



# Part 3

## Management and accountability

Corporate governance	64
External scrutiny	75
Management of people	76
Management of financial resources	88

# Corporate governance

The department is responsible for the provision of procedural, information and administrative services to members, the House and the broader parliament. As Presiding Officer of the House of Representatives, the Speaker's role is in some ways analogous to that of a minister of state in relation to an executive government department. The *Parliamentary Service Act 1999* restates the principles that the legislative arm of government is separate from the executive arm, and that staff employed under the Act are responsible to the Australian Parliament rather than to the government of the day. The Speaker oversees administration of the department and is accountable to the House in respect of that role. The Clerk, who is responsible under the *Parliamentary Service Act* for leading the department and its day-to-day management, reports to and advises the Speaker on departmental matters.

The department's corporate functions and staff provide critical support that enables the department to deliver programs and services. The department's corporate area is focused on providing quality and timely services, and on being responsive to the changing policy and operational needs of the department. This section discusses the department's governance structure and support services, which provide a framework to ensure accountability and the overall effectiveness of the department.

## Governance structure

### Legislation

The Australian parliamentary service, established by the *Parliamentary Service Act*, includes the Department of the House of Representatives as one of the four parliamentary departments. The Act also provides for the independence of the Clerk in that person's advisory functions; establishes an office of the Clerk of the House of Representatives; and confers responsibility for managing the department on the Clerk, under the Speaker.

The department's operations are governed by the *Parliamentary Service Act* and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Other legislation, including the *Fair Work Act 2009* and the *Work Health and Safety Act 2011* (WHS Act), also applies to the operations of the department. Together, these Acts set out the Clerk's formal responsibilities for managing the department.

## Executive and senior management

As at 30 June 2022, the department's Executive comprised the Clerk, the Deputy Clerk and four Senior Executive Service (SES) Band 1 staff: the Clerk Assistant (Table), Clerk Assistant (Procedure), Clerk Assistant (Committees) and Serjeant-at-Arms. Each SES Band 1 officer is responsible for one or more of the department's offices (see Figure 1 on page 7). The roles and responsibilities of the Executive are described on page 8.

The senior management of the department comprises the Executive and managers at the Executive Band 2 level.

## Departmental management committees

### Executive

In 2021–22, the department's Executive held 11 formal meetings to consider and take decisions on a range of departmental management and administrative matters. Standing agenda items include finance, information and communications technology (ICT), people strategies, work health and safety, and risk management. During the year the Executive also discussed:

- » COVID-19 responses and planning
- » arrangements to support staff working remotely during COVID-19 lockdown, and plans to assist their transition back to working at Parliament House
- » the report of the Jenkins review – *Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces* (2021)
- » corporate planning, information management and fraud control
- » ICT projects and ICT security
- » workforce action plans
- » planning for the end of the 46th Parliament and commencement of the 47th Parliament
- » various departmental policies and strategies.

### Audit and Risk Committee

The department's Audit and Risk Committee provides independent assurance to the Clerk on the department's risk, control and compliance framework, and its external accountability responsibilities, with specific reference to the Clerk's position of accountable authority under the PGPA Act.

The committee's charter (available at [www.aph.gov.au/dhr/AuditCharter](http://www.aph.gov.au/dhr/AuditCharter)) was reviewed and updated during the year. Guided by this charter, the members of the Audit and Risk Committee play an essential role in ensuring the integrity and transparency of the department's reporting.

From 1 July 2021, the committee comprised the chair and four independent members.

#### Chair

Mr Paul Groenewegen joined as chair of the department's Audit and Risk Committee in early 2018. Mr Groenewegen is an experienced executive and consultant with a background in fiscal management; governance practice; strategy development and implementation; compliance and risk activities; and government operations involving regulation and policy.

Mr Groenewegen's current and previous roles include governance and review work with government and industry organisations, executive roles with Defence Housing Australia, the Australian Prudential Regulation Authority (APRA) and the Private Health Insurance Administration Council (PHIAC), and several financial management roles involving a range

of functions from the oversight of whole-of-government payments through to the financial management of complex multi-program organisations. He holds a Bachelor of Commerce and Graduate Diploma of Applied Corporate Governance and is a certified practising accountant and graduate member of the Australian Institute of Company Directors.

### **Independent members**

Mr Alistair Nicholson joined the committee as an independent member in 2021. Mr Nicholson is an experienced consultant with a background in governance, strategy development, information management and risk management. He has provided governance, compliance and risk advice to a number of government and corporate organisations including the Attorney-General's Department, Services Australia and its predecessors, the Department of Defence, the Department of Primary Industries and Energy, and the Commonwealth Bank of Australia. Mr Nicholson's business improvement advice has been recognised by an IBM Asia Pacific Achievement Award and a Government Technology Efficiency Award.

Mr Nicholson is president and board member of the Canberra chapter of ISACA – an international professional association focused on information technology (IT) governance. He holds a Bachelor of Science, and is a Certified Information Systems Auditor and Certified Information Systems Manager. Mr Nicholson sits on another Commonwealth agency committee, and is a member of the Australian Institute of Company Directors.

Ms Emily Purvis joined the committee as an independent member in 2021. Ms Purvis is the executive manager of governance at Anglicare NSW South, NSW West and ACT, a large charity operating in the Canberra region. She is an executive with experience in the provision of high-level governance, strategic and regulatory policy advice. She has a range of skills in service delivery and governance at the executive level within the public and community services sectors, including over 18 years experience in the Commonwealth public service. Ms Purvis has experience at the board level in the not-for-profit sector. Ms Purvis holds a Bachelor of Laws, Bachelor of Science, Graduate Diploma of Antarctic and Southern Ocean Studies (Hons), Masters of Science and Graduate Certificate in Management. She is an associate of the Governance Institute of Australia and a graduate member of the Australian Institute of Company Directors.

Mr Stephen Sheehan joined the committee as an independent member in 2021. Mr Sheehan is a financial management consultant who has over 40 years experience working in financial management and accounting roles that spanned both public and private sector entities. Mr Sheehan has considerable experience in financial management and reporting, accounting, risk and assurance, performance reporting, organisational management and governance.

Mr Sheehan's senior executive career in the Australian public service included roles as the chief financial officer of the Department of Immigration and Citizenship, the Department of Health and Ageing, and CRS Australia. Mr Sheehan provides audit committee services and financial management advice to a range of Commonwealth agencies. He holds a Bachelor of Commerce and is a Fellow of CPA Australia.

Mr Dermot Walsh joined the committee as a member in 2015. He is the chief financial officer and company secretary at Aboriginal Hostels Limited. Before this, Mr Walsh was senior assistant ombudsman at the Office of the Commonwealth Ombudsman. He is an experienced executive and has had roles in both the Commonwealth and Australian Capital Territory (ACT) public services, in a diverse range of entities including the ACT Land Development Agency, the ACT Economic Development Directorate, Comcare, the National Gallery of Australia, the Defence Service Homes Insurance Scheme and the Department of Veterans' Affairs.

Mr Walsh has significant experience in government financial management, governance and risk management, human resource management, project management, ICT and program delivery. He holds a Bachelor of Commerce, and is a certified practising accountant and member of the Australian Institute of Company Directors.

### Observers

The Serjeant-at-Arms – who manages the department's corporate functions – attends committee meetings as an adviser, together with the Chief Finance Officer and other relevant departmental officers, representatives of the Australian National Audit Office and the department's internal auditors.

### Audit and Risk Committee meeting attendance

**Table 8: Audit and Risk Committee meeting attendance, 2021–22**

Member	Oct 2021	Dec 2021	Mar 2022	Jun 2022
Paul Groenewegen (chair)	✓	✓	✓	✓
Alistair Nicholson	✓	✓	✓	✓
Emily Purvis	✓	✓	✓	✓
Stephen Sheehan	✓	x	✓	✓
Dermot Walsh	✓	✓	✓	✓

In September 2021, the department provided an induction session for the three new independent committee members. This session was also attended by Mr Walsh.

### Audit and Risk Committee remuneration

In 2021–22, the chair of the Audit and Risk Committee, Mr Paul Groenewegen, was paid \$14,000 for his services. Mr Nicholson was paid \$8,250 including GST, Ms Purvis was paid \$7,500 and Mr Sheehan was paid \$6,300 including GST. The remaining committee member did not receive remuneration for work on the committee during the period.



## Other departmental committees

### **Consultative Committee**

The Consultative Committee is an important mechanism for communicating and consulting with staff on workplace issues. Chaired by the Deputy Clerk, the committee's membership includes three other representatives from the department's Executive, two elected staff representatives, and two union-nominated representatives. The committee met five times during 2021–22.

Standing agenda items for the meetings are:

- » implementation and monitoring of the enterprise agreement
- » proposals for change and developments affecting staff
- » reviews of implemented changes
- » work health and safety
- » other workplace issues including filling vacancies and the staff suggestion box.

Other matters discussed in the reporting period included:

- » the department's response to the Jenkins review
- » the establishment of a health and safety committee under the WHS Act
- » the participation of staff in the Australian public service (APS) Employee Census 2022
- » the establishment of a recognition and rewards framework, which is intended to recognise and acknowledge the contribution of individuals and teams
- » the review of the work health and safety management system
- » the review of the recruitment selection policy and procedures.

### **Health and Safety Committee**

The Health and Safety Committee was established in May 2022 under the WHS Act, following a request from a health and safety representative. The committee provides a forum for consultation and dissemination of information on matters that are likely to affect the health, safety and welfare of departmental staff, in accordance with the requirements of the WHS Act. The committee consists of three management representatives and four staff representatives and is chaired by the Serjeant-at-Arms. The committee met once in 2021–22 to determine its terms of reference.

### **Knowledge Management Steering Committee**

The Knowledge Management Steering Committee is a forum to discuss issues in information and knowledge management, and advocate for the sharing of departmental knowledge and skills. The committee has an advisory and monitoring role, and it may also make recommendations to the Executive for decision and undertake roles as requested by the Executive. The committee serves as the department's Information Governance Committee.

The committee is chaired by the Clerk Assistant (Table) and includes representatives from all areas of the department. The committee met once in the period to discuss and endorse the Department of the House of Representatives Digital Strategy 2021–2024.

## Collaboration across parliamentary departments

### **Meetings of heads of parliamentary departments**

In 2021–22, the Clerk, the Clerk of the Senate, the Secretary of the Department of Parliamentary Services (DPS) and the Parliamentary Budget Officer held four formal meetings. Matters discussed during the period included:

- » the Independent Review into Commonwealth Parliamentary Workplaces
- » meeting with the Australian Parliamentary Service Commissioner
- » sharing experiences on working from home and advice on departmental social media policies
- » the 2022 Australia and New Zealand Association of Clerks-at-the-Table (ANZACATT) Staff Development Seminar.

The parliamentary departments continued to work together under the new *Strategic framework for the parliamentary service*, which was formally approved last year. The framework emphasises the common goals of the parliamentary departments in serving, supporting and upholding the institutions of the parliament.

### **Parliamentary Administration Advisory Group**

In 2021–22, the Parliamentary Administration Advisory Group met four times to discuss matters of common interest across the parliamentary departments. Membership comprises the Serjeant-at-Arms, the Usher of the Black Rod, an assistant secretary of DPS and the Assistant Parliamentary Budget Officer from the Parliamentary Budget Office.

Matters discussed over the reporting period included:

- » the findings of reviews into parliamentary workplaces
- » shared and individual responses to the COVID-19 pandemic, including the impacts of local lockdown periods
- » business continuity planning across the parliamentary departments
- » work health and safety matters
- » matters of relevance in the broader public sector, facilitated through regular meetings with the Australian Public Service Commission
- » proposed amendments to the Parliamentary Service Classification Rules 2010 and the Parliamentary Service Determination 2013.

### **Other inter-parliamentary department forums**

In 2021–22, the department was active in a number of other interdepartmental forums that considered matters of common interest, particularly around ICT and security. Departmental representatives participated in meetings of the following groups:

- » Joint Management Group – this group considers security-related matters. It is chaired by a senior representative from the Australian Federal Police, and the department is represented by the Deputy Serjeant-at-Arms.
- » Incident Planning and Response Committee – this committee manages security and emergency incident planning and response operations. The committee is chaired by a senior representative from the Australian Federal Police, and the department is represented by the Deputy Serjeant-at-Arms.
- » Reconciliation Action Plan Working Group – this group is the governing body responsible for the parliamentary service's *Reconciliation Action Plan 2019–2022*. The department is represented by its Reconciliation Action Plan Champion Mr Russell Chafer, the Clerk Assistant (Committees).
- » ICT Portfolio Board – this board makes the key decisions to ensure the effective delivery of prioritised and funded ICT projects. It is chaired by the DPS Chief Information Officer and the department is represented by the Clerk Assistant (Procedure).
- » Strategic ICT Group – this group is the strategic ICT committee for the parliamentary departments. It provides strategic advice on priorities for ICT projects and initiatives, and considers issues relating to ICT strategy, policy and risk. It is chaired by the DPS Chief Information Officer and the department is represented by the Clerk Assistant (Procedure).
- » Service Delivery Working Group – this group is responsible for operational oversight of the *Memorandum of understanding (MoU) between parliamentary departments in relation to the provision of information and communications technology services*. It provides advice to the Strategic ICT Group, and the department is represented by its Chief Information Officer.
- » Information Security Working Group – this group is a forum to progress information security initiatives that require input from all parliamentary departments. The group is responsible for providing feedback and advice to the DPS Director of Cyber Security, to ensure a consistent and effective approach to information security across the parliamentary service. The department is represented by the Information Technology Security Adviser.
- » Continuity Coordination Group – this group was established by DPS to coordinate that department's response to the COVID-19 pandemic. The Serjeant-at-Arms was invited to attend meetings of the group to ensure consistency in coordination and communication.

## Departmental planning

The department recognises the importance of continuing to strengthen its corporate planning and performance reporting, to both comply with its statutory obligations and improve performance, transparency and accountability.

The corporate plan is the department's primary planning document. Meeting the relevant requirement under the PGPA Act, the department's *Corporate Plan 2021–22* was published in August 2021.



The corporate plan covers 2021–22 and three forward years to 2024–25. It sets out the department’s purpose, the activities undertaken to achieve that purpose, and the measures for assessing the department’s performance. It also describes the environment in which the department operates, planned capability initiatives, and the department’s risk management and oversight systems.

The department fosters a collegiate approach to preparing the corporate plan, and some program areas and individual offices in the department develop their own business plans with a more operational focus, to complement the corporate plan.



*Departmental conversations in the Great Hall at Parliament House, 9 November 2021. Image: Department of the House of Representatives.*

The department continues to embed the corporate plan through its comprehensive work performance management framework that applies to all staff, as well as through a new format of fortnightly reporting sessions to the Clerk and Deputy Clerk as well as to the broader department in quarterly and six-monthly reporting.

The annual ‘Departmental conversations’ was held in November 2021. This is the principal forum for the department to reflect, collaborate and create collectively. This year, staff collaborated in four cohorts of the same or adjacent parliamentary service levels to share reflections about the previous year and what people are looking forward to in the year ahead. The Clerk made her annual address to staff. As Speaker Smith had announced he was stepping down from the role, the Clerk invited him as an opportunity to speak with the department for a final time.

### **Departmental accountability and reporting**

The department’s main formal external accountability mechanisms are the Portfolio Budget Statements and the annual report, prepared pursuant to section 65 of the Parliamentary Service Act. The annual report for 2020–21 provided an assessment of the department’s performance against the targets set in the 2020–21 Portfolio Budget Statements and corporate plan, and presented the department’s financial statements.

The department's Portfolio Budget Statements and annual report were made available to all members and published on the department's website. They were also published on the Commonwealth Transparency Portal.

## Managing risk

### **Risk assessment and management**

The department's approach to risk and management of risk is underpinned by its *Risk management policy and framework 2021–23* and *Risk management plan 2021–23*.

The risk management policy and framework details the department's commitment to embedding systematic risk management into governance, management and planning processes. It outlines the department's risk appetite and tolerance, and allocates responsibility for aspects of planning, mitigation, oversight and reporting to identified staff at various levels. The risk management plan identifies the key strategic risks for the department and the treatments to be applied, and is accompanied by separate operational risk management plans for specific business areas or subject matter.

Both documents are reviewed every two years. The *Risk management policy and framework 2021–23* and *Risk management plan 2021–23* were approved in September 2021. The policy and framework includes suggestions for improvement from the Comcover risk management benchmarking program survey. The plan incorporates lessons learnt from the department's experiences with the 2019–20 bushfires and the COVID-19 pandemic.

Staff can access both documents via the departmental intranet. The department has a monitoring and reporting framework that requires regular reporting on risk and risk treatments to the Executive and to the Audit and Risk Committee. The department has identified risk champions across all program areas to lead and support activities addressing risk and encourage effective risk management practices.

### **Business continuity**

Due to the COVID-19 pandemic, the department faced multiple challenges to its normal operations, and business continuity remained a high priority during the year.

Physical distancing requirements, room capacity restrictions and travel restrictions required the department to create new capabilities, including supporting staff to work from home for extended periods and facilitating members' participation in parliamentary proceedings remotely. The department's success in dealing with these challenges demonstrates its ability to adapt its operations to meet unexpected demands, a foundational capability of business continuity.

A departmental business continuity plan was in force throughout the reporting year, complemented by office-level business resumption plans. The business continuity plan is managed by the Serjeant-at-Arms and endorsed by the Clerk. During the year, staff worked to review and update the business continuity framework and plan, which will be finalised in the coming year. The business continuity network, with representation from across the department, is responsible for business continuity governance and oversight.

During 2021–22, the business continuity plan was complemented by the internal COVID-19 Coordination Group. The purpose of the group is to facilitate a coordinated response to COVID-19 matters. It is an advisory and consultative forum with all offices across the department represented, and it meets as required in response to evolving COVID-19 advice and circumstances.

The business continuity plan requires scenario-based exercises designed to test aspects of the department's business continuity capability, with a new exercise developed each year. During 2021, the exercise focused on the Finance Office, People Strategies Office and Information Management Office teams. The exercise was facilitated and reviewed by the department's internal auditors, who concluded that all teams demonstrated their ability to effectively respond to a range of sudden disruptions, and made several recommendations which were accepted by the department.

### **Internal audit**

A strategic internal audit plan is prepared for the department every three years, and an annual audit plan is prepared in consultation with senior management. The strategic internal audit plan 2021–24 addresses strategic, fraud and security risks identified in the department's various risk management plans, as well as emerging strategic and operational priorities identified by management.

During the reporting period, reviews were conducted of the following:

- » payroll services and processing
- » annual performance statement
- » strategic risk management plan and risk management policy and framework
- » fraud control plan and fraud risk assessment.

A review of the department's business continuity planning was completed in 2021–22. In partnership with the Department of the Senate, the department also completed a joint review of the management of ICT capability, projects and risks.

Internal audit services were provided to the department by BellchambersBarrett until February 2022. During the year, the department began planning to procure future internal audit services under the Department of Finance's new Management Advisory Services Panel. The department conducted a review of its internal audit services through a request for quote process. The successful firm has been identified and a contract will be entered into.

## **Preventing fraud**

The department is committed to compliance with the provisions of section 10 of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) relating to preventing, detecting and dealing with fraud.

The department's *Fraud Control Plan 2021–23* was revised during the period and outlines strategies and processes for preventing and detecting fraud, and for investigating and reporting instances of fraud should they occur. All new staff are required to complete online

training on financial management responsibilities and fraud control and all staff undertake mandatory online fraud prevention training every two years. The department's monitoring and reporting framework requires regular reporting to the Executive and the Audit and Risk Committee. No significant instances of fraud were identified or reported to the Speaker during the year.

The department's *Fraud risk assessment 2021–23* was also revised. It provides details of the approach and methodology used in assessing fraud risks within the department. It also details a range of processes and activities in terms of their potential fraud risks, and the controls in place that prevent, detect or deter the risks.

## Ethical standards and behaviour

The Parliamentary Service Values and Code of Conduct, which are set out in the Parliamentary Service Act, provide staff with a framework for ethical conduct. The department promotes sound ethical behaviour.

During induction, all new staff are advised about what it means to work in a values-based environment, and how ethical standards apply to their day-to-day work.

## Statement of significant non-compliance with the finance law

The department did not identify any instances of significant non-compliance with the finance law during 2021–22. The finance law incorporates the PGPA Act, any rules and instruments created under the PGPA Act, and appropriation and supply Acts.

## Public interest disclosure

The Clerk, as the principal officer of the department for the purposes of the *Public Interest Disclosure Act 2013*, has established procedures and appointed authorised officers for facilitating and dealing with public interest disclosures relating to the department, in accordance with that Act.

During 2021–22, the department continued to ensure that information on public interest disclosure procedures was available to all staff.

## Privacy

Although not an entity to which the *Privacy Act 1988* applies, the department abides by the principles of this legislation in its dealings with employees and the handling of their records. It has adopted a departmental privacy policy that is consistent with the Act.

## Ecologically sustainable development and environmental reporting

DPS is responsible for managing Parliament House and the parliamentary precincts. That department reports in accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* in its annual report, which is available from the Parliament of Australia website and Commonwealth Transparency Portal.

# External scrutiny

The department's operations are primarily administrative and are therefore not usually subject to formal external scrutiny.

## Judicial and administrative decisions

During 2021–22, no judicial decisions or decisions of administrative tribunals or the Australian Information Commissioner had, or are anticipated to have, a significant effect on the operations of the department.

## Reports on the operations of the department

In 2021–22, the Auditor-General did not present any reports directly relating to the administration of the department or its operations. The Australian National Audit Office provided an unqualified audit report on the department's 2021–22 financial statements.

In 2021–22, the Commonwealth Ombudsman did not issue any reports on the operations of the department. There were no capability reviews of the department released during the period.

The department continued to support the Standing Committee on Appropriations and Administration's consideration of the department's funding requirements and budget position. During 2021–22, the committee met six times and presented two reports:

- » *Report No 23: Budget Estimates 2022–23*
- » *Report No 22: Annual Report 2020–21.*

## Disability reporting mechanisms

Australia's Disability Strategy 2021–2031 is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. The strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the strategy. A range of reports on progress of the strategy's actions and outcome areas will be published and available at <https://www.disabilitygateway.gov.au/ads>.

## Freedom of information

The department is excluded from the application of the *Freedom of Information Act 1982*, under section 68A of the Parliamentary Service Act.

# Management of people

## Workforce profile

As at 30 June 2022, the department had 170 employees – 136 ongoing, six non-ongoing and 28 casual.

The department's workforce is 61% female, and 56% of senior leadership positions are held by women. Of all staff, 42% are aged over 50 years, and 0.6% identify as Aboriginal and/or Torres Strait Islander.

## Employee statistics

Tables 9 to 12 show the department's employee statistics as at 30 June 2022 (and 30 June 2021 for comparison), including whether staff are in ongoing, non-ongoing or casual positions. The tables provide information on the substantive classification of staff, as well as their gender and geographical location.

**Table 9: Employment type by classification and gender, as at 30 June 2022**

Classification	Ongoing		Non-ongoing		Casual		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Total
SES 2	1	–	–	–	–	–	1	–	1
SES 1	3	1	–	–	–	–	3	1	4
EB 2	7	12	–	–	–	–	7	12	19
EB 1	19	22	–	3	–	–	19	25	44
PSL 6	9	23	–	2	–	–	9	25	34
PSL 5	2	5	–	–	–	–	2	5	7
PSL 4	7	20	–	1	–	–	7	21	28
PSL 3	5	–	–	–	1	1	6	1	7
PSL 2	–	–	–	–	13	13	13	13	26
PSL 1	–	–	–	–	–	–	–	–	–
<b>Total</b>	<b>53</b>	<b>83</b>	<b>–</b>	<b>6</b>	<b>14</b>	<b>14</b>	<b>67</b>	<b>103</b>	<b>170</b>

The department had no staff recorded in the human resource management information system as indeterminate, intersex or unspecified. Figures for this table exclude the Clerk of the House.



Table 10: Employment type by classification and gender, as at 30 June 2021

Classification	Ongoing		Non-ongoing		Casual		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Total
SES 2	1	–	–	–	–	–	1	–	1
SES 1	4	1	–	–	–	–	4	1	5
EB 2	5	14	1	–	1	–	7	14	21
EB 1	18	23	1	4	–	–	19	27	46
PSL 6	5	18	–	2	–	–	5	20	25
PSL 5	1	3	1	–	–	–	2	3	5
PSL 4	5	24	7	1	1	–	13	25	38
PSL 3	3	2	–	–	–	2	3	4	7
PSL 2	–	–	–	1	16	13	16	14	30
PSL 1	–	–	–	–	–	–	–	–	–
<b>Total</b>	<b>42</b>	<b>85</b>	<b>10</b>	<b>8</b>	<b>18</b>	<b>15</b>	<b>70</b>	<b>108</b>	<b>178</b>

The department had no staff recorded in the human resource management information system as indeterminate, intersex or unspecified. Figures for this table exclude the Clerk of the House.

Table 11: Employment type by employment status, as at 30 June 2021 and 30 June 2022

Employment type	Full-time		Part-time		Casual		Total	
	2021	2022	2021	2022	2021	2022	2021	2022
Ongoing	113	121	14	15	–	–	127	136
Non-ongoing	16	4	2	2	–	–	18	6
Casual	–	–	–	–	33	28	33	28
<b>Total</b>	<b>129</b>	<b>125</b>	<b>16</b>	<b>17</b>	<b>33</b>	<b>28</b>	<b>178</b>	<b>170</b>

Figures for this table exclude the Clerk of the House.

Table 12: Employment type by office and location, as at 30 June 2021 and 30 June 2022

	Ongoing		Non-ongoing		Casual		Total	
	2021	2022	2021	2022	2021	2022	2021	2022
<b>Office</b>								
Executive/ Executive Support	14	11	–	–	1	–	15	11
Table Office	10	11	–	–	–	–	10	11
Procedure Office	9	8	1	–	–	–	10	8
Committee Office	61	71	12	–	–	–	73	71
International and Parliamentary Relations Office	7	8	–	–	–	–	7	8
Information Management Office	9	10	3	3	1	1	13	14
Finance Office	6	6	–	1	–	–	6	7
People Strategies Office	5	5	2	2	–	–	7	7
Serjeant-at- Arms' Office	7	7	–	–	31	27	38	34
<b>State or territory</b>								
ACT	128	137	18	6	33	28	179	171
<b>Total</b>	<b>128</b>	<b>137</b>	<b>18</b>	<b>6</b>	<b>33</b>	<b>28</b>	<b>179</b>	<b>171</b>

Figures include the Clerk of the House.

Table 13: Aboriginal and/or Torres Strait Islander staff, as at 30 June 2021 and 30 June 2022

Employment type	Staff numbers	
	2021	2022
Ongoing	1	1
Non-ongoing	–	–
Casual	–	–
<b>Total</b>	<b>1</b>	<b>1</b>

## Employee engagement

### *Investors in People standard*

During 2021–22 the department ended its accreditation with Investors in People, an accreditation held since 2001. The presence of Investors in People within Australia had declined over time and, following extensive consultation with staff, it was agreed that Investors in People had become less relevant as a benchmark of best practice. The department retains a strong commitment to ensuring the highest possible standards of service, and will continue to seek targeted accreditations with specific groups and track good practice developments in the public sector and other relevant workplaces, including initiatives of the Australian Public Service Commission.

### *Staff Recognition and Rewards Framework*

In 2022, the department introduced a formal Recognition and Rewards Framework, which established creative and thoughtful ways to identify, recognise and reward employee achievements and reinforce the department's strategic objectives, vision and values.

The framework outlines formal and informal options to recognise and reward employees for their professional dedication, alignment with departmental values, and performance that contributes to the achievement of the department's strategic priorities.

The framework seeks to build employee motivation and productivity, assist with retention of high-performing employees, and ensure a workplace culture aligned to our values. It also seeks to place people and inclusion at the centre of how we engage with each other and with external stakeholders.

### *Staff survey*

This year the department opted to participate in the APS Employee Census 2022, replacing an internally conducted annual staff survey. Overall participation in the census (77.8%) was on par with the response rate from the 2021 staff survey (78.4%). Participation in the census provides the department with the ability to benchmark the organisation against the wider public sector and agencies of similar size, including any other parliamentary department that might be participating.

## People strategies: planning and delivery

### *Recruitment*

The department advertised to fill 17 ongoing vacancies during 2021–22 (compared with 16 in 2020–21), of which three were filled by external applicants.

### *Retention*

In 2021–22, 15 ongoing and 19 non-ongoing staff left the department. The turnover rate was 12% for ongoing staff (compared with 10% in 2020–21).

Exit interviews with staff leaving the department continued to be conducted by SES managers. Eight such interviews were conducted during the year.

## **Alumni**

The department formed an alumni association of former staff in 2008. On 30 June 2022, it had 284 members. The association issued one newsletter during the year. There was no annual general meeting or reception for members during the year due to the COVID-19 pandemic.

## **Social club**

The Department of the House of Representatives Social Club changed its name to 'Reps Community' in an endeavour to reinvigorate participation and incorporate a more diverse range of activities. This year, activities included afternoon social gatherings, organised lunchtime walks, fundraising barbecues, and the return of the Easter egg hunt and morning tea for staff and their children.

The Reps Community held a successful Christmas raffle, and a departmental Christmas party outdoors in the grounds of Old Parliament House, giving staff the opportunity to once again gather socially, while maintaining COVID-safe precautions. The Reps Community helped staff stay connected with each other while working remotely, by facilitating activities such as online trivia and brain teasers, and opportunities for staff to share photo insights into their lives outside the building.

The Reps Community maintained its charitable focus, donating food hampers to the St Vincent de Paul Christmas Appeal, \$500 to the Red Cross Flood Appeal, and \$114 to Legacy. Donations to local charities have also continued, through aluminium can recycling and 'Lids for Kids' programs.

## **Graduate placement program**

Together with the Department of the Senate and the Parliamentary Budget Office, the department participates in and administers the Parliament of Australia Graduate Program. The program offers three-month placements to employees of graduate programs of Australian Government agencies. The program exposes graduates to parliamentary processes and to the departments supporting the work of the parliament.

Graduates develop the necessary knowledge and skills to make a significant contribution to the department and broader parliamentary service, while gaining valuable insights into how their home department or agency interacts with the parliament and its committees. The program continued to draw a high level of interest from graduates from a range of agencies. Four graduates undertook placements in the department in 2021–22.

Feedback from graduates confirmed that the program is highly successful and that the objectives of the placements were met.

## **Learning and development**

In 2021–22, the department delivered a total of 152 face-to-face and virtual training and development sessions to employees, based around the core themes of health and safety, respectful relationships, workplace bullying and harassment prevention, and management and leadership capability.

Table 14 shows the number of staff from each classification attending training, the total number of training days attended, and the average training days attended per person for 2021–22 (and the latter for 2020–21, for comparison).

**Table 14: Staff attendance at training courses**

Classification	Headcount	Training days attended	Average training days attended per person	
			2020–21	2021–22
Senior Executive Service	5	9.3	1.6	1.9
Executive Band 2	19	55.7	3.4	2.9
Executive Band 1	44	105.5	2.5	2.8
Parliamentary Service Level 6	34	55.9	2.0	1.6
Parliamentary Service Level 5	7	7.2	2.2	1.0
Parliamentary Service Level 4	28	37.7	2.1	1.3
Parliamentary Service Level 3	7	9.7	3.2	1.4
Parliamentary Service Level 2	26	13.8	0.6	0.5
<b>Total</b>	<b>170</b>	<b>294.8</b>	<b>2.2</b>	<b>1.7</b>

### **Studies assistance**

The department's study assistance scheme allows employees to complete relevant tertiary study to improve their professional skills and knowledge. Ten employees accessed studies assistance during the year (compared with five in 2020–21). Collectively, financial assistance of \$9,610 was administered (compared with \$6,713 in 2020–21), along with a total of 26 days of study leave at full pay.

### **Performance assessment**

All eligible staff participated in the annual work performance assessment cycle, which was completed on 31 October 2021. The cycle involves setting individual work objectives, conducting performance assessments, preparing individual development plans and providing feedback to supervisors. Information from the individual development plans is used to formulate the training program for the next calendar year.

### **Diversity and inclusion**

The department is committed to actively building a diverse and inclusive workplace that promotes gender equality and harnesses the skills and experiences of people from all backgrounds. The department partners with the following external organisations that provide strategic and operational-level advice to build capability through inclusion:

- » Australian Breastfeeding Association
- » Australian Network on Disability.

Further support and capability are provided through the department's employee assistance program provider.

Training programs were delivered across the organisation to build awareness and understanding of diversity, inclusion, discrimination, bullying and harassment, cultural awareness, and safety and wellbeing.

Following successful transitions to home-based working as part of COVID-19 arrangements, an update of the department's Flexible Working Arrangements Policy and Guidelines responded to greater interest in flexible working arrangements among staff, while ensuring that the department's immediate and long-term business needs are met. There has been an increase in the number of employees with formal flexible working arrangements, including working part-time, from home or compressed hours. About 22% of eligible workers have formal agreements in place.

### **Women in leadership**

The department continues to have a significant level of female workforce participation. As at 30 June 2022, the proportion of female employees in the department was 61% – consistent with 2020–21. The department continues to have strong female representation in leadership roles, with women accounting for 56% of employees at the Executive Band 2 level and above. Across all other classification levels, the representation of women continues to be high.

### **Aboriginal and/or Torres Strait Islander engagement**

The department continued to promote engagement with Aboriginal and/or Torres Strait Islander people and culture through a range of activities and commitments within the parliamentary service's *Reconciliation Action Plan 2019–2022*. The Reconciliation Action Plan Working Group comprises committed people from across the parliamentary departments, including Reconciliation Action Plan Champions from each department, who support the implementation of the plan. The department also delivers cultural appreciation training as part of the internal training programs.

During the period, the department also participated in the Jawun Australian public service secondment program, a professional development opportunity for employees to contribute their skills to support the economic development of First Nations Australians while learning about First Nations culture and history. One employee participated in the program in 2021–22. The department had one First Nations staff member in 2021–22 (Table 13).

### **People from culturally and linguistically diverse backgrounds**

In 2021–22, 4.7% of employees (eight people) reported being born overseas. As at 30 June 2022, 4.1% of employees (seven people) reported that English was not their first spoken language.

More broadly, the department values workforce diversity and seeks to attract and support employees from a wide range of cultural backgrounds and heritages. The department benefits from the diverse views, backgrounds and beliefs of employees.



## People with disability

The department holds Bronze membership status in the Australian Network on Disability, a not-for-profit organisation resourced by its members to advance the inclusion of people with disability in all aspects of business.

The department has an employee-centric approach to supporting people with disability and their managers. This includes workplace adjustments and assistive technology to eliminate workplace barriers; provision of supervisor training courses; and dedicated case management support to provide employees with disability, ill health or injury – and their managers – with information on flexible and inclusive work environments.

In 2021–22, 1.8% of staff (three people) self-identified as having a disability.

## Set the Standard

Early in the reporting period, the department provided information to the Australian Human Rights Commission for its Independent Review into Commonwealth Parliamentary Workplaces, and the four parliamentary departments made a joint submission to the review. The commission's report, *Set the Standard*, was presented to the parliament on 30 November 2021. The Sex Discrimination Commissioner, Ms Kate Jenkins, briefed departmental staff on the report on 23 March 2022.

While some of the report's 28 recommendations relate more directly to parliamentarians and their staff, or to other organisations, the department appreciates that it has an important role in contributing to the overall culture in parliamentary workplaces. Together with other agencies, the department has engaged in implementing several of the recommendations. The Clerk regularly meets with the heads of the other parliamentary departments and the Independent Chair of the Parliamentary Leadership Taskforce, Ms Kerri Hartland. The Deputy Clerk represents the department on the Implementation Group, which has met fortnightly and consists of representatives from parliamentary departments and relevant public sector agencies. Other staff are participating in various interdepartmental working groups to progress work on implementing recommendations.

Separately and in parallel to the interdepartmental collaboration, the department has been working on its own initiatives to further foster a safe, respectful and inclusive workplace. This work continues into the 2022–23 reporting period.

## Employment arrangements

The *Department of the House of Representatives Enterprise Agreement 2017–2020* came into effect on 6 December 2017 with a nominal expiry date of 29 November 2020. The agreement provides non-SES staff with competitive remuneration and employment conditions. The agreement continues to remain in operation; following extensive consultation, staff voted in favour of the Clerk issuing a determination under section 24(1) of the Parliamentary Service Act to give effect to salary increases in lieu of bargaining. The second salary increase (2%) under the determination was in November 2021. There is no provision in the agreement to remunerate staff based on performance. The Clerk did not make a determination under section 24(1) of the Parliamentary Service Act in 2021–22 to pay staff a monetary bonus.

Employment conditions for SES staff are set out in individual determinations made under section 24(1) of the Parliamentary Service Act. Many of these conditions are aligned with the department's enterprise agreement. Table 15 shows the numbers of staff employed under different employment instruments.

**Table 15: Employment arrangements for SES and non-SES staff, as at 30 June 2022**

	SES	Non-SES	Total
Enterprise agreement	–	165	<b>165</b>
Individual flexibility arrangement	–	–	–
Australian workplace agreement	–	–	–
Common law contract	–	–	–
Determination under section 24(1) of the <i>Parliamentary Service Act 1999</i>	5	–	<b>5</b>

## Remuneration

Salary ranges under the 2017–20 enterprise agreement, as at the end of the reporting period, are summarised in Table 16.

**Table 16: Salary ranges of staff covered by the 2017–20 enterprise agreement, as at 30 June 2022**

Classification	Salary range	
	Minimum (\$)	Maximum (\$)
<b>Executive Band 2</b>	146,396	155,188
<b>Executive Band 1</b>	113,110	126,165
<b>Parliamentary Service Level 6</b>	91,154	103,451
<b>Parliamentary Service Level 5</b>	84,256	89,155
<b>Parliamentary Service Level 4</b>	74,490	80,591
<b>Parliamentary Service Level 3</b>	67,389	72,395
<b>Parliamentary Service Level 2</b>	59,890	65,393
<b>Parliamentary Service Level 1</b>	52,942	57,929

In 2021–22, departmental employee benefits totalled \$20.521 million (2020–21: \$20.842m).

## Non-salary benefits

The department offers staff a range of additional non-remuneration benefits, including:

- » annual influenza vaccination
- » mental health and wellbeing support
- » mentoring and coaching programs
- » in-house capability development programs
- » access to a serious illness leave bank
- » studies assistance to eligible employees
- » access to flexible working arrangements
- » contributions to relevant professional memberships.

## Executive remuneration

The PGPA Rule requires the reporting of executive remuneration information for specified officials of Commonwealth entities on an accrual basis. Tables 17 to 19 summarise the remuneration of key management personnel and senior executives. During short absences of senior executive staff, parliamentary officers may be provided with an opportunity to act in the position of the absent senior executive staff. These short acting opportunities are not included in Tables 17 to 19.

**Table 17: Key management personnel, 2021–22**

Name	Position	Term as key management personnel
Claessa Surtees	Clerk	Full year
Peter Banson	Deputy Clerk	Full year
James Catchpole	Serjeant-at-Arms <sup>a</sup> Clerk Assistant (Table)	Full year
Peggy Danaee	Clerk Assistant (Procedure) <sup>a</sup> Serjeant-at-Arms	Full year
Russell Chafer	Clerk Assistant (Committees)	Full year
Glenn Worthington	Clerk Assistant (Table) <sup>a</sup> Clerk Assistant (Procedure)	Full year

a. To 31 March 2022.

In accordance with the PGPA Rule, information about the remuneration and benefits of key management personnel is set out in Table 18.

Table 18: Remuneration and benefits of key management personnel, 2021–22

Name	Position title	Base salary (\$)	Bonuses (\$)	Other benefits and allowances (\$)	Short-term benefits	Post-employment benefits	Other long-term benefits		Termination benefits (\$)	Total remuneration (\$)
							Superannuation contributions (\$)	Long-service leave (\$)		
Claessa Surtees	Clerk	374,109	–	27,808	–	56,705	9,516	–	–	468,138
Peter Banson	Deputy Clerk	256,725	–	12,088	–	45,164	12,391	–	–	326,368
James Catchpole	Serjeant-at-Arms/Clerk Assistant (Table)	199,847	–	12,088	–	37,853	33,334	–	–	283,122
Peggy Danaee	Clerk Assistant (Procedure)/Serjeant-at-Arms	214,518	–	12,088	–	33,893	16,989	–	–	277,488
Russell Chafer	Clerk Assistant (Committees)	217,123	–	12,088	–	32,954	11,345	–	–	273,510
Glenn Worthington	Clerk Assistant (Table)/Clerk Assistant (Procedure)	204,248	–	12,088	–	37,517	8,601	–	–	262,454
<b>Total</b>		<b>1,466,570</b>	<b>–</b>	<b>88,248</b>	<b>–</b>	<b>244,086</b>	<b>92,176</b>	<b>–</b>	<b>–</b>	<b>1,891,080</b>

Discrepancies in totals are due to rounding.

### Other senior executives

The department did not have any senior executives who did not meet the definition of key management personnel for part of the year. All key management personnel are included in Tables 17 and 18.

### Other highly paid staff

During the reporting period ended 30 June 2022, the department did not have any highly paid staff who did not meet the definitions of key management personnel or senior executives; therefore, there is no reporting on other highly paid staff.

## Work health and safety

The department is committed to fulfilling its responsibilities under the *Work Health and Safety Act 2011* (WHS Act), the *Work Health and Safety Regulations 2011* and the *Safety, Rehabilitation and Compensation Act 1988*. During the reporting period, all reasonably practicable measures were taken to protect the health, safety and welfare of employees while at work, in line with the department's work health and safety policies.

The department aims to achieve high standards of work health and safety in its operations and to fulfil its duty of care by providing and maintaining a safe and healthy work environment. There are a number of shared work health and safety risks across Parliament House that are the responsibility of all parliamentary departments. In 2021–22, to continue to meet its obligations under the WHS Act, the department:

- » implemented a new, robust work health and safety management system, to ensure workers are protected from safety risks across the spectrum of activities the department conducts and the shared workplace it operates in
- » formed a health and safety committee
- » provided work health and safety training and information to all staff, with a continued focus on mental health awareness training through the self-care workshop delivered by Lifeline for all staff
- » continued to promote flexible working arrangements, including part-time, working from home, and flexible start and end times
- » enhanced positive early intervention outcomes that have supported injured or ill workers to achieve an early, safe and sustainable return to work
- » conducted workstation assessments with a strengthened approach to reasonable adjustment
- » provided a confidential counselling service through the employee assistance program
- » continued to promote a healthy lifestyle, including providing influenza vaccinations, vaccination leave and healthy living reimbursements.

One workers compensation claim was lodged during the reporting period.

During the year, there were no dangerous occurrences requiring notification under section 37 of the WHS Act, no investigations were carried out, and no directions or notices were received by the department under section 191 of the Act.

During the year, Comcare engaged with the department to understand the policies, procedures and controls in place to address risks to health and wellbeing, particularly in relation to bullying and harassment.

# Management of financial resources

## Asset management

The department's asset management strategy focuses on efficient asset utilisation and allows the department to identify underperforming assets. The department operates within a controlled environment at Parliament House and the risk of loss for the majority of assets is minimal.

The department adopts a 'break-fix' replacement policy for office machines and equipment. During the year asset purchases included Surface Hubs, fridges, mobile drawer units and a forklift.

A review of the intangible assets category was conducted to verify assets in use. All software items were found to be in use. There was no indication that any departmental assets were impaired to any extent approaching materiality.

## Purchasing

The department has in place policies and procedures it considers appropriate to assist staff to comply with the Commonwealth Procurement Rules. The department encourages use of established panels and continues to access whole-of-Australian-Government contracts for the provision of travel and related services. Purchases of stationery and office supplies were made through the whole-of-Australian-Government contract with Winc.

During the reporting period the department entered into 36 contracts above the reporting threshold, 28 of which were reported on AusTender within the prescribed period. No other identified instances of non-compliance with the Commonwealth Procurement Rules have been identified.

## Reportable consultancy contracts

Consultants are engaged where the department lacks specialist expertise or when independent research, review or assessment is required. Consultants are typically engaged to investigate or diagnose a defined issue or problem; carry out defined reviews or evaluations; or provide independent advice, information or specialist solutions to assist in the department's decision-making.

Before engaging consultants, the department takes into account the skills and resources required for the task, the skills available internally, and the cost-effectiveness of engaging external expertise. The decision to engage a consultant is made in accordance with the PGPA Act and PGPA Rules, including the Commonwealth Procurement Rules and relevant internal policies.

During 2021–22, one new reportable consultancy contract was entered into, for which no actual expenditure was incurred during the period. In addition, two ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$0.139 million.



**Table 19: Reportable consultancy contracts, 2021–22**

Reportable consultancy contract	Number	Expenditure (\$)
New contracts entered into during the reporting period	1	–
Ongoing contracts entered into during a previous reporting period	2	139,337.22
<b>Total</b>	<b>3</b>	<b>139,337.22</b>

**Table 20: Organisations receiving a share of reportable consultancy contract expenditure, 2021–22**

Organisation	Proportion of 2021–22 total spend (%)	Expenditure (\$)
BellchambersBarrett Pty Ltd	97	135,487.22
JLL Public Sector Valuations Pty Ltd	3	3,850.00
<b>Total</b>	<b>100</b>	<b>139,337.22</b>

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

## Reportable non-consultancy contracts

During 2021–22, 34 new reportable non-consultancy contracts were entered into involving total actual expenditure of \$0.877 million. In addition, 26 ongoing non-consultancy contracts were active during the period, involving total expenditure of \$0.524 million.

**Table 21: Reportable non-consultancy contracts, 2021–22**

Reportable non-consultancy contract	Number	Expenditure (\$)
New contracts entered into during the reporting period	34	877,323.29
Ongoing contracts entered into during a previous reporting period	26	524,469.59
<b>Total</b>	<b>60</b>	<b>1,401,792.88</b>

**Table 22: Organisations receiving a share of reportable non-consultancy contract expenditure, 2021–22**

Organisation	Proportion of 2021–22 total spend (%)	Expenditure (\$)
Technology One Limited	23.65	331,464.90
Data#3 Limited	5.51	77,282.44
True North Content	4.82	67,610.40
Terri Janke and Company Pty Ltd	4.71	66,088.00
Ninetwofive Interiors Pty Ltd	4.69	65,780.00
<b>Total of the largest shares</b>	<b>43.39</b>	<b>608,225.74</b>

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.

## Competitive tendering and contracting

There were no instances during 2021–22 where contracts were let that did not provide for the Auditor-General to have access to the contractor's premises, or where the accountable authority exempted a contract from being published on the AusTender website.

## Procurement initiatives to support small business

The department supports small business participation in the Commonwealth Government procurement market. Small and medium enterprises (SME) and small enterprise participation statistics are available on the Department of Finance's website.

Consistent with paragraph 5.4 of the Commonwealth Procurement Rules, the department's procurement practices support SMEs by utilising the following practices:

- » the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000
- » on-time payments made to SMEs by electronic funds transfer or by the use of payment cards.

## Advertising and market research

During 2021–22, the department did not conduct any advertising campaigns.

## Legal services expenditure

Schedule 1, Part 1, paragraph 11.1(ba) of the Legal Services Directions 2017 requires the department to publicly disclose its legal services expenditure. During 2021–22, external legal expenditure was \$111,285 (\$46,566 in 2020–21). The department did not incur any internal legal expenses during 2021–22 (also nil in 2020–21).