted important practical issues associated with administering surveys across a range of public sector agencies, which will assist ORIMA assess data quality issues for this project. Examples of these research projects include:

- Office of the Federal Privacy Commissioner (2009) was an online survey of Australian Government agencies to identify how they have addressed the risks Portable Storage Devices (PSDs) present to their management of personal information in the workplace.
- The AGIMO ipv6 Readiness Survey has been conducted quarterly since 2009 and involves the collection and reporting of progress towards implementation of IPv6 in Australian Government agencies against workplan milestones.
- The AGIMO WCAG 2.0 National Transition Strategy (NTS) Survey was conducted from December 2010 to January 2011 and involved the collection of website details and related accessibility performance information for all FMA Act (and one CAC Act) agencies across the Australian Public Service.
- The Comcover Customer Survey has been conducted since 2009 and involves the collection and reporting of information in relation to client satisfaction across 178 agencies in the APS.
- We have conducted a wide variety of agency-based surveys for the ANAO to be used in their performance audit reports. Examples of recent projects include ICT Security Management of Portable Storage Devices, Indigenous Service Delivery Arrangements, Management of the Overseas Owned Estate, Fraud Control Arrangements within Australian Public Service Agencies and Managing for Aid Effectiveness. Other projects for the ANAO include:
 - Survey of Commonwealth Agencies – Financial Audits (since 2003)
 - Survey of Commonwealth Agencies – Performance Audits (since 2002)
 - Stakeholder Consultations with Parliamentarians (2000, 2003, 2005, 2008, 2011)
 - Stakeholder consultations with Public Sector Entities
 - APS-wide census of medium-to-large Commonwealth agencies' learning and development in the APS
 - Survey of Commonwealth entities – Management of Rehabilitation
- ORIMA Research has also assisted the ANAO with over 30 research projects that have supported ANAO performance audits or the preparation of ANAO Better Practice Guides.

We also conduct ongoing surveys of performance and financial audit clients for the Victorian Auditor-General's Office, the Audit Office of New South Wales, Office of the Auditor General for Western Australia, the Queensland Audit Office and the Tasmanian Audit Office.

We have assisted the National Archives of Australia with data analysis and reporting for their agency survey on record keeping and management (Check Up 2.0), and have assisted the Attorney General's Department for data analysis and reporting assistance for security-related agency surveys.

Other relevant projects include:

- Australian Public Service Commission (APSC) ICT skills and workforce planning survey (2010)
- State of the Service Agency survey (annually from 2003)
- State of the Service Employee survey (annually from 2003)
- Client service survey
- Department of Finance and Deregulation
- Mobile Phone / PDA Survey of Parliamentarians (2009)
- IT Satisfaction Survey (2007, 2008 and 2011)

About ORIMA Research

ORIMA Research has 40 staff members, with offices in Canberra, Melbourne and Sydney. ORIMA Research has appropriate systems and administration processes in place to perform the work outlined in this proposal.

ORIMA Research has a state of the art computer network that is fully integrated across our three office locations. The network has full security and backup measures in place.

ORIMA Research is a member of the Association of Market and Social Research Organisations (AMSRO) and adheres to the Market and Social Research Privacy Principles administered by AMSRO in accordance with the Privacy Act 2000 (Commonwealth).

ORIMA Research has obtained quality accreditation under the market and social research quality standard AS ISO 20252 – 2007. This project will be conducted in accordance with this standard.

Our consultants belong to the Australian Market and Social Research Society (AMSRS) and ORIMA Research adheres to the Society's Code of Professional Behaviour. Our senior consultants have also achieved accreditation as Qualified Practising Market Researchers (QPMR).

ORIMA Research has a strong managerial team with experience in co-ordinating and supervising a broad range of quantitative and qualitative research projects both in Australia and overseas. Most of our senior consultants have worked in large public sector organisations as employees and therefore have first-hand experience of employee engagement and workplace culture issues associated with these organisations.

We also have an exceptional track record in delivering projects on time to public sector clients. We understand the pressures faced by our public sector clients in responding to set tight government timeframes, and therefore ensure that work is completed within the specified project timeline. We also understand that on occasions, some work is needed to be completed earlier than first anticipated—in these situations we make every effort to provide our clients with the information they need.

ORIMA Research has demonstrated its ability to effectively work in collaboration with staff from public sector organisations of all sizes as well as other stakeholders. Our approach is based on forging close working relationships with our clients and delivering value adding and high quality outcomes in line with our clients' objectives.

Added value

At all stages of each project, our aim is to add value for our clients:

- research design is rigorous, robust and tailored to address the individual requirements of each project;
- clients work directly with senior researchers, who are involved in all aspects of research projects;
- all fieldwork and data processing is conducted according to strict quality standards, and is attuned to effectively handle target group sensitivities and constraints;
- analysis is thorough and tailored to add maximum value for the client;
- we present our findings in a way that enables our clients to implement practical and realistic follow-up strategies;
- quantitative research results are statistically valid and reliable; and
- qualitative research results are detailed, fully explained and action-focused, with moderation, analysis and reporting being conducted directly by the same researchers.

Recent awards

ORIMA Research is at the leading edge of the Australian industry in terms of research quality and delivering valuable outcomes for clients. Our contribution has been recognised through two key quality awards.

In 2006, the Australian Market and Social Research Society (AMSRS) launched its Research Effectiveness Awards. The AMSRS received 39 entries. ORIMA was selected as one of 3 finalists for the Award for Contribution to Communications Strategy Effectiveness for our government communications research for the Australian Government's *Support the System that Supports You* campaign.

In 2007, the Australian Public Service Commission was awarded a United Nations Public Service Award in the category of improving transparency, accountability and responsiveness in the public service for the Commission's State of the Service Report. ORIMA Research assists the Commission in producing this report, including collecting information for the report via an online survey of all Australian Public Service agencies covering a range of management and operational matters.

Specified Personnel

We have nominated a team of five key consultants for this project, each of whom has skills that are relevant to the various aspects of this project. This team will be supported by several Research Analysts and Research Assistants.

The team has strong experience in agency-to-agency research for the public sector. An outline of the consultants is provided in the table below, and more detailed profiles for the team are provided in the attached Consultant Profiles.

| Name | Position/Role | Rate (\$A, duty paid, GST exclusive) | Rate (\$A, duty paid, GST inclusive) | Anticipated Time (hours) | Total for Person (GST inc) | Current level of Security Clearance |
|------|---------------|--------------------------------------|--------------------------------------|--------------------------|----------------------------|-------------------------------------|
| | | | | | | |



| Name | Position/Role | Rate (\$A, duty paid, GST exclusive) | Rate (\$A, duty paid, GST inclusive) | Anticipated Time (hours) | Total for Person (GST inc) | Current level of Security Clearance |
|------|---------------|--------------------------------------|--------------------------------------|--------------------------|----------------------------|-------------------------------------|
| | | | | | | |



Subcontractors

| Proposed subcontractor (full legal name & ABN/ACN) | Scope of works to be subcontracted and technical significance | Fees and associated expenses (GST exclusive) | Fees and associated expenses (GST Inclusive) |
|--|---|--|--|
| Not applicable | N/A | N/A | N/A |

Referees

| Referee Name | Position/Company | Phone No: | Email Address |
|--------------|---|--------------|--|
| Marian Allen | Director, State of the Service Surveys, APS Workforce Group, APS Commission | 02 6202 3575 | marian.allen@apsc.gov.au |
| Kerry Moir | Director, Digital Transition Policy Project National Archives of Australia | 02 6212 3639 | kerry.moir@naa.gov.au |

| | | | |
|---------------------|---|------------------|---------------------------|
| Referee Name | Position/Company | Phone No. | Email Address |
| John Hillier | Assistant Director, Governance and Policy Branch, AGIMO | 02 6215 1559 | john.hillier@agimo.gov.au |

Pricing

Prices for Services

Our GST inclusive professional fees for undertaking the various components of the survey project are outlined below.

| Task | Milestone Deliverable (if applicable) | Milestone Delivery Date (if applicable) | Payment Schedule (\$A, duty paid, GST exclusive) | Payment Schedule (\$A GST component) | Payment Schedule (\$A, duty paid, GST inclusive) |
|--|---------------------------------------|---|--|--------------------------------------|--|
| Stage 1: Project Inception | | | No charge | No charge | No charge |
| Stage 2 and 3: Comms campaign, contact list and questionnaire refinement | Approval of final questionnaire | By 10 April 2012 | \$3,595.20 | \$359.52 | \$3,954.72 |
| Stage 4 and 5: Programming survey, survey admin and data collection | Completion of fieldwork | By 4 May 2012 | \$5,835.27 | \$683.53 | \$6,518.80 |
| Stage 6: Data analysis and reporting | Delivery of final report | By 23 May 2012 | \$11,286.95 | \$1,028.69 | \$12,315.64 |
| | | | Total GST exclusive | Total GST | \$A22,717.42 |
| | | | Total GST Inclusive | Total GST | \$A24,989.16 |

The above prices are valid for 6 months from the date of this Offer. No cancellation fees apply. Additional services can be provided at the consultants' standard charge rates.

Facilities and Assistance

We require only the facilities and assistance offered by the Commonwealth in RFO Schedule 1 – Statement of Requirement.

Insurance

| Insurance details | | | |
|------------------------|---------------|---|--|
| Type | Insurer | Total amount of insurance cover (including details of any limits on a per claim or aggregate basis) | Expiry Date of Policy |
| Professional Indemnity | QBE Insurance | \$10,000,000 | 30/6/12 |
| Public Liability | CGU Insurance | \$20,000,000 | 24/2/2013 |
| Property Insurance | CGU Insurance | \$20,000,000 | 24/2/2013 |
| Workers Compensation | CGU Insurance | Unlimited | 30/6/12 (VIC) 30/6/12 (ACT) 5/6/12 (NSW) |

Additional Information

As per Schedule 3 to this RFO, all work performed will be undertaken in a manner consistent with the APS Values and Code of Conduct and Information Privacy Principles set out in section 14 of the Privacy Act 1988 (Cth).

In addition, this project will be conducted in accordance with the International Standard ISO 20252. ORIMA Research has obtained quality accreditation under this standard.

ORIMA Research is a member of the Association of Market and Social Research Organisations (AMSRO) and adheres to the Market and Social Research Privacy Principles administered by AMSRO in accordance with the Privacy Act 2000 (Cth).

ORIMA's consultants belong to the Australian Market and Social Research Society (AMSRS) and ORIMA Research adheres to the Society's Code of Professional Behaviour. Our senior consultants have also achieved accreditation as Qualified Practising Market Researchers (QPMR).

We have no real or perceived conflict of interest in relation to the supply of these services.

Administrative Information

Confidentiality of Tenderer Information

| Provisions considered necessary to be confidential | Reasons for requesting confidentiality |
|--|--|
| Nil | N/A |

Declaration by Respondent

The Respondent offers to provide the Supplies described in *Schedule 1* to the RFO (*Statement of Requirement*) on the following terms:

- The terms of the RFO including *Schedule 1* to the RFO (*Statement of Requirement*)
- the *Commonwealth General Conditions of Offer* (available at <https://www.tenders.gov.au/?event=public.document.list>) in the form it appears at 9:00 am (local Canberra time) on the date of this offer;
- this *Schedule 2* to the RFO (*Offer*); and
- the special conditions (if any) in *Schedule 3* to the RFO.

These documents collectively comprise the Respondent's "Offer".

The Offer

The Respondent agrees to enter into a contract to provide the Supplies in accordance with its Offer in the form of the *Standard Form Contract* attached to, or provided with, this RFO which incorporates by reference the *Commonwealth General Conditions of Contract* (available at <https://www.tenders.gov.au/?event=public.document.list>) even if those conditions are not attached to the contract.

The Respondent agrees that the Commonwealth may accept or decline to accept the Respondent's Offer in its discretion. No commitment or contract exists until a contract in the form of the *Standard Form Contract* (which includes *Commonwealth General Conditions of Contract* including any *Special Conditions of Contract* required by the Commonwealth) is executed by both parties. The Respondent agrees that the Commonwealth is not required to enter into any contract in connection with the RFO.

The Respondent agrees that participation in any stage of the RFO process is at the Respondent's sole risk and cost.

Unpaid Employee Entitlements

The Respondent warrants that neither it nor its proposed subcontractors (if any) has a judicial decision against it (excluding decisions under appeal) relating to unpaid employee entitlements where the entitlements remain unpaid.

Conflict of Interest

The Respondent agrees to notify the Commonwealth immediately if an actual or potential conflict of interest arises.

Criminal Code Acknowledgement

The Respondent acknowledges that the giving of false or misleading information to the Commonwealth is a serious offence under section 137(1) of the schedule to the *Criminal Code Act 1995 (Cth)*.

Compliance with Equal Opportunity for Women in the Workplace Act

The Respondent warrants that neither it nor its proposed subcontractors (if any) is currently named as not complying with the *Equal Opportunity for Women in the Workplace Act 1999 (Cth)*.

Improper Assistance with Preparing Offer

The Respondent warrants that its Offer has not been prepared with the improper assistance of employees or contractors or former (within the previous twelve months) employees or contractors of the Commonwealth or with improperly obtained information.

| | |
|--|---|
| Andrew Lenihan Signatory's printed name: | <i>Andrew Lenihan</i> Signatory's signature: |
| Partner Signatory's Position | 23 March 2012 Date |
| 02 6175 1000, 0407 077 281 Signatory's Phone Number | andrew.lenihan@orima.com Signatory's Email Address |

Rodney Lalimer

Witness's printed name

Rodney Lalimer

Witness's signature

Attachment A – Consultant profiles

Rodney Latimer, Director

Qualifications/ Professional Associations

- Qualified Practising Market Researcher (OPMR)
- Full member of the Australian Market and Social Research Society
- Member of the European Society of Market Researchers (ESOMAR)
- Bachelor of Arts (Hons) in Economics, Political Science, and Asian Studies, Flinders University.

Specialisations

- Leader and manager of the Canberra Quantitative Research Division within ORIMA Research
- Research consultant with extensive experience in all facets of research methods for social and market research projects
- Specialising in policy development and program management research, client/stakeholder research and employee research
- Highly experienced in leading the design and development of survey methodologies, identifying innovative methods in capturing required data, overseeing desk research projects, and managing projects at strategic levels
- Highly experienced in the project management of sensitive government-to-business (G2B) and business-to-business (B2B) research projects
- Delivering numerous client and staff survey projects for the public sector and overseeing all ORIMA government-to-business projects
- Overseeing all commercial research projects

Recent examples of key projects

- Australian Public Service Commission (APSC), State of the Service census surveys of Commonwealth Departments and Agencies and complementary large-scale sample survey of 5000 APS employees
- Joint APSC and Department of the Prime Minister and Cabinet (PM&C), cross-agency survey of SES officers
- Australian Government Attorney-General's Department, cross-agency staff survey
- Australian Centre for International Agricultural Research, staff survey
- Australian Communications and Media Authority, staff survey
- Australian Crime Commission, staff survey
- Australian Research Council (ARC), staff survey
- Australian Taxation Office, staff survey
- Commonwealth Department of Agriculture, Fisheries and Forestry, staff survey
- Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), staff survey
- Food Standards Australia New Zealand (FSANZ) staff survey
- National Archives of Australia, staff and pulse surveys
- National Capital Authority, staff survey
- Sydney City Council, staff survey
- The Office of the Commonwealth Ombudsman, staff survey

Employee research

- Department of Employment and Workplace Relations, research to evaluate the effectiveness of the Job Network Program, and research to investigate the impact of labour market assistance programs
- Department of Education, Employment and Workplace Relations- General Employee Entitlement and Redundancy Scheme stakeholder surveys
- Department of Industry, Tourism and Resources, annual research to support the continuous improvement of the effectiveness of service delivery in AusIndustry programs

Policy development and program management research

- Australian National Audit Office, performance audit client surveys of Commonwealth Government Agencies
- Australian Communication and Media Authority, client surveys and stakeholder surveys
- Australian Crime Commission, stakeholder survey
- ComSuper, client satisfaction tracking surveys
- Department of Finance and Deregulation, internal client IT services satisfaction surveys
- Department of Industry, Science and Resources, internal client satisfaction surveys for IT division and corporate services division
- ActewAGL, customer surveys and consumer research
- TransACT, customer surveys and consumer research
- Canberra Investment Corporation, consumer research
- Campbell Page Customer and client satisfaction surveys
- The Australian Reward and Investment Alliance (ARIA), member surveys

Client/customer/stakeholder surveys and consumer research

Andrew Lenihan, Partner

- Qualified Practising Market Researcher (QPMR)
- Bachelor of Economics (Honours), Sydney University
- Member, Australian Market and Social Research Society (AMSSRS)
- Member, Australian Evaluation Society (AES)

Qualifications/Professional Associations

- Experienced researcher with over 15 years of experience in market, social and economic research.
- Specialising in client/stakeholder research, employee research, communications research and strategic government research to support program evaluations and performance audits.
- Translating research findings into outcomes for service delivery, people management and program development.
- Extensive experience in research design, data collection, processing and analysis.
- Project management of quantitative and qualitative consultancies.
- Tailoring reporting and presentation of research results to add maximum value for clients.

Specialisations

Recent examples of key projects

- Department of Immigration and Citizenship (DIAC), client experiences research
- ComSuper, cyclical client satisfaction survey
- Victorian Disability Services Commissioner, advice and analysis about the Annual Complaints Reporting process
- Department of Health and Ageing, ICT users survey
- AusAID, student arrival survey and ongoing student survey
- Department of Education, Employment and Workplace Relations (DEEWR), survey about the impact of reforms to early childhood education and care

Client/community/stakeholder research

- Australian Public Service Commission (APSC), state of the service employee survey
- Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), staff survey, pulse survey and exit and entry survey
- Department of Health and Ageing, staff survey
- Department of Foreign Affairs and Trade, staff survey
- Department of Agriculture, Fisheries and Forestry, staff survey
- Department of Infrastructure and Transport, staff pulse surveys
- Australian National Audit Office, staff survey
- AusAID, staff survey
- APSC, indigenous census survey
- Australian Taxation Office, staff well-being survey

Employee research

- Victorian Department of Human Services, stakeholder evaluation of concessions communications
- DEEWR, tracking research for the Support The System that Supports You communication campaign
- FaHCSIA, review of internal communications
- DEEWR, review of channels of communication between DEEWR and its service providers
- FaHCSIA, research into the effectiveness of communication about disability employment reforms
- AusAID, policy dialogue survey (part of broader evaluation)
- DEEWR, evaluation of the Personal Support Program (PSP)
- DEEWR, qualitative evaluation of Job Network
- FaHCSIA, evaluation of the pension bonus scheme
- DEEWR, evaluation of Job Seeker Classification Instrument (JSCI)
- DEEWR, evaluation of Job Seeker Supplementary Assessment Process (JSA)

Communications research

Policy development and program management research

Performance audits/internal audits

- DEEWR, various internal performance and compliance audits including General Employee Entitlements Redundancy Scheme (GEERS), the Fair Work Education and Information Program, Job Placement Licensing, Work for the Dole and Remote Services
- ANAO, Audit of AusAID's delivery of Aid to East Timor

Chris Sadler, Partner

Qualifications/Professional Associations

- Qualified Practising Market Researcher (QPMR)
- Bachelor of Economics (First Class Honours), ANU
- Member, Australian Market and Social Research Society (AMSSRS)

- Experienced research consultant with over 20 years of experience in market, social and economic research.
- Specialising in information technology issues, including the design and implementation of online survey instruments and other web-based information collection systems.
- Extensive experience in designing and implementing online surveys of employees and organisations to inform client/stakeholder research, employee research, and strategic government research to support program evaluations and policy development.
- Extensive experience in conducting staff ballots (primarily online and postal).
- Extensive experience in research design, data collection, processing and analysis.
- Delivering tailored and responsive client service.

Specialisations

Recent examples of key projects

- Australian Public Service Commission's annual State of the Service employee survey
- Human Services Portfolio Staff Survey
- Department of Health and Ageing Staff Survey
- Australian Public Service Commission's Indigenous APS Employees Survey
- Australian Public Service Commission's ICT Workforce Planning and Capability Assessment employee survey
- Australian National Audit Office's survey of assessors and households on the Green Loans Program
- Australian National Audit Office's survey of schools on the Digital Education Revolution
- Finance survey of Advertising Services Customers
- Department of Finance and Regulation IT Services Satisfaction survey
- Australian National Audit Office survey of users of Personal Security Devices
- AusAID surveys of International Students
- Office of the Gene Technology Regulator Stakeholder Surveys
- Office of the Parliamentary Counsel Staff Survey

Online Surveys of Employees and Individuals

Staff Ballots

- Department of Health and Ageing
- AusAID
- National Native Title Tribunal
- Department of the Prime Minister and Cabinet
- The Australian Communications and Media Authority
- Department of Foreign Affairs and Trade
- Department of Broadband, Communications and the Digital Economy

- IP Australia
- Fair Work Ombudsman
- Australian Government's Information Management Office's WCAG 2.0 National Transition Strategy survey
- Australian Public Service Commission's annual State of the Service agency survey
- Australian Public Service Commission's ICT Workforce Planning and Capability Assessment agency survey
- Australian National Audit Office National Greenhouse and Energy Reporting System survey
- Australian National Audit Office's survey on Indigenous Service Delivery Arrangements
- Australian Government's Information Management Office's cyclical agency survey on the IPv6 Transition Strategy
- Australian Council of Auditor's General Macro Benchmarking Surveys

- Australian Institute of Petroleum's Petrol Price Website
- Department of Families, Housing, Community Services and Indigenous Affairs, Online Case Management System for contracted service providers to meet internal management needs and FaHCSIA's performance information needs
- Disability Services Commissioner (Vic), Online Data Collection System for agencies to report on complaints made about them

Web-based Information Systems

Kim Sullivan, Senior Research Consultant

- Qualifications/Professional Associations
- Qualified Practising Market Researcher (QPMR)
 - Bachelor of Arts / Laws, ANU
 - Master of Social Science, RMIT
 - Member, Australian Market and Social Research Society (AMSRS)

- Specialisations
- Experienced researcher with 7 years of experience in market and social research.
 - Specialising in employee research, community surveys, client/stakeholder research (including government-to-business), and private sector customer/member satisfaction.
 - Extensive experience in management of quantitative consultancies, research design, data collection, processing and analysis.
 - Delivering tailored and responsive client service.

Recent examples of key projects

- Australian Communications and Media Authority - Staff survey (2007, 2008)
- Australian Government Department of Agriculture, Fisheries and Forestry - Staff survey (2007)
- Australian Government Department of Environment and Heritage - Staff survey (2007)
- Australian Government Department of Finance and Deregulation - Internal client (staff) satisfaction surveys (since 2007)
- Australian Government Department of Industry, Science and Resources - Internal client (staff) satisfaction surveys - eBusiness and Corporate Divisions (since 2005)
- Australian Government Department of Parliamentary Services - Staff survey (2009)
- Australian Research Council - Staff survey (2008)
- Australian Taxation Office - Staff wellbeing survey (2009)
- Australian Transaction Reports and Analysis Centre (AUSTRAC) - Staff survey (2007)
- Commonwealth Ombudsman - Staff surveys (2007, 2009)
- ComSuper - Staff survey (2008)
- Food Standards Australia and New Zealand - Staff survey (2008)
- National Archives of Australia - Staff survey (2008), Staff pulse survey (2009)
- National Native Title Tribunal - Staff surveys (2006, 2007, 2008)

Employee research

- Community research
- ACTEW Corporation, community surveys on a range of topics - Cotter reserve (2009), water restrictions (2007, 2008, 2009), water pricing (2006), permanent water conservation measures (2005, 2011), water infrastructure (2007-2009)
 - Lifeline - community awareness surveys on branding, stress, and fundraising (2011)
 - ACT Land Development Agency - Housing preferences community survey (2007)
 - Canberra Investment Corporation - Branding (community) survey (2008), Googong development community survey (2007), Embassy Hotel redevelopment community survey (2007), Grace development (2008)

- Communities@Work - community awareness survey (2008, 2009, 2011)
- Embassy of Japan - National community survey (2006, 2009)
- Magnet Mart (retailer of hardware and homewares products to the ACT and NSW) - Community survey (2006)
- National Capital Motors - Community survey (2007)

- Campbell Page - client survey (2008)
- AusAID - DFAT/SLA cyclical survey (services provided to overseas posts) (since 2008)
- AusCheck - client satisfaction survey (2008, 2009, 2011)
- Department of Innovation, Industry, Science and Research - business.gov.au survey of businesses (2007, 2008)
- ACMA - stakeholder research (2009)

- AusIndustry - customer satisfaction survey (since 2005)
- DIISR Small Business Advisory Services end user survey (2011)
- TransACT / Neighbourhood Cable - customer (and potential customer) satisfaction survey (since 2006)
- Pharmacy Guild of Australia - Quality Care Pharmacy Program member research (2008, 2009)
- ActewAGL - customer surveys (2008, 2009)
- Ecowise - customer survey (2008)
- ACFID - member satisfaction (2007)

Client / stakeholder research

Laurin Milsom, Research Analyst

- Bachelor of Science (Psychology) (Hons); Australian National University
- Associate Member, Australian Market and Social Research Society (AM/SRS)

- Experience in market and social research as well as psychological research, development and administration of experimental and survey-based research.
- Previous public service experience, with client and stakeholder liaison, project management and policy development experience.
- Specialising in communications research, client/stakeholder research and employee research.
- Significant experience in in-depth and telephone interviewing.
- Extensive experience in research design, data collection, processing and analysis.

Recent examples of key projects

- Department of Finance and Delegation, client satisfaction research (2011)
- Australian Crime Commission, client satisfaction survey (2011)
- AusIndustry, client satisfaction research (2011)
- AusCheck (Attorney-General's Department), client satisfaction research (2011)
- DIAC, client experiences survey (2010, 2011)
- ActewAGL, customer surveys and consumer research (2010)
- Australian Sports and Anti-Doping Authority, stakeholder research (2010)
- Australian Maritime Safety Authority, stakeholder research (2012)

Client, community / stakeholder research

- ACTEW Corporation, communications research (2011)
- Lifeline Australia, self-help information service review (2011)
- Swimming Australia, stakeholder research (2010)

Communications research

- Australian Public Service Commission (APSC), State of the Service employee survey (development of new questions that mirror current theory and research in relation to organisational psychology)
- Department of Treasury, staff survey benchmarking (2011)
- Australian Communications and Media Authority, staff survey (2010 and 2012)
- Fair Work Australia, staff survey (2010)
- Department of Agriculture, Fishing and Forestry, staff survey (2010)
- Australian National Audit Office, staff survey (2010)
- Department of Industry and Transport, pulse staff survey (2011-2012)
- Redland City Council, staff survey (2011)
- Department of Families, Housing, Community Services and Indigenous Affairs, staff survey (2010, 2011, 2012)
- AusAID, policy dialogue evaluation research (2011-2012)

Employee research