





GOVERNANCE

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INTRODUCTION

The Department of Parliamentary Services (DPS) is established under the *Parliamentary Service Act 1999* (PS Act) and is part of the Parliamentary Service. The Act states that the 'Parliamentary Service serves the Parliament by providing professional support, advice and facilities to each House of the Parliament, to parliamentary committees and to senators and members of the House of Representatives, independently of the Executive Government of the Commonwealth'.

The Secretary is the principal adviser to the Presiding Officers on matters relating to DPS. As its leader, the Secretary provides stewardship of the department and, in partnership with other department heads, across the Parliamentary Service.

The Presiding Officers act jointly in exercising their responsibilities in relation to DPS under the PS Act. The Presiding Officers also have powers and responsibilities under the *Parliamentary Precincts Act 1988*.

OUR GOVERNANCE STRUCTURE

The Secretary, as the accountable authority under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), has a duty to manage DPS in a way that promotes the:

- proper use and management of public resources for which DPS is responsible
- achievement of the purposes of the entity, and
- financial sustainability of the entity.

The Secretary delegates some powers to certain staff. These are outlined in DPS' financial and human resource delegations. In addition, the Secretary has established an organisational structure that clearly reflects accountabilities and the areas of responsibility assigned to senior DPS staff.

The Parliamentary Library's services are established under the statutory office of the Parliamentary Librarian, whose primary function is 'to provide high quality information, analysis and advice to senators and members of the House of Representatives in support of their parliamentary and representational roles'.³⁶ The Secretary of DPS provides resources to the Parliamentary Librarian in accordance with an annual agreement. The Parliamentary Librarian reports directly to the Presiding Officers and to the Parliament. She also reports to the Joint Standing Committee on the Parliamentary Library (JSCPL).

The Library is also subject to scrutiny by the Senate Finance and Public Administration Committee as part of regular Senate estimates hearings.

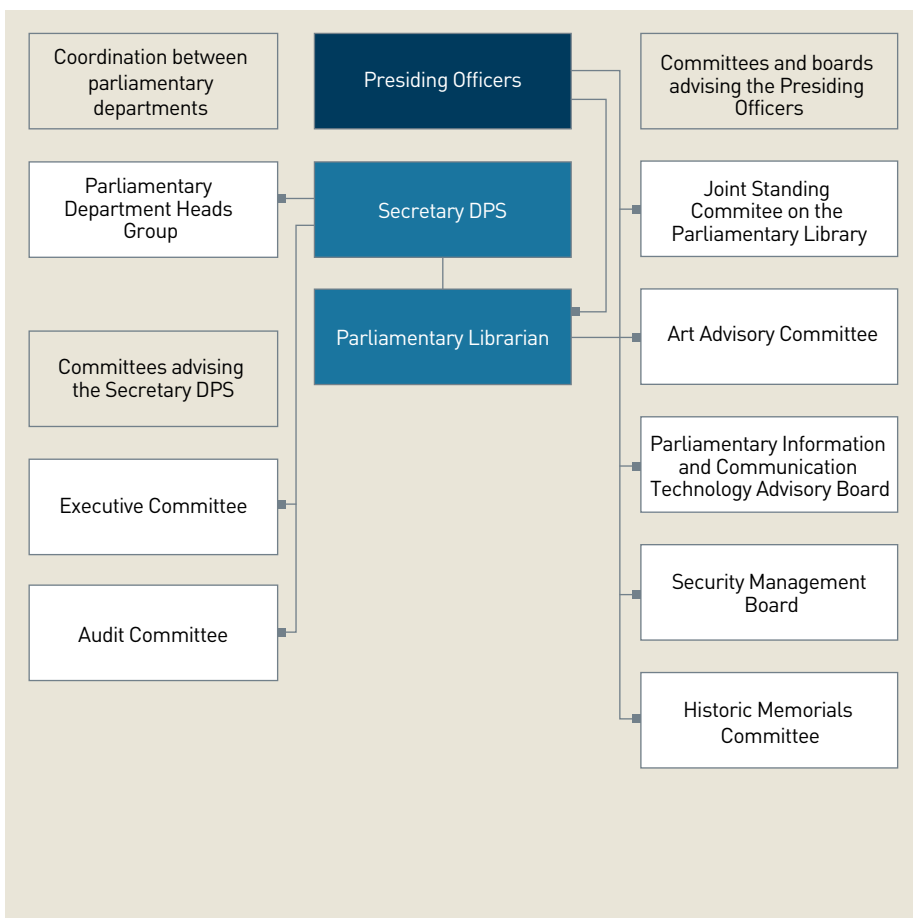
Our governance structure for the reporting period is set out in Figure 20. It contains two streams: committees and boards advising the Presiding Officers; and committees and meetings advising the Secretary.

³⁶ *Parliamentary Service Act 1999*, subsection 38B(1)

TABLE 31: 17AE (1)(aa) (i)–(iii)—Accountable Authority

Details of Accountable Authority during the reporting period Current Report Period (2018–19)

| Period as the accountable authority or member | | | |
|---|----------------------------------|----------------------|-------------------|
| Name | Position Title/ Position held | Date of Commencement | Date of cessation |
| Rob Stefanic | Secretary DPS | December 2015 | N/A |

FIGURE 20: DPS Governance Structure

Committees advising the Presiding Officers

The information below shows committee membership at 30 June 2019 and activity for the year.

Security Management Board (SMB)

The SMB was established in 2005 under Section 65A of the PS Act. The function of the SMB is to provide specialist security advice and support to the Presiding Officers on security policy and the management of security measures for Parliament House.

Chair: Secretary DPS

Members: the Usher of the Black Rod, the Serjeant-at-Arms and a senior executive employee of the Australian Federal Police.

Invited attendees include the Department of the Prime Minister and Cabinet, the Department of Finance, and the Attorney-General's Department.

The board met seven times during 2018–19.

Joint Standing Committee on the Parliamentary Library (JSCPL)

Details on the JSCPL can be found at pages 88–89.

Parliamentary Information and Communication Technology Advisory Board (PICTAB)

The role of PICTAB is to provide advice and guidance on:

- the delivery of the *Australian Parliament Digital Strategy 2019–2022*
- the overall strategic objectives and required outcomes to the Chief Information Officer, and
- strategic ICT issues.

Chair: Secretary DPS

Members:

- three representatives each from the Government, Opposition and Crossbench, and
- one senior executive representative from the Department of the Senate, the Department of the House of Representatives, the Parliamentary Budget Office and the Parliamentary Service Commissioner.

Matters considered in 2018–19 included:

- the End User Workspace program to deliver an Office 365 and Windows 10 Cloud solution
- oversight of the new *Australian Parliament Digital Strategy 2019–2022*
- the creation of a Cyber Security Operations Centre in 2018–19, and
- parliamentary business ICT resources.

The board met four times in 2018–19.

Art Advisory Committee

The committee's terms of reference are to:

- provide guidance on the *Rotational Collection Acquisition Policy*, and set short-term priorities for acquisitions
- assess acquisition proposals in accordance with the acquisition policy and collecting priorities, and
- provide advice on other matters relating to the display and management of artworks in the collection, as considered necessary by the Presiding Officers.

Co-Chairs: The Hon Tony Smith MP (The Speaker of the House of Representatives) and Senator the Hon Scott Ryan (The President of the Senate).

Members: Deputy Speaker, Deputy President, Secretary DPS and an independent adviser from the National Gallery of Australia.

Matters considered in 2018–19 included:

- the purchase of 12 works of art
- the consideration of a number of gifts offered to the collection, and
- the development of a new policy framework for the management of the collection.

The committee met once during 2018–19.

Historic Memorials Committee (HMC)

The HMC was established by Prime Minister Andrew Fisher in 1911. The function of the committee is to commission official portraits of the Head of State, Governors-General, Prime Ministers, Presidents of the Senate and Speakers of the House of Representatives. From time to time the committee may also elect to commission portraits of other significant parliamentarians who represent a milestone in the history of the Parliament. On occasion the committee may also commission paintings of significant events in the history of the Australian Parliament.

Chair: the Prime Minister

Members: the Leader of the Opposition, the Vice-President of the Executive Council, the Leader of the Opposition in the Senate, the President of the Senate and the Speaker of the House of Representatives.

The Secretary DPS is secretary to the committee, and the DPS Art Collection and Exhibitions section provides secretariat services to the committee and manages the portrait commissioning process.

In 2018–19, the HMC conducted all relevant business via correspondence.

Committees advising the Secretary

Under the PS Act and the PGPA Act, the Secretary is accountable for DPS' performance and compliance. The Secretary is assisted in the management of these responsibilities by the DPS Executive Committee and the DPS Audit Committee.

Executive Committee

The Executive Committee (EC) is the primary governance board for DPS. The EC considers the development and implementation of the DPS governance framework and associated strategies, including financial planning and budgeting, performance, risk management, business planning, design integrity, organisational issues, and any other matters relating to the management of the department delegated by the Secretary.

Chair: Secretary DPS

Members: Parliamentary Librarian (Parliamentary Library), Deputy Secretary, Chief Information Officer (Information Services Division), First Assistant Secretary (Building and Security Division), Chief Operating Officer (Chief Operating Officer Division) and Chief Finance Officer (Chief Operating Officer Division).

The EC meets fortnightly.

DPS Audit Committee

The DPS Audit Committee provides independent advice and assurance to the Secretary on the appropriateness of DPS' financial and performance reporting responsibilities, system of risk oversight and systems of internal control and compliance.

The DPS Audit Committee comprises five members: three independent members and two management-appointed DPS officials.

Chair: Mr Michael Harris (independent Chair—reappointed 9 July 2018).

Members: Mr Allan Gaukroger (independent Deputy Chair—appointed in November 2018), Mr Richard Windeyer (Independent Member), Ms Leanne Tunningley, (DPS official—appointed in May 2019) and Mr Constantinos Sfyris (DPS Official—appointed in May 2019).

During 2018–19, the terms of four audit committee members ended:

Ms Jenny Morison in September 2018, Mr Jonathan Curtis in March 2019 and Mr Paul Cooper on retirement in April 2019.

Representatives of the Australian National Audit Office (ANAO) and DPS' contracted internal auditors, KPMG, attend DPS Audit Committee meetings to provide information and advice to committee members. Information and advice is also regularly provided by invited DPS officials, including the Chief Security Officer, Chief Information Officer and Chief Finance Officer.

In 2018–19, the committee met five times, including a meeting to consider the department's financial and performance statements. Table 32 shows the members' attendance for 2018–19.³⁷

³⁷ Apologies were received from absent members.

TABLE 32: DPS Audit Committee attendance

| Member | Meeting attendance |
|--|--------------------|
| Mr Michael Harris—Chair | 5/5 |
| Mr Allan Gaukroger—Deputy Chair | 3/3 |
| Mr Richard Windeyer—Independent Member | 3/5 |
| Ms Leanne Tunningley—DPS Official | 1/1 |
| Mr Constantinos Sfyris—DPS Official | 1/1 |
| Ms Jenny Morison—Deputy Chair | 2/2 |
| Mr Paul Cooper—DPS Official | 2/4 |
| Mr Jonathan Curtis—DPS Official | 3/4 |

Coordination between Parliamentary Departments

Parliamentary Department Heads

The Parliamentary Department Heads meet on a quarterly basis to identify opportunities for collaboration, consideration and decision-making, strengthening the effectiveness of the parliamentary administration.

The Forum reflects a commitment by the parliamentary departments to work together to support our common purpose of supporting Australia's Parliament and parliamentarians.

Chair: 12 month rotation

Members: Clerk of the House of Representatives, Clerk of the Senate, Parliamentary Budget Officer, Secretary DPS.

The group met four times during 2018–19.

Our internal audit arrangements

Primary responsibility for departmental internal audit functions rests with the Head of Internal Audit (HIA), the Assistant Secretary, People and Governance Branch. The HIA manages the provision of independent assurance to the Secretary and Executive Committee, through the DPS Audit Committee, and ensures that internal controls operate in an efficient, effective and ethical manner. The HIA also implements the annual internal audit program, endorsed by the DPS Audit Committee and approved by the Secretary. The focus of the annual internal audit program is to assist the department in managing operational or financial risks and to provide assurance as to whether key projects, systems and governance structures operate as intended. The implementation of recommendations from the internal audit program is reported to the Executive Committee and the DPS Audit Committee regularly. The internal audit work plan is reviewed for relevance and applicability by the DPS Audit Committee at the mid-year point, and any subsequent amendments are recommended to the Secretary for approval. The HIA also manages liaison with the ANAO as the external auditor.

Under its outsourced service delivery model, DPS has engaged KPMG to provide internal audit services. During 2018–19, the internal audit program was delivered in line with the annual internal audit plan.

Our planning and reporting framework

DPS continues to strengthen its internal planning, processes and controls to support broader corporate planning requirements.

In accordance with the PGPA Act, DPS develops a corporate plan outlining our purpose and providing clear direction on how we intend to achieve that purpose.

The *2018–19 Corporate Plan* is based on the commitments DPS made in the Portfolio Budget Statement (PBS) for 2018–19, including performance criteria, performance measures and targets. The *2018–19 Corporate Plan* is aligned with the 2018–19 PBS through DPS' outcome statement, objectives and deliverables.

The corporate plan is underpinned by divisional and branch business plans outlining how each branch will contribute to the achievement of DPS' purpose. These key documents are then linked to individual work plans, which clearly articulate expectations of managers in contributing to the achievement of our purpose in the corporate plan.

DPS has developed a *2019–20 Corporate Plan* to guide our work for the coming financial year.

FIGURE 21: DPS Framework Overview



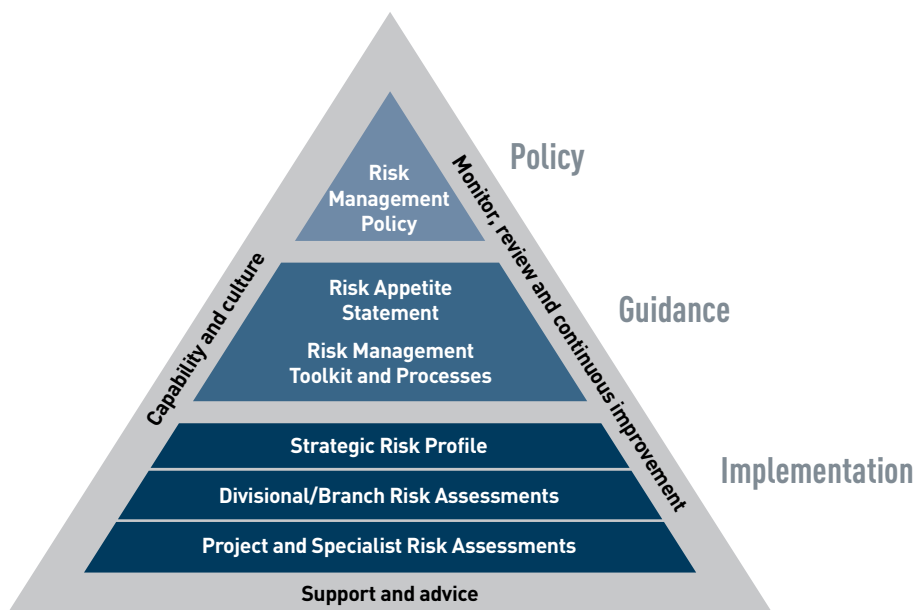
How to manage risks

DPS improved its risk management capability in 2018–19 by maturing its risk appetite statement. This is supported by a risk management policy and framework, and associated risk templates and reference documents to help inform staff of their risk management obligations and to provide practical guidance to documenting risk appropriately. Elements that contribute to a positive risk culture that help us achieve our purpose are:

- Executive Committee support and drive the adoption of the *DPS Risk Management Framework*
- managers promote and implement the framework.
- benefits of risk management are well communicated
- analysis and innovation in the management of risk is encouraged in order to understand the benefits and risks of new activities, and
- risk management is integrated with other key processes and systems, including procurement, business planning and performance management, ensuring that risk management is part of everyday decision making.

Risk management underpins DPS' strategic planning and business planning decision-making processes. Consideration of risk in planning and investment decisions provides a rational basis for determining future development priorities and allows DPS to be more responsive to risks and uncertainties, economic constraints and changing priorities, and to identify opportunities to leverage innovative approaches from stakeholders or whole-of-government initiatives.

FIGURE 22: DPS Risk Management Framework



Strategic risks and risk appetite

The strategic risks were revised as part of the annual risk management framework review. In February 2019 a new risk appetite statement was developed resulting in eight strategic risks. The strategic risks articulate the key risks DPS faces that could impact on our ability to achieve our purpose, strategic themes and objectives. The strategic risks are identified and managed by senior officers, with ownership of the risks at the DPS Executive Committee level.

The risk appetite statement articulates the amount and type of risks DPS is willing to accept to achieve our objectives. It supports a shared understanding of our attitude to risk taking, both within DPS and with our stakeholders to enable informed and transparent decision-making.

Operational risks

During each branch business planning cycle a risk assessment is integrated into the planning process to ensure that risk management is embedded in business as usual activities and to further build risk management capability within DPS.

Comcover Risk Management Benchmarking Survey

DPS participated in the Comcover 2019 Risk Management Benchmarking Survey. This survey measures Commonwealth agencies' risk management capability maturity over the nine elements contained in the Commonwealth Risk Management Policy. DPS achieved an overall maturity rating of 'Advanced', which is consistent with the result achieved in 2018.

Business Continuity Management

Throughout 2018–19, DPS implemented the Business Continuity Management framework, including:

- updating the Business Continuity Management Policy and Framework, Strategic Executive Response Plan and Tactical Executive Response Plan to incorporate learnings from the exercises
- facilitating exercises, including desktop exercises in conjunction with other parliamentary departments, and
- continued development of individual business recovery procedures and other associated documents.

In 2019–20, DPS will progress the work plan developed as part of the Business Continuity Management Framework and continue engagement with other parliamentary departments and stakeholders.

How to prevent fraud

DPS is committed to ensuring compliance with section 10 of the PGPA Rule.

The department's established fraud and corruption control framework was developed in accordance with the *Commonwealth Fraud Control Framework 2017* and is reviewed every two years.

The *Fraud and Corruption Control Plan* provides the framework for detecting, reporting and investigating fraud within the department.

Fraud awareness training is available on the DPS Learning Management system. As at 30 June 2019, 97 per cent of DPS staff had completed this training.

In 2018–19, DPS undertook a number of activities related to fraud control, including reviewing fraud risks and undertaking the biennial fraud risk assessment and updating the DPS Fraud and Corruption Control Framework.

In 2018–19, no fraud investigations were undertaken and seven potential fraud incidents were reported to the fraud control officer. In three of the reports, the allegations were substantiated and those matters were treated administratively. For the remaining four reports, the allegations were not substantiated and no further action was required.

Ethical standards and behaviours

DPS is committed to the standards of integrity, good governance and ethical practices reflected in the *Parliamentary Service Act 1999*.

DPS takes all alleged breaches of the Code of Conduct seriously and manages these in accordance with its policies. The majority of complaints received were handled through local management action or preliminary investigation. The department finalised three Code of Conduct investigations during 2018–19, resulting in the determination of three breaches of the Code of Conduct.

Public Interest Disclosure Act 2013

The Commonwealth's *Public Interest Disclosure Act 2013* (PID Act) promotes integrity and accountability in the Australian public sector by encouraging the disclosure of information about suspected wrongdoing, protecting people who make disclosures and requiring departments and entities to take action.

DPS continues to provide readily accessible information to staff about the PID Act, including links to information provided by the Commonwealth Ombudsman, available via the department's website.

In 2018–19, there were four DPS appointed Authorised Officers approved to handle public interest disclosures.

Statement of significant non-compliance with the finance law

In 2018–19, DPS did not report any significant issues to the Presiding Officers under paragraph 19(1)(e) of the PGPA Act that related to non-compliance with the finance law in relation to DPS.

EXTERNAL SCRUTINY

DPS operations are subject to scrutiny from a number of sources, including the ANAO, judicial decisions, decisions of administrative tribunals and various parliamentary committees. This section reports on inquiries, audits, reviews and legal actions relevant to DPS in 2018–19.

Reports by the Australian National Audit Office

In 2018–19, the ANAO tabled one report in parliament in relation to financial statement audits involving the department:

- Report No. 19, 2018–19: *Audits of the Financial Statements of Australian Government Entities for the Period Ended 30 June 2018*, tabled 17 December 2018, and
- Report No. 46, 2018–19: *Interim Report on Key Financial Controls of Major Entities*, tabled 13 June 2019.

Parliamentary Committees

Senate Finance and Public Administration Legislation Committee

DPS appeared before Senate Finance and Public Administration Legislation Committee Estimates hearings on 22 October 2018, 18 February 2019 and 8 April 2019. During 2018–19 the department responded to 139 questions on notice.

Judicial decisions, decisions of Administrative Tribunals

During 2018–19, there were no judicial or administrative tribunal decisions relating to DPS.

Freedom of Information (FOI)

DPS is not subject to the *Freedom of Information Act 1982* (FOI Act) and therefore does not have an Information Publication Scheme.

Office of the Merit Protection Commissioner

During 2018–19, there were two applications for review made to the Office of the Merit Protection Commissioner.

Fair Work Ombudsman

During 2018–19, there was one matter referred to the Fair Work Ombudsman for review and resolution was achieved prior to conciliation.

Fair Work Commission

During 2018–19, there were no applications lodged by a DPS employee in the Fair Work Commission for review.

OUR PEOPLE

During 2018–19, DPS restructured the human resource function to provide a stronger focus on employee wellbeing, performance and conduct, organisational culture and capability. The restructure followed the successful integration of the payroll function into the Corporate Business Operations Centre. The Health and Recreation Centre (HRC) also transitioned from the Parliamentary Experience Branch to the People and Governance Branch to better align with other work health and safety functions. The HRC is enhancing service offerings with a number of new initiatives planned for 2019–20. These changes mean that DPS will continue to achieve the right balance between people strategy and operations that reflect contemporary people management practices.

Employee engagement was a major focus for 2018–19. A number of focus groups were held with staff from across DPS to better understand the nature of the drivers of staff engagement in DPS. The focus groups identified that a key strategy to improve staff engagement would be to create opportunities to increase staff collaboration and to continue to build capability.

DPS also introduced a new online training program to help DPS staff work consistently in accordance with the Australian Parliamentary Service Values, Employment Principles and Code of Conduct. Team Leader training and support has been enhanced in the Parliamentary Security Service, resulting in a renewed focus on how values shape leadership, behaviour and performance. The leadership training will be delivered across the department.

Approaches to change management were strengthened through greater collaboration across DPS. This includes commencing the development of the DPS Accessibility and Inclusion Action Plan, formed by a multi-disciplinary DPS staff working group.

A Workforce Diversity Calendar has been developed to ensure that all DPS staff demonstrate the appropriate levels of awareness and confidence in order to contribute to maintaining a safe and inclusive workplace.

DPS Workforce performance

As at 30 June 2019, DPS³⁸ employed 1,041 staff (including staff on leave, secondment and inoperative staff), all based in Canberra. The DPS workforce comprised 833 ongoing employees (80 per cent) and 208 non-ongoing employees (20 per cent). Of the 208 non-ongoing employees, 119 are engaged for a 'specified term or a specified task' and 89 are engaged in 'irregular or intermittent' (casual) duties, as shown in Figure 23.

38 The workforce statistics contained in the following tables are based on information from the DPS Payroll system as at 30 June 2019. The workforce report data was extracted on 12 July 2019. Workforce figures provided apply to the 2018–19 financial year. The workforce profile data includes all DPS employees (including employees on leave, secondment and inoperative staff) and excludes all contractors. These are point in time indicators and do not adjust for seasonal fluctuation, such as parliamentary sitting periods. Data has been rounded to one decimal place and as such may not add up to exactly 100 per cent on certain tables and graphs.

The DPS workforce comprised full-time, part-time, sessional and casual work arrangements—80 per cent full-time; eight per cent part-time; three per cent sessional; and nine per cent casual, as shown in Figure 24. These types of employment arrangements are used by the department to support the nature and demands of the parliamentary sitting patterns. The department’s workforce statistics tables can be found at Appendix A.

FIGURE 23: DPS workforce composition—30 June 2019

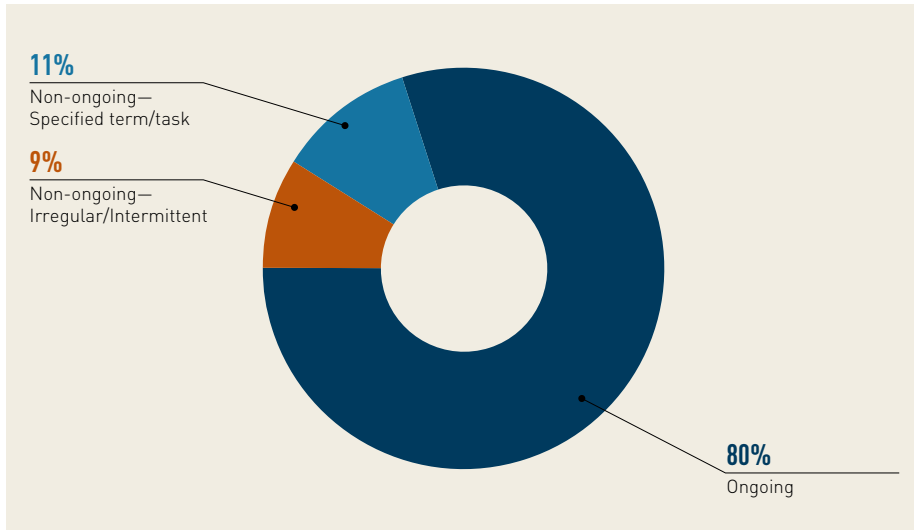


FIGURE 24: DPS employee working arrangements—30 June 2019

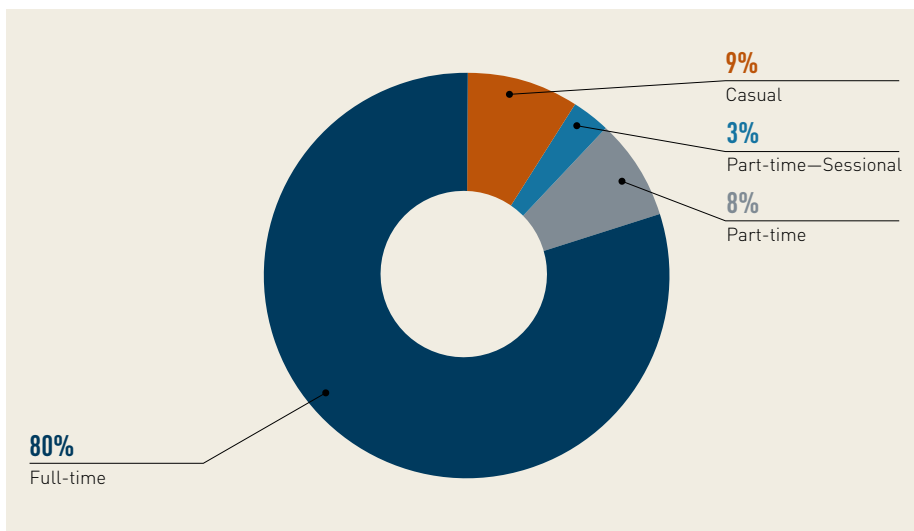


TABLE 33: Employment Performance 2017–18 and 2018–19

| Indicator | 2017–18 | 2018–19 |
|--|--------------|--------------|
| Total number of staff employed (headcount) | 998 | 1,041 |
| Total number of staff employed (headcount excluding casuals) | 917 | 952 |
| Diversity | | |
| Women (percentage of total workforce) | 40% | 39% |
| People with identified disability (percentage of total workforce) | 1.8% | 2.2% |
| Aboriginal and Torres Strait Islander (percentage of total workforce) | 14 (1.4%) | 23 (2.2%) |
| Staff with English as a second language (percentage of total workforce) | 10% | 9.7% |
| Health and Safety | | |
| Health and safety incidents (per 100 employees headcount) | 10.6 | 12.5 |
| Health and safety 'near misses' (per 100 employees headcount) | 0.9 | 1.5 |
| Number of health and safety representatives | 28 | 28 |
| Learning and Development | | |
| Number of staff undertaking studies assistance | 35 | 26 |
| Number of recorded attendances at DPS compliance training activities | 3,679 | 3,331 |
| Recruitment | | |
| Average number of days to fill vacancy (from advertising to delegate sign-off) | 61 | 59 |
| External 'new engagement' hires (percentage of total new ongoing hires) | 71% | 46% |
| Net recruitment rate* | 1.2 | 1.2 |

* Net recruitment rate indicates whether the DPS workforce is growing (net recruitment rate greater than 1) or contracting (net recruitment rate less than 1).

Workforce diversity profile

Twenty three employees identified as Aboriginal and Torres Strait Islander, making up 2.2 per cent of all DPS employees. The Aboriginal and Torres Strait Islander headcount increased by nine employees, resulting in a percentage increase of 0.8 per cent for the year. Twenty three employees identified as People with Disability (up from 18 in 2017–18), or 2.2 per cent of all DPS employees. Cultural and Linguistic Diverse employees were represented by a headcount of 101 (up from 100 as at 30 June 2018) or 9.7 per cent of all DPS employees.

2018–19 again saw a marginal increase in the number of women represented in the DPS workforce, with a total headcount of 408 employees (up from 403 in June 2018). Overall, however the percentage of women in the DPS workforce dropped by one per cent to 39 per cent. Of the 408 women employees, 24 per cent were at the PEL1–2 classification—an increase of one per cent on the previous year. The percentage of women representation in the SES cohort remained steady at 30 per cent from the previous year.

Workforce diversity

In 2018–19 DPS continued to focus on diversity initiatives that build and develop a diverse and inclusive workforce. In April 2019, DPS released its first Diversity and Inclusion Calendar, highlighting the department’s commitment to acknowledging and celebrating the individual skills, perspectives and experiences that people bring to the workplace.

Reconciliation Action Plan

DPS continued to deliver on practical actions committed to on the 8 July 2016, during NAIDOC Week, when the four parliamentary departments launched their second joint Reconciliation Action Plan.

Reconciliation Action Plans (RAP) are business plans that set out practical initiatives to build stronger relationships and enhanced respect between Aboriginal and Torres Strait Islander peoples and other Australians and help foster equality by supporting improved opportunities. This second RAP, which has been endorsed by Reconciliation Australia, outlines what the four departments will do to be more actively involved in the journey of reconciliation and to play our part in closing the gap between Aboriginal and Torres Strait Islander peoples and other Australians.

In 2018, the Parliamentary Service RAP Drafting Group was formed with representatives across the four departments to commence drafting of the new RAP 2019–2021. The drafting group conducted high-level consultation with stakeholders and ensured strong representation from members of the Parliamentary Service Indigenous Employee Network (PSIEN). The new RAP 2019–2021 will be implemented in the second half of 2019 following endorsement from Reconciliation Australia.

During 2018–19, the DPS RAP Champion was invited to become a member of the APS Indigenous Champions Network. The Network meets on a quarterly basis to collaborate between agencies and explore ideas that lead to better employment outcomes for Indigenous staff.

Aboriginal and Torres Strait Islander Employment Strategy

In 2018–19, DPS participated for the third time in the Indigenous Australian Government Development Program, coordinated by the Department of Employment, Skills, Small and Family Business. DPS placed one Indigenous participant in the Capital Works Branch.

In September 2018, DPS participated in the Work Exposure in Government (WEX) event that brought 70 Indigenous Year 11 and 12 students to Canberra to promote careers across the Australian Government. Working in partnership with the Department of the Prime Minister and Cabinet, DPS organised an all-day event that included breakfast with Ministers, a Parliament House building tour, a career pathway presentation and a visit to Question Time. The WEX Career Expo provided DPS another opportunity to connect and promote career opportunities to the Indigenous students.

In 2018–19, eight bulk recruitment rounds across the Chief Operating Officer Division and Building and Security Division applied affirmative measures to increase Indigenous employment opportunities.

In October 2018, two additional e-learning modules from the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Core Cultural Learning course were released to DPS staff. In May 2019, an all-day workshop titled EVOLVE Cultural Awareness was rolled out to DPS staff. The new training courses build greater understanding of Aboriginal and Torres Strait Islander peoples and increase the department's cultural capability across all aspects of work.

Parliamentary Service Indigenous Employee Network (PSIEN)

The Parliamentary Service Indigenous Employee Network (PSIEN) continued to gain momentum increasing its membership and providing peer and mentoring support amongst Indigenous staff.

The PSIEN has played a key role in the development of the Australian Parliament's Acknowledgement of Country card.

NAIDOC Week 2018 and National Reconciliation Week 2019

To celebrate NAIDOC Week 2018, DPS staged an exhibition to commemorate the 30th anniversary of the presentation of the Barunga Statement, partnering with the Australian Institute of Aboriginal and Torres Strait Islander Studies together with a display of works by Indigenous women from the Parliament House Art Collection—*Because of Her, We Can*.

To mark National Reconciliation Week 2019, two temporary exhibitions, Indigenous Design Now and *My Voice for My Country* were opened to the public. In addition to this a number of events were held including a screening of the film *Gurumul* on Reconciliation Day and a Parliamentary Library lecture by Professor Tom Calma AO.

A new tour was launched focusing on presence, place and visibility of Aboriginal and Torres Strait Islander parliamentarians and cultures.

Ceremonial flags were flown at the entrance of Australian Parliament House in support of NAIDOC Week 2018 and National Reconciliation Week 2019.

Disability

Work has commenced on the development of the first DPS Accessibility and Inclusion Action Plan. The three year plan will outline DPS' commitment and approach to achieving better outcomes for people with disability and increasing disability confidence. Following further consultation, the DPS Accessibility and Inclusion Action Plan will be implemented in the second half of 2019.

DPS continues to be a member of the Australian Network on Disability (AND) and in May 2019 raised its membership to Gold Level. In January 2019, AND completed a recruitment review which benchmarked current barrier-free practices and outlined recommendations for further improvement. Work continues on the development of a new workplace adjustment policy and procedure document.

During 2018–19, DPS continued to be an active participant in the AND Disability Champions Round Table meetings, which are held on a quarterly basis. In March 2019, the DPS Diversity Champion was invited to become a member of the APS Disability Champions Network. The network meets on a quarterly basis and provides opportunities for DPS to gain insight into current strategies implemented across the APS for people with disability.

Recruitment–entry level programs

DPS employed one participant in the Capital Works Branch as part of the 2018–19 Indigenous Australian Government Development Program (IAGDP). The IAGDP is a structured learning program that provides participants with ongoing full-time employment, as well as the opportunity to study and obtain a diploma qualification.

In February 2019, DPS employed eight apprentices through a new Apprenticeship Program initiative. The Apprenticeship Program was designed to build specialist trade skills to deliver efficient and effective services across Parliament House. The apprentice trades included an apprentice Greenkeeper and Horticulturist (Landscape Services), apprentice Carpenter, Plumber, and Stonemason (Building Maintenance Services), apprentice Electrician (Electrical Services) and two apprentice Chefs (Catering and Events).

TABLE 34: Entry Level Programs 2018–19

| | PS level | Number of participants |
|--|----------------|------------------------|
| Indigenous Australian Government Development Program (IAGDP) | PSL 3 to PSL 4 | 1 |
| Apprenticeship Program | PSL 3 to PSL 4 | 8 |

Workforce mobility and retention

The DPS workforce grew in 2018–19, as at 30 June 2019, the net recruitment rate was 1.2 (see Table 33). During 2018–19 there were a total of 211 employee commencements and 173 employee separations.

During 2018–19, the DPS commencement rate (for all employees) remained relatively steady and only decreased marginally by 0.1 per cent from 22 per cent in 2017–18 to 21.9 per cent in 2018–19. The Security Branch continued to recruit Parliamentary Security Officers at PSL1–2 classification—of which there were 31 new commencements in 2018–19. There was also significant recruitment activity in the Parliamentary Experience Branch, where 16 new employees commenced in Visitor Services and 10 employees (including two apprentices) commenced in APS Catering and Events.

TABLE 35: Overview of DPS commencement rates for staff from 2016–17 to 2018–19

| | 2016–17 | 2017–18 | 2018–19 |
|---------------------------------------|---------|---------|---------|
| Commencements | 281 | 221 | 211 |
| Commencement rate ³⁹ | 30.4% | 22% | 21.9% |
| Commencements (ongoing employees) | 125 | 113 | 78 |
| Commencement rate (ongoing employees) | 16.4% | 13.7% | 9.5% |

In the same 12-month period, there were 173 employee separations—16 fewer than in 2017–18. Of these, 110 were ongoing employee separations, the same number reported in the previous year. The ongoing employee turnover rate remained relatively stable over the past three years, at around 13 per cent.

³⁹ Commencement rate calculated by the number of employees recruited (commenced) as a percentage of the average headcount of the period.

TABLE 36: Overview of the DPS separation rates for staff from 2016–17 to 2018–19

| | 2016–17 | 2017–18 | 2018–19 |
|--|---------|---------|---------|
| Staff separations (headcount) | 191 | 189 | 173 |
| Employee turnover rate (total) ⁴⁰ | 20.7% | 19% | 17.1 |
| Staff separations (ongoing employees) | 100 | 110 | 110 |
| Employee turnover rate (ongoing employees) ⁴¹ | 13.1% | 13.3% | 13.4% |

The highest numbers of ongoing separations were employee-initiated resignations, of which there were 46 (42 per cent). There were 22 transfers at level to either the Australian Public Service or elsewhere in the Parliamentary Service (20 per cent); 18 age retirements (16 per cent) and nine promotions to either the Australian Public Service or elsewhere in the Parliamentary Service (eight per cent). There were also 11 voluntary redundancies (10 per cent), three more than in 2017–18.

Most of the ongoing employee separations were in Security Branch (25), Research Branch (13), Chief Finance Officer Branch (13), Parliamentary Experience Branch (11) and People and Governance Branch (10).

Instruments of employment

The Department of Parliamentary Services Enterprise Agreement 2017 was the primary employment instrument in 2018–19. At 30 June 2019, a total of 1,020⁴² employees were covered by the agreement and, of these, 29 had individual flexibility arrangements. Nineteen Senior Executive Service (SES) officers were covered by determinations under subsection 24(1) of the PS Act.

No DPS employee receives a bonus or performance pay.

40 Turnover rate calculated by the number of total employees who left DPS during the period (voluntary and non-voluntary) as a percentage of the average headcount of the period.

41 Ongoing turnover rate calculated by the number of total ongoing employees who left DPS during the period (voluntary and non-voluntary) as a percentage of the average ongoing headcount of the period.

42 Number is based on total number of employees at 30 June 2019, excluding all Senior Executive Service officers, the Secretary and the Parliamentary Librarian.

Remuneration and employment conditions

Non-salary benefits

Non-salary benefits available to DPS employees include influenza vaccinations, free membership to the Parliament House HRC, access to the Employee Assistance Program and dependent on approved requirement, parking. Other benefits that may be available are laptop computers, tablets, mobile phones and airline lounge membership.

Learning and development

DPS continues to develop capability of staff through a number of job related technical training programs to help develop broader organisational capabilities. Learning and development programs are aligned to the corporate plan and strategic themes. In order to broaden staff understanding of learning and development, DPS promotes the 70:20:10 learning principles—learning and development is most effective when there is a balance between on-the-job learning (70 per cent); mentoring, coaching, and peer learning (20 per cent); and formal learning (10 per cent).

Formal training and development

In 2018–19, there were 3,331 recorded attendances for DPS compliance training activities. Mandatory compliance training accounted for 89 per cent of all training activities undertaken.

DPS coordinated 78 in-house, face-to-face training sessions, which were attended by 410 employees. Of these 78 training sessions, 25 were facilitated by external providers.

Leadership development

As part of leadership development, DPS offered PEL2, PEL1 and PSL6 staff the opportunity to participate in the Public Sector Management Program (PSMP) through a competitive nomination process. Two staff commenced the 15 month program in October 2018 and upon successful completion will obtain a Graduate Certificate in Business (Public Sector Management).

Studies assistance

DPS provides support for employees to undertake tertiary studies administered through the DPS Studies Assistance Policy. DPS supported 26 employees to undertake a range of tertiary studies. A total of 1,092 hours of study leave was provided to employees, and \$38,835 in financial contributions was made.

Organisational culture and employee engagement

In May and June 2018, DPS participated in the annual APS Employee Census. A total of 587 employees provided feedback—a 63 per cent response rate.

The 2018 census results show that overall the DPS workforce continues to be engaged:

- DPS is a place where staff believe they can actively apply their skills and knowledge (>90 per cent positive result)
- there was a four per cent increase in staff satisfaction with work-life balance
- staff are willing to 'go the extra mile' and are highly collaborative (>90 per cent positive results), and
- overall agency engagement is one per cent higher than the APS average and job satisfaction and agency pride are five per cent higher than the APS average.

Following the release of the Census Highlights Report, staff from across DPS were invited to participate in focus groups to undertake a qualitative analysis of census results. The workshops were attended by 96 DPS staff. The focus groups identified that a strategy to improve staff engagement would be to create opportunities to increase staff collaboration and to continue to build capability. This led to an increase in the number of multidisciplinary teams being engaged to develop actions plans and assess major changes.

Feedback and results from the 2018 census helped inform the overall strategic settings for the DPS culture. A five point approach has been implemented to maintain and strengthen the DPS culture:

- a continual focus on the purpose of DPS and how all staff contribute to achieving organisational outcomes
- focusing on values as drivers of engagement and levers for change
- continuing to build capability—in 2018–19 DPS has targeted training at continual development of cultural competencies and building team leader effectiveness
- adopting a values based leadership mindset, and
- aligning purpose, values and capability to help build a performance culture.

DPS once again participated in the APS Employee Census in 2019. A total of 575 employees responded, with a response rate of 59.5 per cent. The 2019 census results were not available as at 30 June 2019.

Note: DPS' census results are not included in the Australian Public Service Commission's annual State of the Service Report or annual Agency Survey Report.

Work Health and Safety (WHS)

Improvements to Parliament House

Due to the extensive amount of project work occurring in and around Parliament House, the DPS WHS Unit has been actively involved in providing advice on matters, including:

- height safety upgrades
- accessible bathroom upgrades
- kitchen upgrades, and
- sliding fire doors.

Consultation on WHS issues

DPS maintains a high level of consultation on WHS issues. DPS staff are represented on health and safety committees that monitor and advise on WHS programs.

The DPS Peak WHS Committee focuses on reviewing WHS policies and procedures and taking a strategic approach to WHS management across DPS. Individual branches also hold their own WHS committee meetings.

The DPS Contractors' WHS subcommittee met four times. This forum provides a valuable mechanism to address WHS issues related to the work performed by the large number of contractors at Parliament House.

A key component of DPS' management of health and safety is its network of Health and Safety Representatives (HSRs), deputy HSRs and Harassment Contact Officers (HCOs). As at 30 June 2019, DPS had 28 HSRs and deputies and 14 HCOs.

WHS training

A range of WHS related training was provided to staff throughout the year, including generic induction and refresher sessions for staff and managers. Approximately 309 staff participated in generic WHS training programs.

Incident reporting and investigation

One hundred and thirty incident reports were submitted by DPS employees during 2018–19. Six incidents were notified to Comcare in accordance with section 35 of the WHS Act. Incidents were examined by DPS and remedial action was taken where necessary. Comcare conducted one investigation into incidents.

There were no Provisional Improvement Notices issued under section 90 of the WHS Act. One notice was issued under Part 10 of the WHS Act. No enforceable undertakings were issued under Part 11 of the WHS Act.

Nurses Centre

The Parliament House Nurses Centre continues to operate on sitting days. DPS employs a full-time Registered Nurse (RN) to ensure continuity of care for attendees.

During non-sitting periods, the RN is responsible for auditing and maintaining first aid kits and equipment throughout Parliament House, as well as the coordination of health promotion and health surveillance activities for DPS staff.

ASSET MANAGEMENT

The department manages departmental and administered property, land and equipment, and intangible assets, with a value of \$2,690.5 million (2017–18: \$2,569.7 million). Administered assets of \$2,595.4 million (2017–18: \$2,473.2 million) primarily relate to Parliament House, incorporating the building, land and cultural assets. Departmental assets of \$95.1 million (2017–18: \$96.5 million) primarily relate to information technology, software and furniture and equipment.

The department's managed assets are replaced through an annual capital management plan. The department monitors delivery of the capital management plan on a regular basis to ensure that the planned expenditure reflects the department's business requirements.

The department undertakes annual stocktake, impairment and revaluation reviews which are used to update and verify the accuracy of asset records and to review the condition and ongoing utility of assets. The outcomes of the reviews are considered as part of assurance of the annual financial statements.

PURCHASING

DPS has focused on building internal capability through enhanced education and formal training programs for staff during 2018–19, leading to increased awareness of procurement practices and financial frameworks. DPS' frameworks continue to be managed in accordance with the Commonwealth Procurement Rules (CPRs), the PGPA Act and DPS' Accountable Authority Instructions (AAIs).

DPS' primary procurement objectives are to:

- ensure the principle of value for money is consistently obtained through:
 - encouraging competition
 - promoting efficient, economical and ethical use of resources, and
 - conducting our business in an environment of accountability and transparency.
- support the business requirements of each branch within the department through a focus on better practice procurement and contracting arrangements
- encourage the use of Indigenous business and support the Indigenous Procurement Policy, and
- engage small and medium enterprises and local businesses wherever this is practicable and represents value for money.

DPS has a specialist procurement unit to ensure that:

- established guidelines and procedures are observed by DPS staff undertaking procurement and contract management activities
- statutory reporting responsibilities are met
- contracting and tendering activities are monitored, and
- ongoing training is provided to areas of the department that are involved in procurement and contract management activities.

CONSULTANTS

DPS classifies consultants as individuals, partnerships or corporations engaged to provide professional, independent and expert advisory services to the department. DPS engages consultants where there is a need for independent research or assessment, or where specialised or professional skills not available in-house are required.

During 2018–19, 13 new consultancy contracts were entered into, involving total actual expenditure of \$1,846,532 (inc GST). In addition, seven ongoing consultancy contracts were active during the period, involving total actual expenditure in 2018–19 of \$390,637 (inc GST). The method of procurement for consultancy arrangements is determined by the complexity, nature and value of each individual requirement to achieve a value-for-money outcome that supports DPS' business requirements.

Consultants were engaged by DPS via approaches to the market and through DPS' access to consultancy panels and multi-use lists established by other departments for:

- engineering services
- reviews of resources and processes
- design integrity advice, and
- specialist business advice and planning.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts including consultancies is available on the AusTender website www.tenders.gov.au.

TABLE 37: Number and expenditure on Consultants Current Report Period 2018–19

| | Total |
|---|--------------|
| No. of New contracts entered into during the period | 13 |
| Total actual expenditure during the period on new contracts (inc GST) | \$1,846,532 |
| No. of Ongoing contracts engaging consultants that were entered into during a previous period | 7 |
| Total actual expenditure during the period on ongoing contracts (inc GST) | \$390,637 |

AUSTRALIAN NATIONAL AUDIT OFFICE ACCESS CLAUSES

All DPS contracts allow access for audit purposes.

EXEMPT CONTRACTS

During 2018–19, no DPS contracts or standing offers were exempted by the Secretary from being published via AusTender on the basis that they would disclose exempt matters under the FOI Act.

PROCUREMENT INITIATIVES TO SUPPORT SMALL BUSINESS

DPS supports small-business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SMEs) and Small Enterprise participation statistics are available on the Department of Finance’s website: www.finance.gov.au/procurement/statistics-on-commonwealth-purchasing-contracts.

With a focus on achieving the best value-for-money outcome in each circumstance, DPS supports and encourages engagement with SMEs wherever practicable.

Consistent with paragraph 5.5 of the CPRs, to ensure that SMEs can engage in fair competition for Commonwealth business, DPS applies the following procurement practices:

- use of the Commonwealth Suite for low-risk procurements valued up to \$200,000 and some procurements valued up to \$1 million where practical, and
- payment cards to facilitate on-time payment performance.

To achieve best practice procurement processes, the relevant divisions of the CPRs are applied as appropriate.

DPS recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on Treasury’s website: www.treasury.gov.au.

COMMITMENT TO INDIGENOUS ARTISTS’ RIGHTS

The Parliament House Art Collection is a significant public collection of Australian art and DPS is committed to applying appropriate policies and procedures in all aspects of its dealings with Indigenous artists and their works of art. DPS is a member of the Indigenous Art Code, which promotes industry best practice in upholding Indigenous Australian artists’ rights. DPS adopts the Charter of Principles for Publicly Funded Collecting Institutions in managing the Parliament House Art Collection. The charter promotes professional best practice in the acquisition and management of artworks by Indigenous artists.