



DPS ref: 11/1387

19 January 2012

Ms Christine McDonald  
Secretary  
Legislation Committee  
Senate Standing Committee on Finance and Public Administration  
Parliament House  
CANBERRA ACT 2600

Dear Ms McDonald

**Questions on Notice dated 29 November 2011**

I am pleased to provide responses to the questions related to staffing matters asked by the Legislation Committee, Senate Standing Committee on Finance and Public Administration of this Department.

The President has noted the responses to the questions.

Yours sincerely

Alan Thompson  
Secretary





## RESPONSE TO QUESTION ON NOTICE FROM SENATE LEGISLATION COMMITTEE ON FINANCE AND PUBLIC ADMINISTRATION

### Staffing of DPS

On 29 November 2011, the **Senate Legislation Committee on Finance and Public Administration** asked the Secretary, Department of Parliamentary Services, the following questions.

- 1) The DPS Annual Report 2010-11 indicates that workers' compensation expenses were \$1,613,000 in 2010-11 and \$1,217,000 in 2009-10. Could you provide the following information for the financial years 2007-08 to 2010-11:
  - (a) a breakdown of the workers' compensation expense including the premium paid to Comcare; and
  - (b) the number of workers' compensation cases including the number related to psychological injuries.
- 2) For the financial years 2007-08 to 2010-11, staff information per branch and any significant factors affecting the information, as follows:
  - (a) average length of service for ongoing employees;
  - (b) number of staff employed on an ongoing and non-ongoing basis;
  - (c) the promotion and transfer rate of ongoing employees;
  - (d) the engagement and separation rate of ongoing employees;
  - (e) the engagement of ongoing employees by classification;
  - (f) changes to the title and/or classification of positions and the reasons; and
  - (g) average sick leave rates of ongoing and non-ongoing employees.
- 3) For the financial years 2007-08 to 2010-11, the turnover rate per SES band.
- 4) For the financial years 2007-08 to 2010-11, changes in total staff numbers and reasons for the change.
- 5) For the financial years 2010-11 and 2011-12 (to date), the number of applications per vacancy and the proportion of internal and external applicants.
- 6) The outcomes of workforce planning including identification of issues needing to be addressed and whether or not recommendations were implemented.

The responses are set out on the following pages.

Note the following abbreviations relating to parliamentary position classifications:

**PSL:** Parliamentary Service Level

**PEL:** Parliamentary Executive Level

## **Introduction**

1 The following introductory paragraphs give some background to the statistics provided in this response.

### *Reorganisations*

2 Since the creation of the Department of Parliamentary Services on 1 February 2004 (as a result of the amalgamation of three former parliamentary departments), there have been various reorganisations of the department. More information on these changes is provided under the response to Q.6.

3 Early in the life of DPS as a single entity, restructuring/reorganisation activity was driven by the need to:

- (a) find operational savings;
- (b) improve capital works delivery;
- (c) improve day-by-day service delivery;
- (d) improve health and safety outcomes; and
- (e) improve accountability.

4 Over the last three to four years, restructuring/reorganisation has been driven primarily by the need to:

- (a) identify further operational savings;
- (b) improve IT service delivery and IT security; and
- (c) improve long-term asset management for Parliament House.

5 DPS has already advised the Committee about the steady decline in purchasing power of our operational budget since 2004 (refer Attachment A of the DPS submission to the Committee, dated 29 July 2011). This has led to the ongoing need to identify operational savings.

6 Apart from a major reorganisation in February 2006, the functions most affected by changes in reporting lines were those in the 'corporate services' areas, such as:

- (a) HR Services
- (b) Governance and Business Management; and
- (c) Strategy

7 These sections have moved between various branches, particularly after the Strategy and Business Services Branch was abolished in August 2009.

### *Statistics reported in this response*

8 For the ease of clear reporting in this response, statistics relating to all sections have been provided against the branch in which that section currently

resides—regardless of where that section resided in 2007–08, 2008–09, 2009–10 or 2010–11.

### *Strategy and Communication*

9 The section known, since June 2010, as Strategy and Communication has previously been known as: Strategic Planning and Policy; and Strategy. As the Strategy section, it picked up the communication responsibilities of an abolished section, Customer Services and Communication. The Strategy section used to report through an Assistant Secretary; however, since August 2009, this section has reported directly to the Secretary.

### *Shared services arrangements*

10 In 2009–10, the DPS payroll function was outsourced to the Department of the House of Representatives (**DHoR**), under a shared-services arrangement.

11 This arrangement was consistent with recommendations made by the Parliamentary Service Commissioner in the post-implementation review of the amalgamation of three former parliamentary departments (which created DPS).

- Q.1)** The DPS Annual Report 2010-11 indicates that workers' compensation expenses were \$1,613,000 in 2010-11 and \$1,217,000 in 2009-10. Could you provide the following information for the financial years 2007-08 to 2010-11:
- (a) a breakdown of the workers' compensation expense including the premium paid to Comcare; and
  - (b) the number of workers' compensation cases including the number related to psychological injuries.

**Response:**

- (a) The table below provides a breakdown of expenses (ex-GST) in relation to workers' compensation. In addition to the workers' compensation expenses (Comcare), there are other costs, such as wages and contracted case management costs. These additional costs are reported at an aggregated level in the DPS annual financial statements.

<b>Workers' compensation expense component</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
Comcare premium*	\$643,000	\$1,347,000	\$1,217,000	\$1,613,000
Wages (only) for OHS and Injury Management Team	\$162,522	\$232,243	\$254,439	\$272,546
Contracted Case Management costs	\$55,398	\$31,514	\$24,784	\$12,579
<b>Total</b>	<b>\$860,920</b>	<b>\$1,610,757</b>	<b>\$1,496,223</b>	<b>\$1,898,125</b>

\* Comcare has notified that the DPS Comcare premium for 2011-12 is \$918,095 (exclusive of GST).

(i) *Wages for OHS and Injury Management Team*

DPS has an OHS and Injury Management Team, which comprises one full-time PEL1 manager; one full-time PSL6 employee; and two part-time PSL5 employees. The team provides services and advice relating to OHS, workers' compensation, rehabilitation, fitness for continued duty and invalidity retirement.

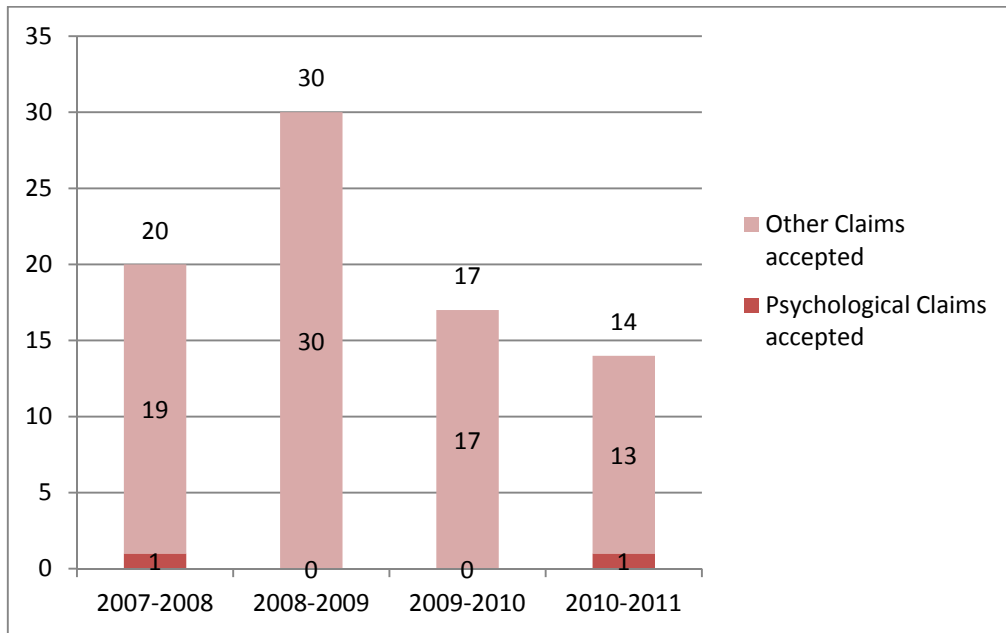
(ii) *Contracted case management costs*

Prior to recruitment of the PSL6 workers' compensation specialist in April 2008, DPS contracted out case management services to a number of external providers. Since 2008, there has been a reduction in costs for Contracted Case Management.

Prior to acceptance of liability, agencies can provide Comcare with information that may be pertinent to the claim. The agency statement may either support the claim, or disagree with the information provided by the claimant.

In the period 2007-08 to 2010-11, DPS had a total of 81 claims accepted by Comcare—two of which related to psychological injury. The table below

shows the number of accepted psychological claims and all other accepted claims.



- Q.2)** For the financial years 2007–08 to 2010–11, staff information per branch and any significant factors affecting the information, as follows:
- (a) average length of service for ongoing employees;
  - (b) number of staff employed on an ongoing and non-ongoing basis;
  - (c) the promotion and transfer rate of ongoing employees;
  - (d) the engagement and separation rate of ongoing employees;
  - (e) the engagement of ongoing employees by classification;
  - (f) changes to the title and/or classification of positions and the reasons; and
  - (g) average sick leave rates of ongoing and non-ongoing employees.

**Response:**

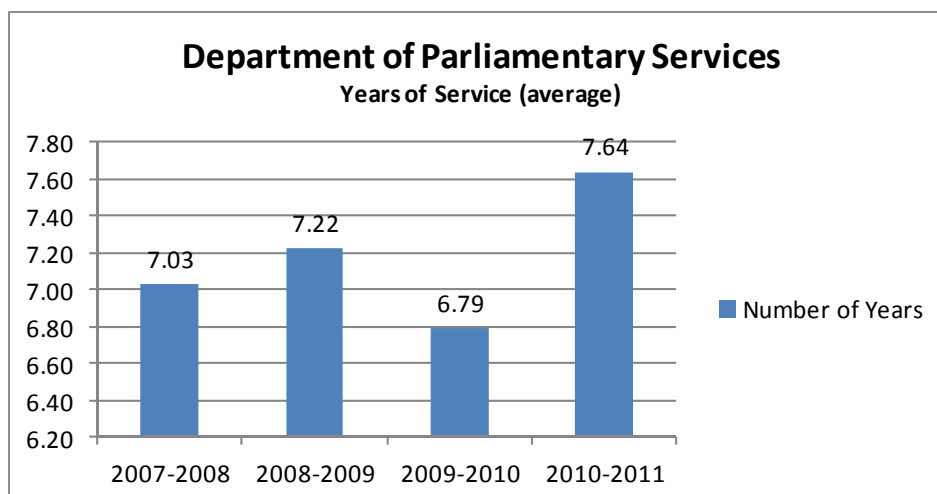
- (a) The average length of service for ongoing employees is detailed in the tables below—for DPS and then by branch.

Note that the figures provided here reflect data in the current DPS HR system (provided through House of Representatives payroll services). Some inconsistencies exist in this data, where legacy data had to be brought into new DPS systems at the time of the merger of the three former parliamentary departments.

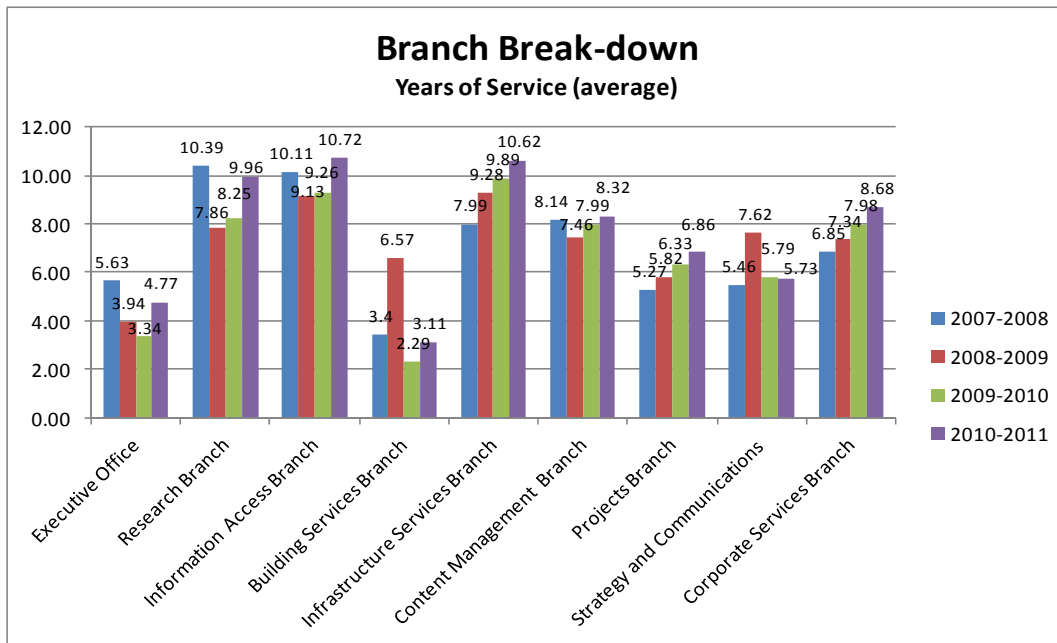
This means that some DPS personnel who have been long-term parliamentary service employees have only been counted—for the purpose of DPS service—as commencing service on 1 February 2004. This applies particularly to PSS officers, who were previously employees of the chamber departments, then the Joint House Department, and finally became employees of DPS.

Note, however, that for each individual, their years of service for Long Service Leave and Personal Leave purposes are held in individual personnel records.

In the second graph below (Branch breakdown), the drop in years of service average from 2008–09 is primarily related to the reduction in staff in the Building Services Branch (**BSB**). In 2009–10, 21.62% of ongoing staff in BSB separated from DPS as a result of a structural change within the branch. Further information regarding this structural change is provided later in this submission (pp 20–21).





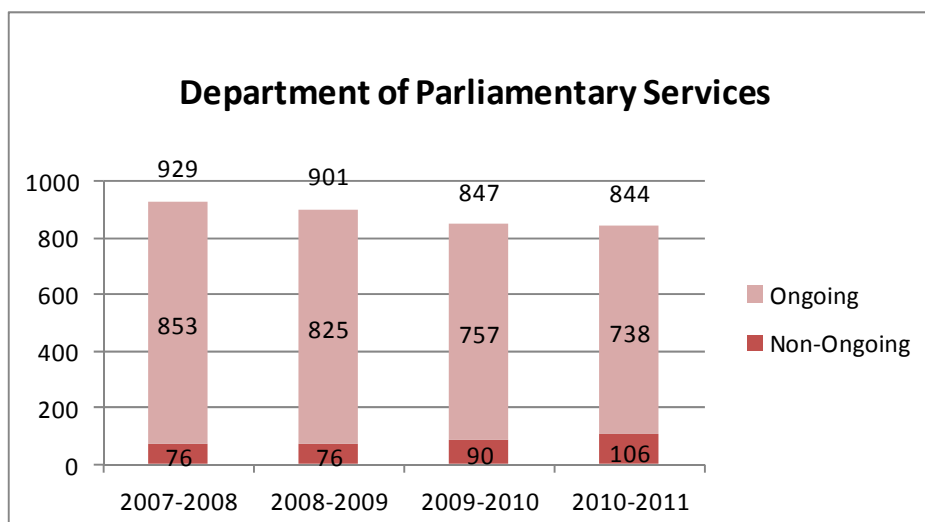


(b) The number of staff employed on an ongoing and non-ongoing basis is reported in the graphs below at both the department and branch level. Any significant factors or relevant information relating to the branch are noted under each graph.

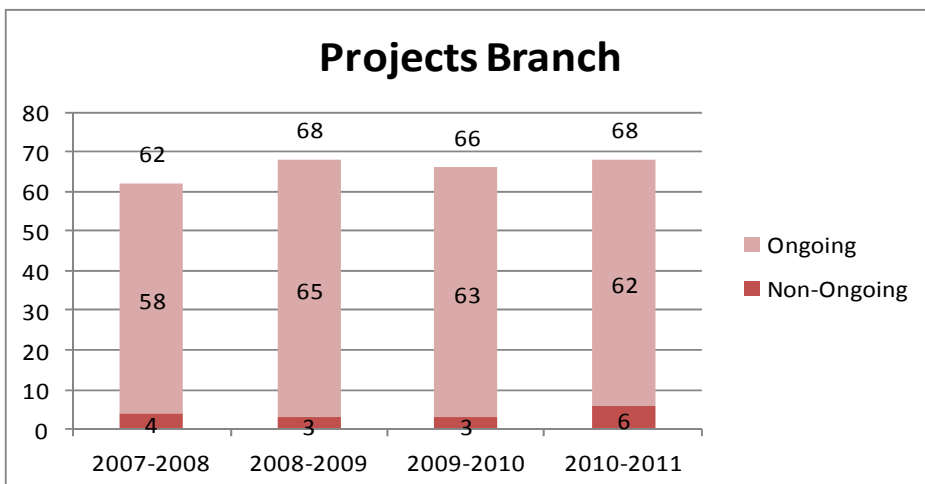
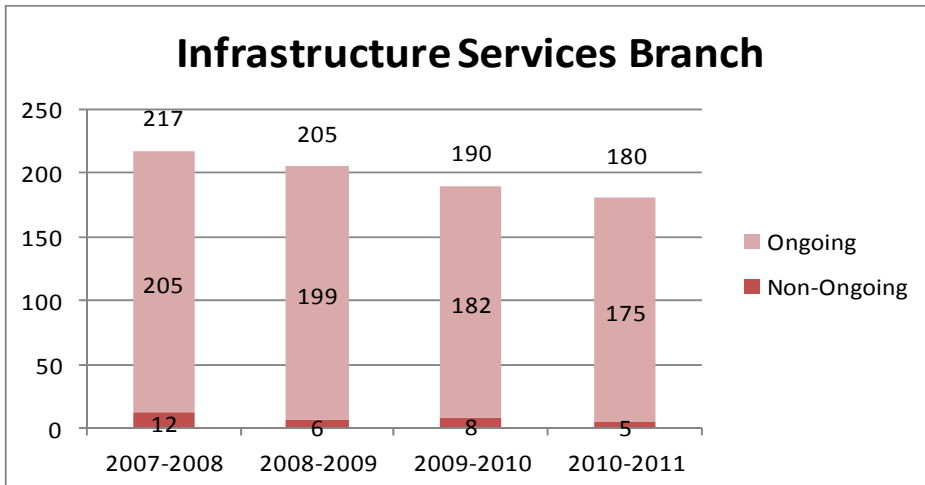
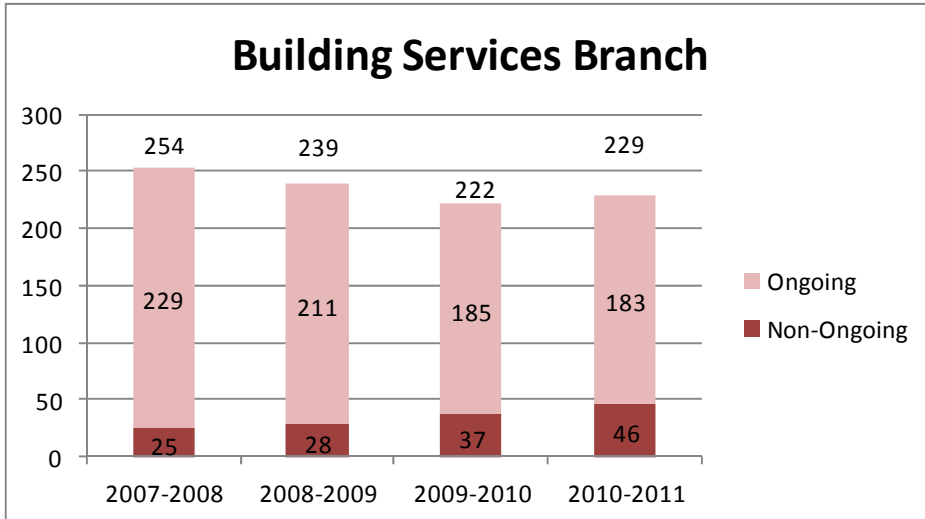
The growth of the number of non-ongoing staff (which includes casuals) is largely related to the steady decline in purchasing power of the DPS operational budget since 2004. DPS had advised the Committee about this budget situation in its Inquiry submission of 28 July 2011.

As a result of this decline in purchasing power, various branches of DPS have sought to contain and reduce costs, including by making changes in the balance of ongoing and non-ongoing staff.

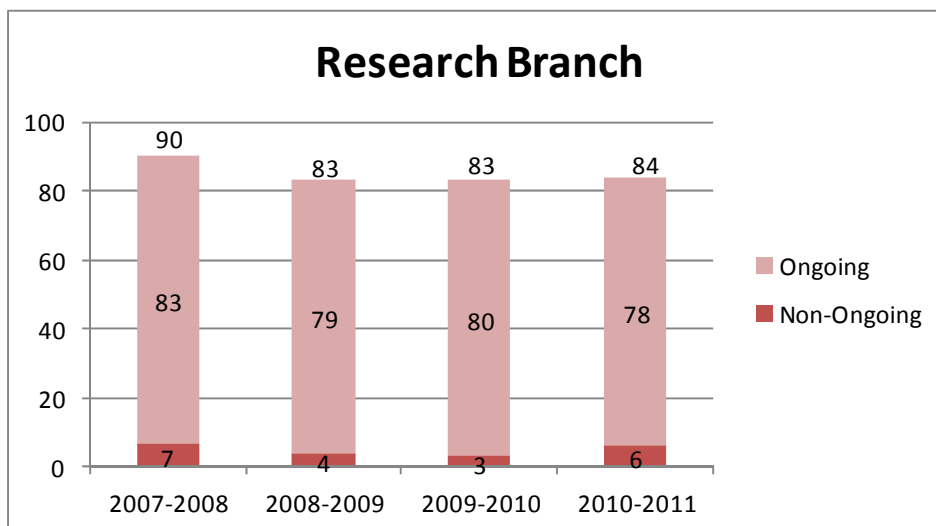
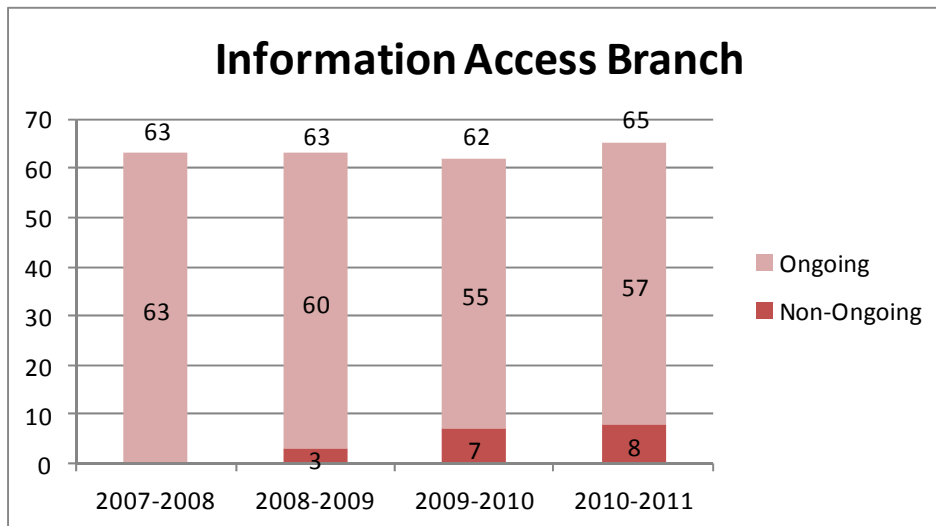
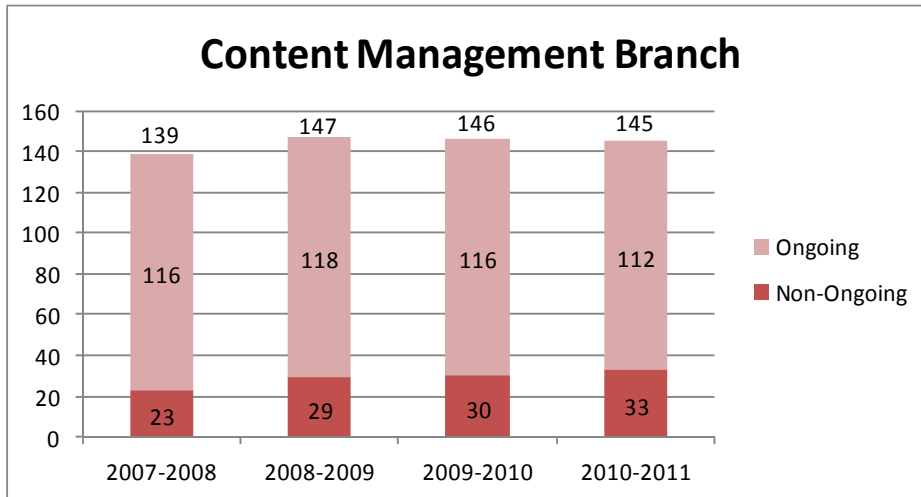
It should be noted that seven staff (three in 2008–09, one in 2009–10 and three in 2010–11) are defined as inoperative staff and are not included in the graph below. An inoperative staff member is one who is on long-term leave and will not be returning to DPS—for example, a staff member who takes long-service leave before retirement or a staff member on extended leave without pay.



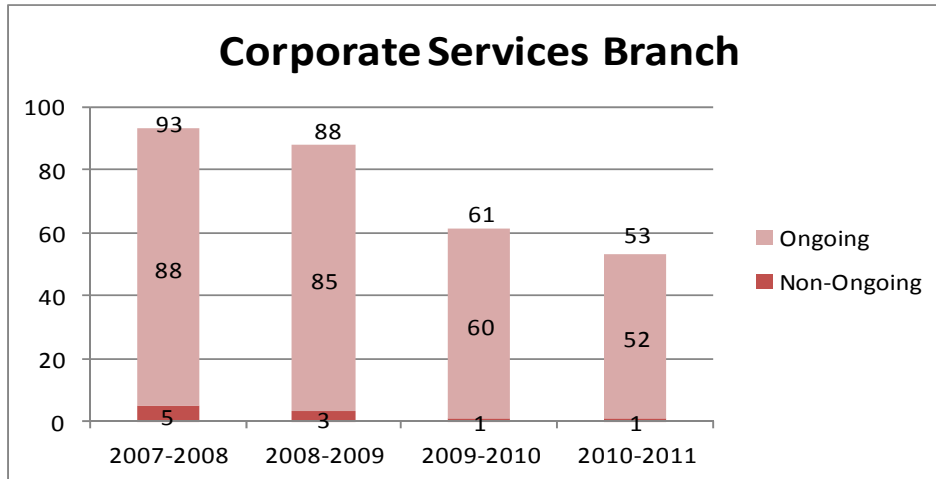
(Numbers of staff employed on ongoing and non-ongoing basis—continued)



(Numbers of staff employed on ongoing and non-ongoing basis—continued)

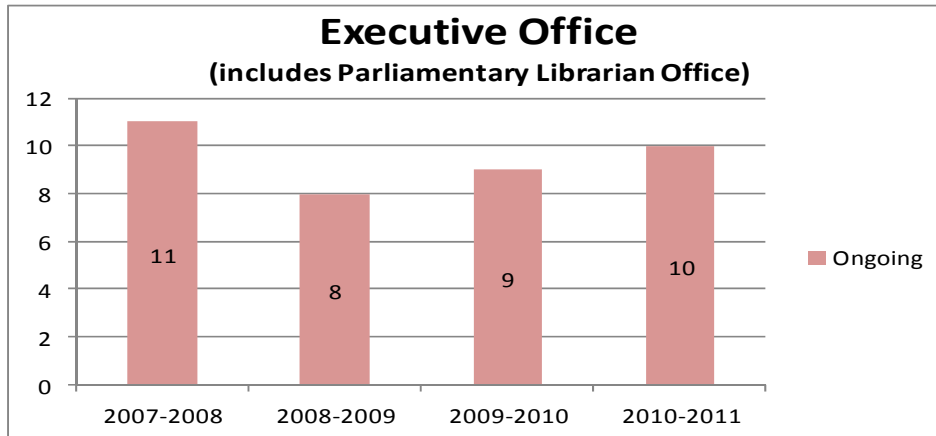


(Numbers of staff employed on ongoing and non-ongoing basis—continued)

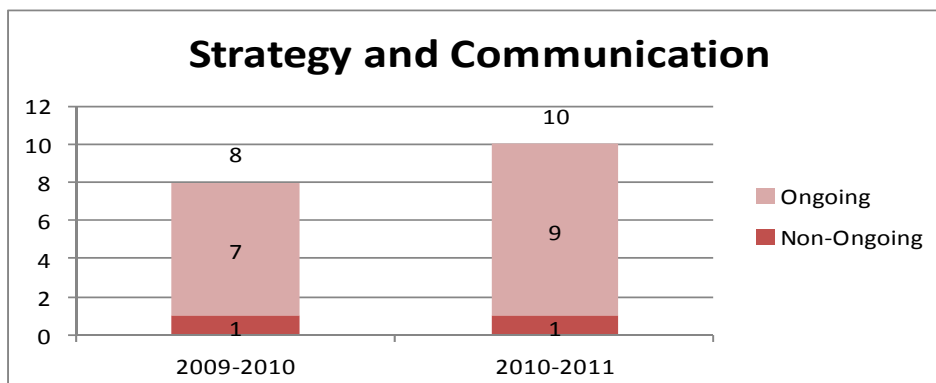


The reduction in Corporate Services Branch in 2009–10 is the result of:

- separate counting of the Strategy and Communication section from 2009–10 (see graph below);
- transfer of payroll function to DHoR;
- abolition of the Strategy and Business Services Branch;
- allocation of the previous Customer Services functions to other business units within DPS; and
- other minor adjustments including normal vacancy management.



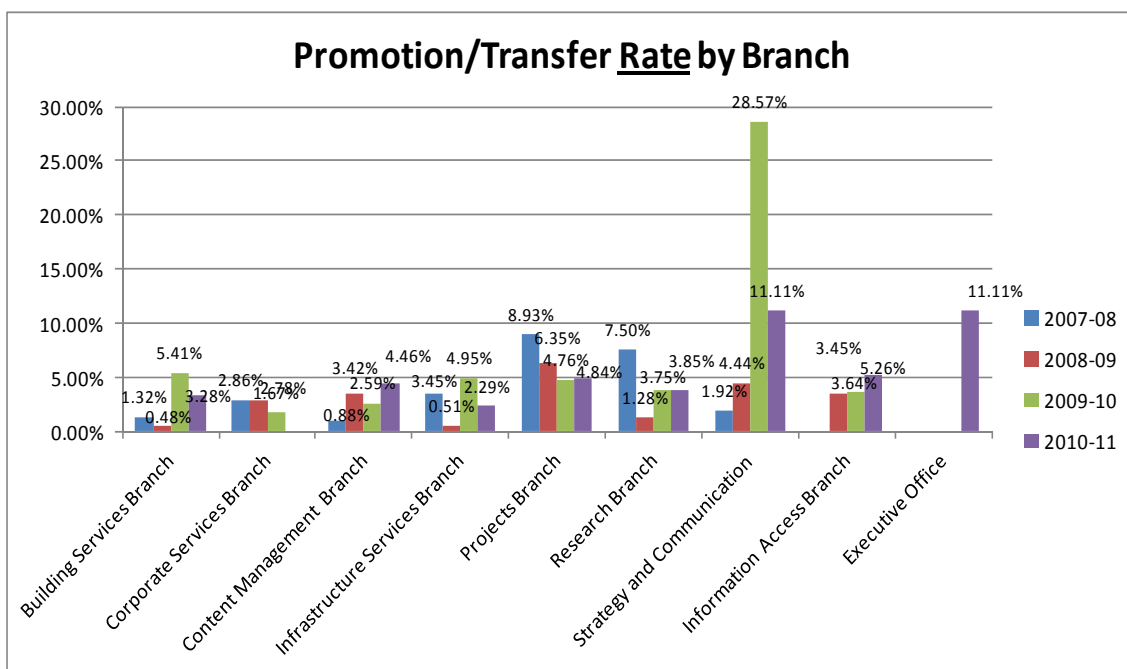
The increase in one officer in 2010-11 is due to a staff member working temporarily for a short period to the Deputy Secretary. That staff member has since been transferred to Corporate Services Branch.



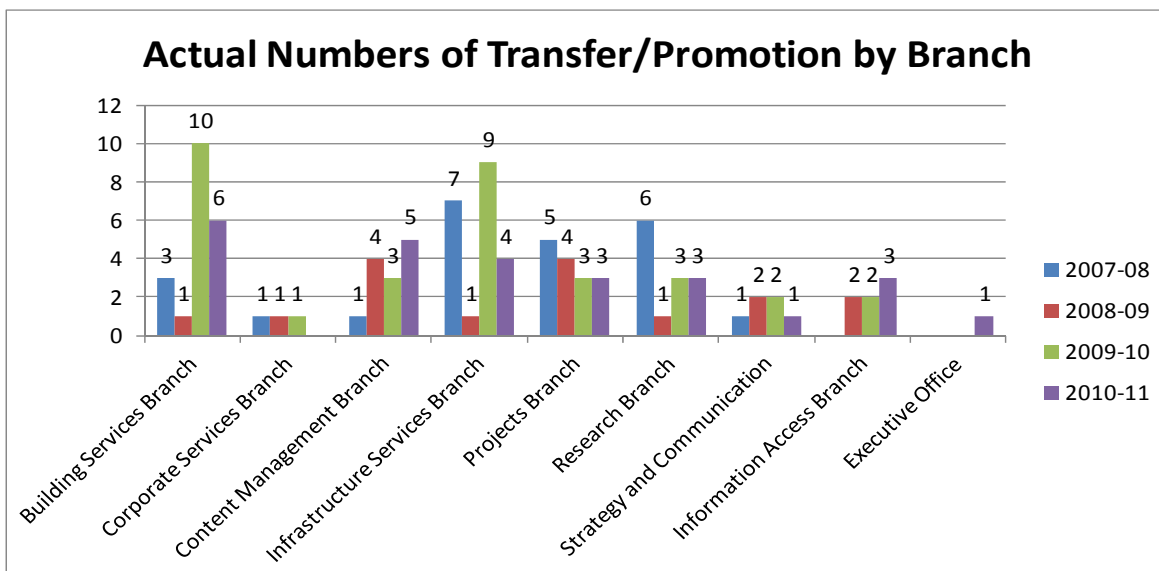
Strategy and Communication is not located in a specific branch. The section now reports directly to the Secretary. See note on pages 3 and 23 for further background on the section.

- (c) The first graph below shows the promotion/transfer rate of ongoing employees for each branch from 2007–08 to 2010–11 by percentage. This rate is based on the number of promotions/transfers against the headcount of staff in each branch. A second graph is provided to show the actual numbers of staff who were either promoted or transferred.

The promotion/transfer rate is one category of reporting a movement by a staff member. Other categories include: retirement, death, end of contract, etc. The promotion/transfer rate cannot be split to show separate figures for promotions and transfers, as it is recorded in the DPS payroll as promotion/transfer.



NOTE: Strategy and Communication rate in 2009–10 is 28.57% because there were only seven ongoing staff in the section; therefore recording a higher 'percentage rate'.

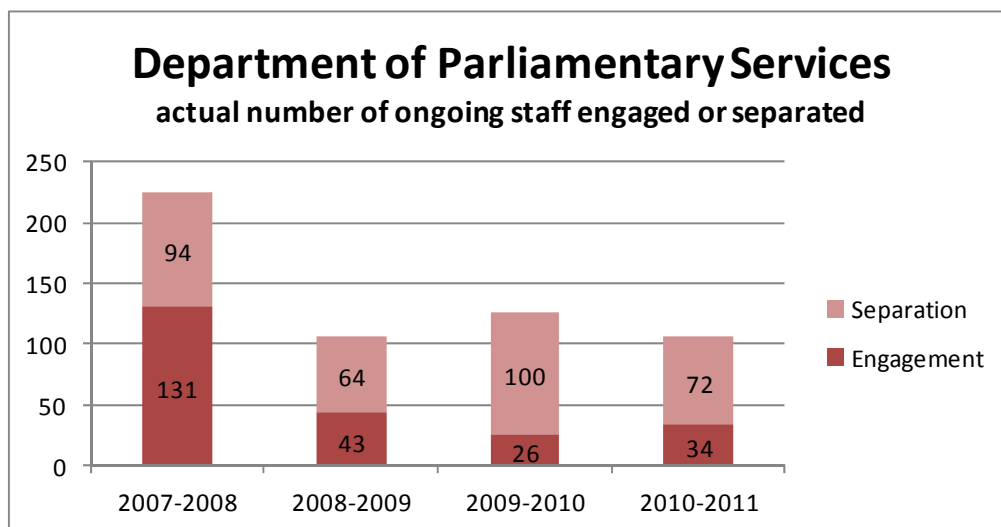


- (d) The engagement and separation rate of ongoing employees is represented firstly at the department level and then is broken down to branch level. The table represents the engagement and separation rate of ongoing staff by percentage. The graph under each table shows the actual numbers of staff who have been engaged or separated.

Note that the figures provided here reflect data in the current DPS HR system (provided through House of Representatives payroll services). In some cases, personnel have initially been engaged as non-ongoing employees and are later employed on an ongoing basis. The updating of information for this transition from non-ongoing to ongoing is done manually, which may mean that a small number of ongoing engagements (less than 10) are not captured in the figures provided.

### Department of Parliamentary Services

Year	Engagement	Separation
2007-2008	15.4%	11.0%
2008-2009	5.2%	7.8%
2009-2010	3.4%	13.2%
2010-2011	4.6%	9.8%

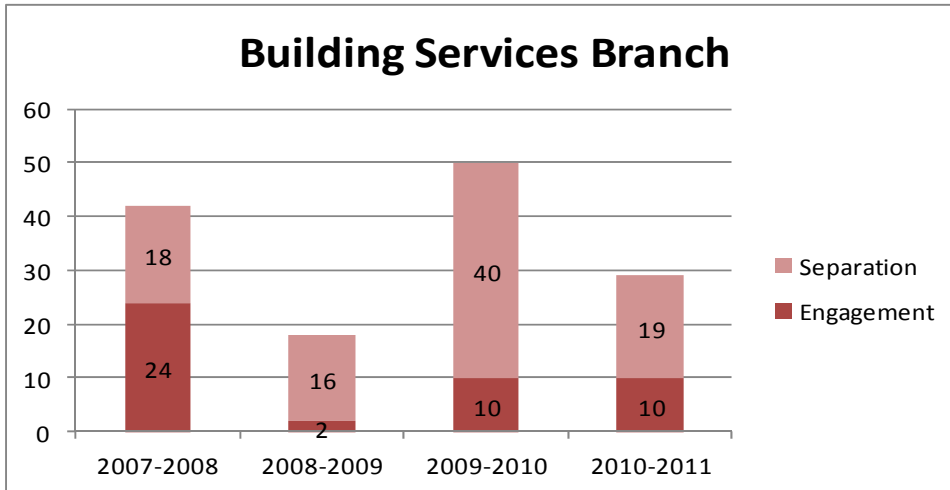


In the past three years, nine staff separated (one in 2008–09 and eight in 2009–10) who had been recorded as inoperative staff prior to their separation with the department. They are not recorded in the table above or in the branch breakdowns.

(Number of ongoing staff engaged or separated—continued)

**Building Services Branch**

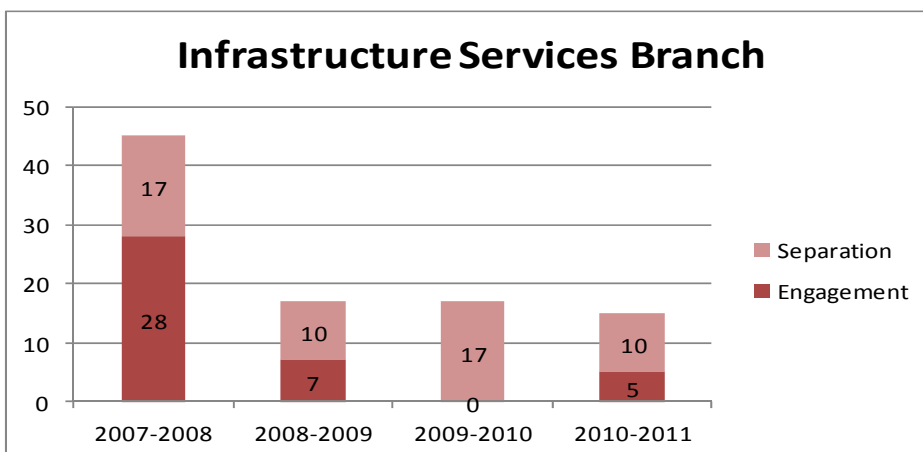
Year	Engagement	Separation
2007-2008	10.5%	7.9%
2008-2009	1.0%	7.7%
2009-2010	5.4%	21.6%
2010-2011	5.5%	10.4%



In 2008-09, a review was undertaken to simplify management and supervisory structures within the Security and Facilities sections. The results are reflected in the 2009-10 figures. Additional reviews were undertaken in the Parliamentary Security Operations Room and Security Pass Office. Further information regarding these reviews is addressed later, under Q.2(f).

**Infrastructure Services Branch**

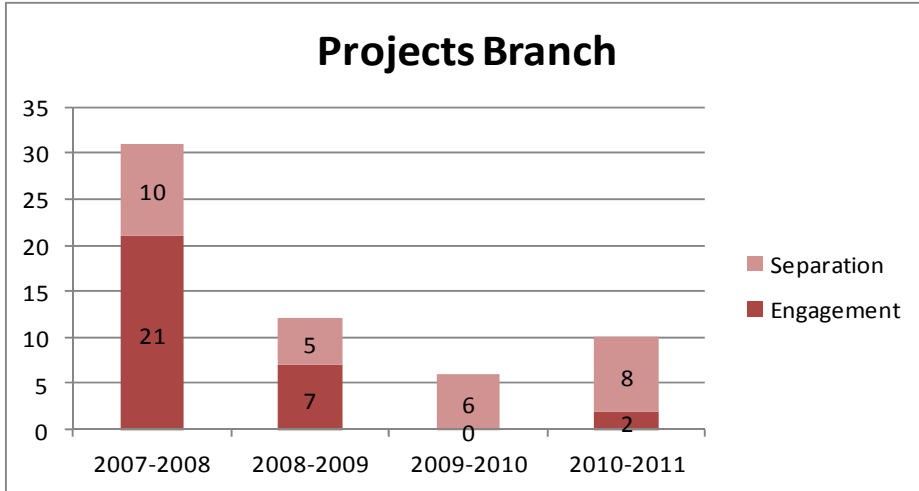
Year	Engagement	Separation
2007-2008	13.7%	8.3%
2008-2009	3.6%	5.1%
2009-2010	0.0%	9.3%
2010-2011	2.9%	5.7%



(Number of ongoing staff engaged or separated—continued)

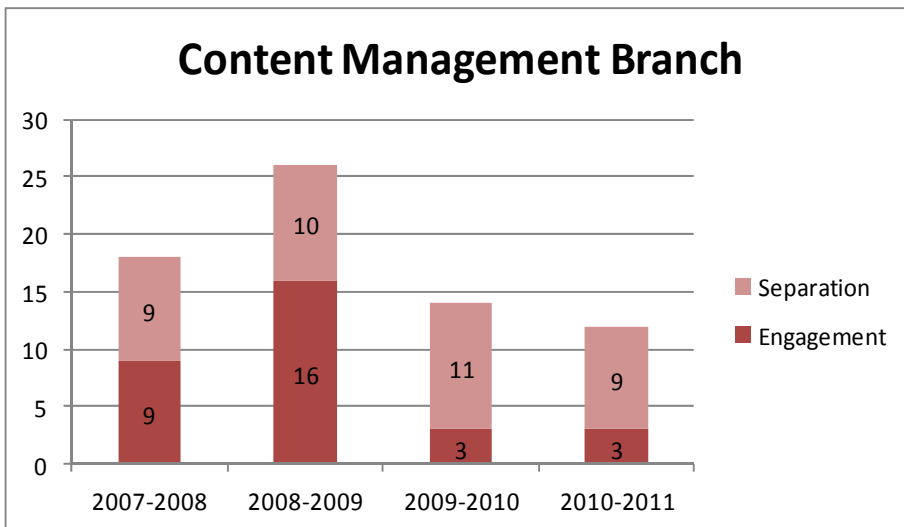
**Projects Branch**

Year	Engagement	Separation
2007-2008	36.2%	17.2%
2008-2009	11.1%	7.9%
2009-2010	0.0%	9.5%
2010-2011	3.2%	12.9%



**Content Management Branch**

Year	Engagement	Separation
2007-2008	7.8%	7.8%
2008-2009	13.7%	8.5%
2009-2010	2.6%	9.5%
2010-2011	2.7%	8.0%

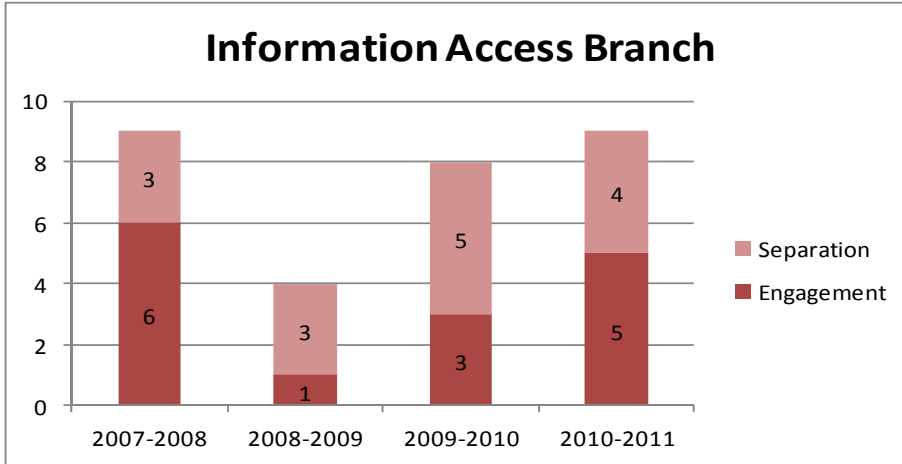




(Number of ongoing staff engaged or separated—continued)

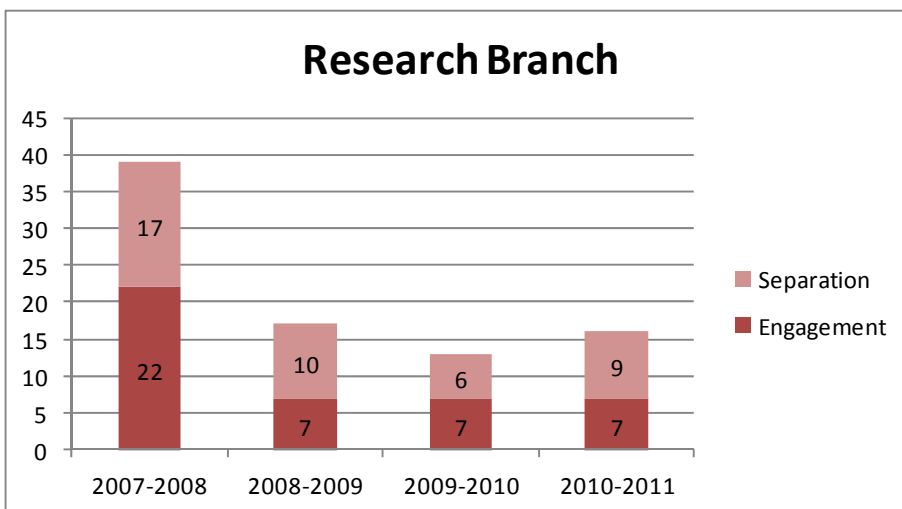
**Information Access Branch**

Year	Engagement	Separation
2007-2008	9.5%	4.8%
2008-2009	1.7%	5.2%
2009-2010	5.5%	9.1%
2010-2011	8.8%	7.0%



**Research Branch**

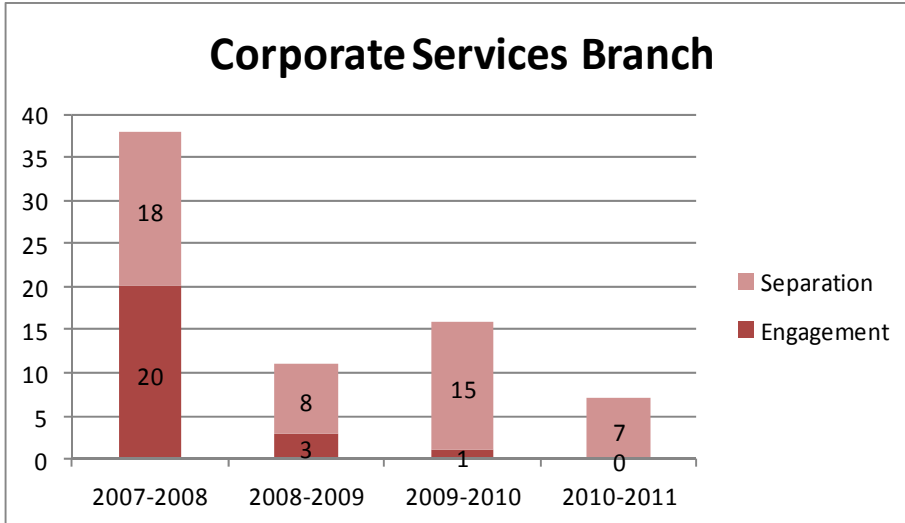
Year	Engagement	Separation
2007-2008	26.5%	20.5%
2008-2009	14.6%	20.8%
2009-2010	8.8%	7.5%
2010-2011	14.6%	18.8%



(Number of ongoing staff engaged or separated—continued)

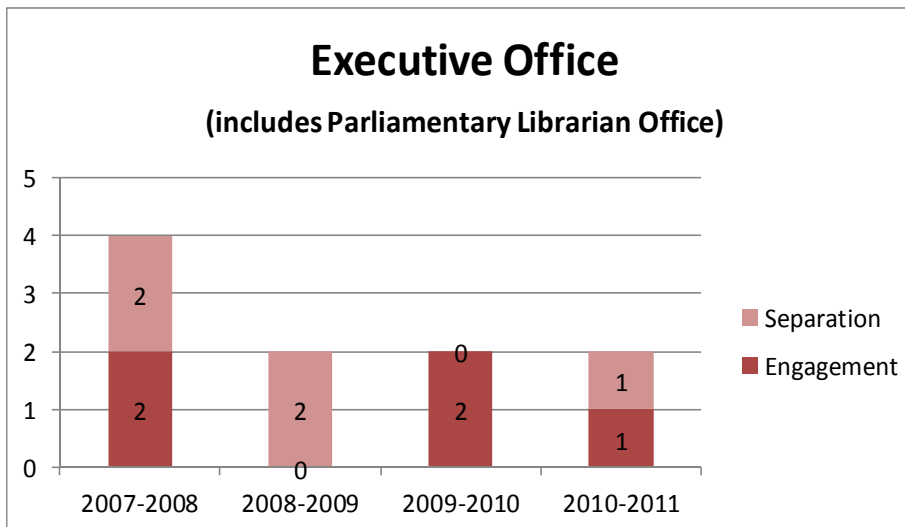
**Corporate Services Branch**

Year	Engagement	Separation
2007-2008	22.7%	20.5%
2008-2009	3.1%	8.2%
2009-2010	1.7%	25.0%
2010-2011	0.0%	13.5%



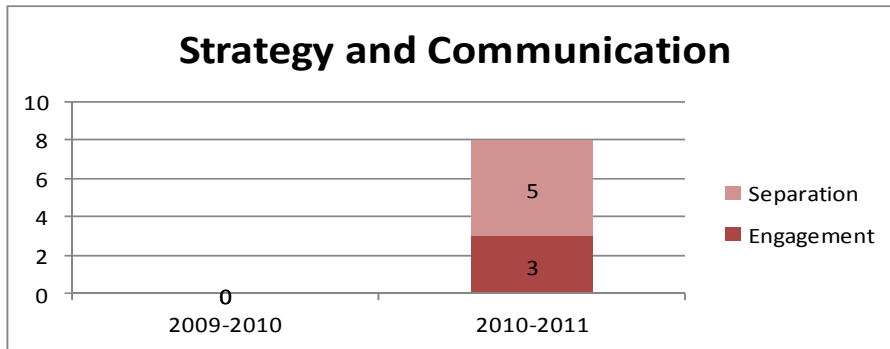
**Executive Office**

Year	Engagement	Separation
2007-2008	18.2%	18.2%
2008-2009	0.0%	25.0%
2009-2010	22.2%	0.0%
2010-2011	10.0%	10.0%



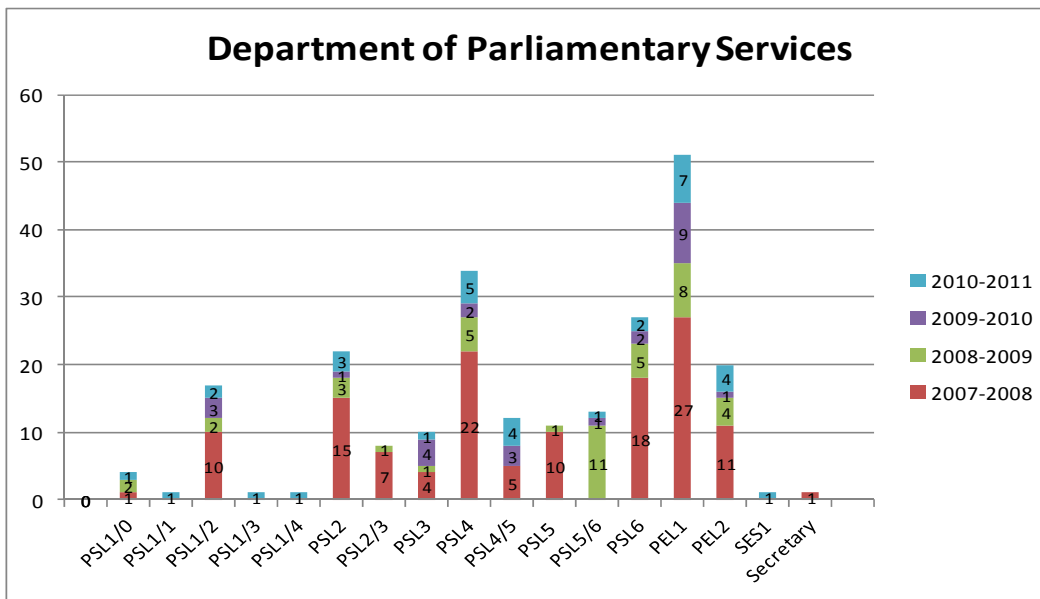
(Number of ongoing staff engaged or separated—continued)

### Strategy and Communication



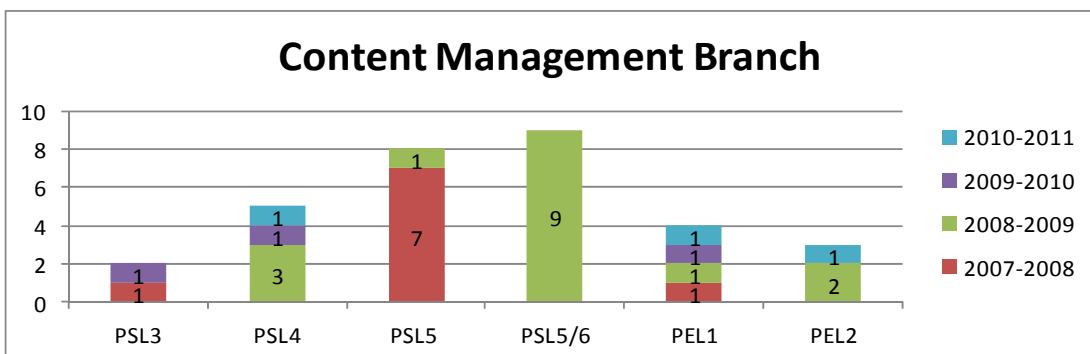
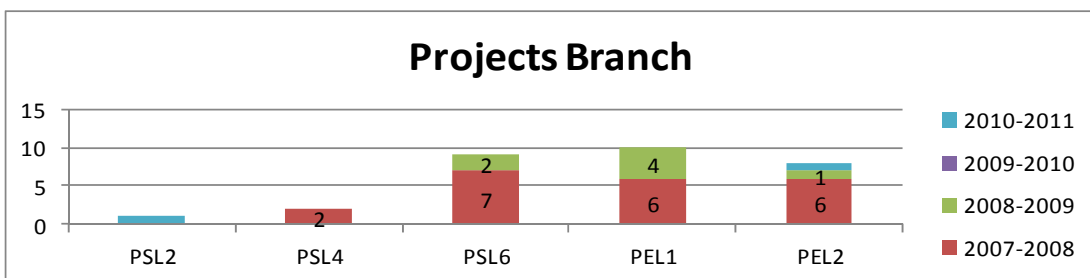
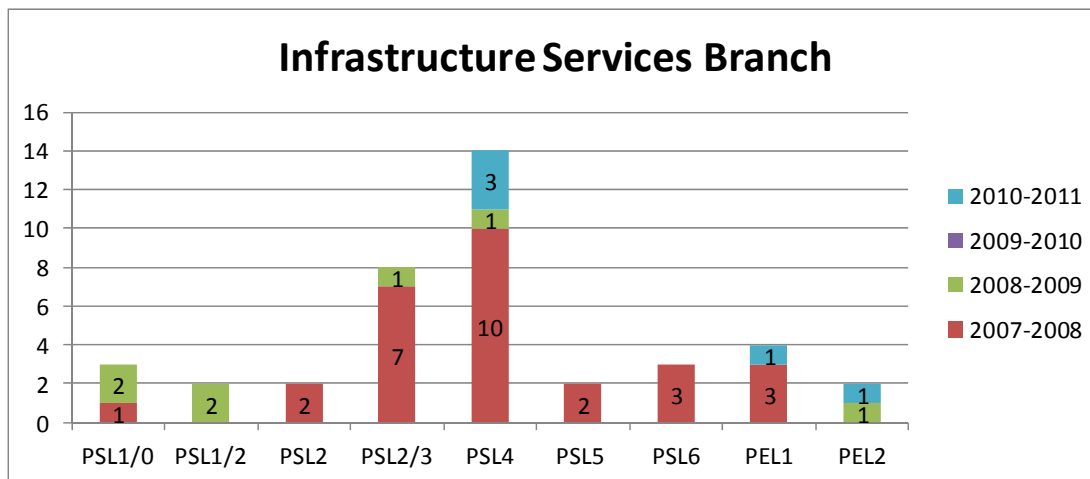
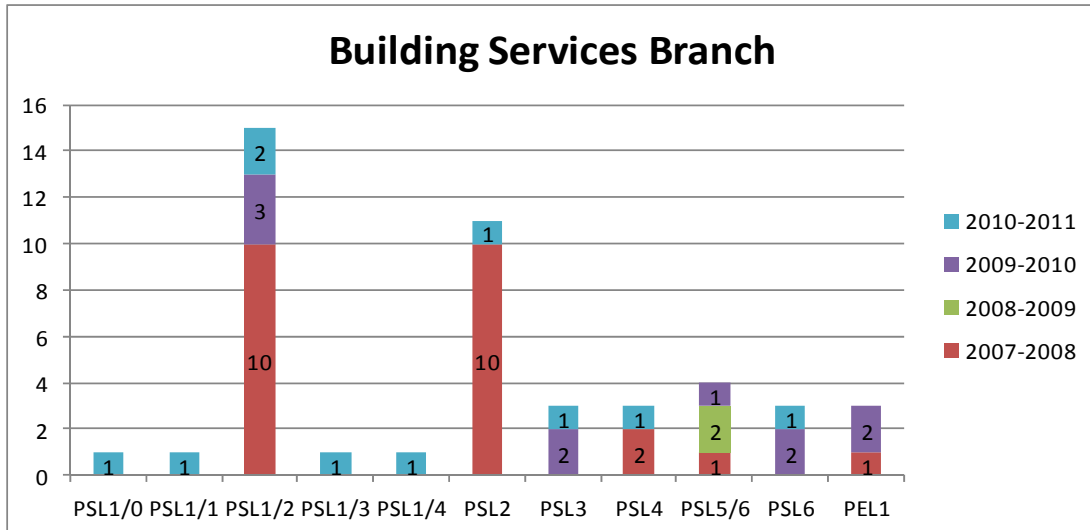
Strategy and Communication is not located in a specific branch. The section reports directly to the Secretary. Strategy and Communication was established in June 2010.

- (e) The engagement numbers of ongoing employees by classification per year is shown in the graphs below—firstly at the department level and then broken down by branch level. For ease of reading this data, engagement numbers of ongoing staff is also shown in table format below the departmental graph.

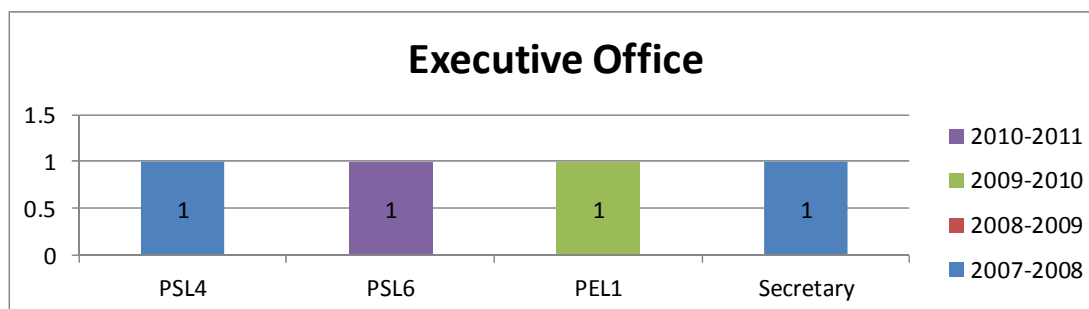
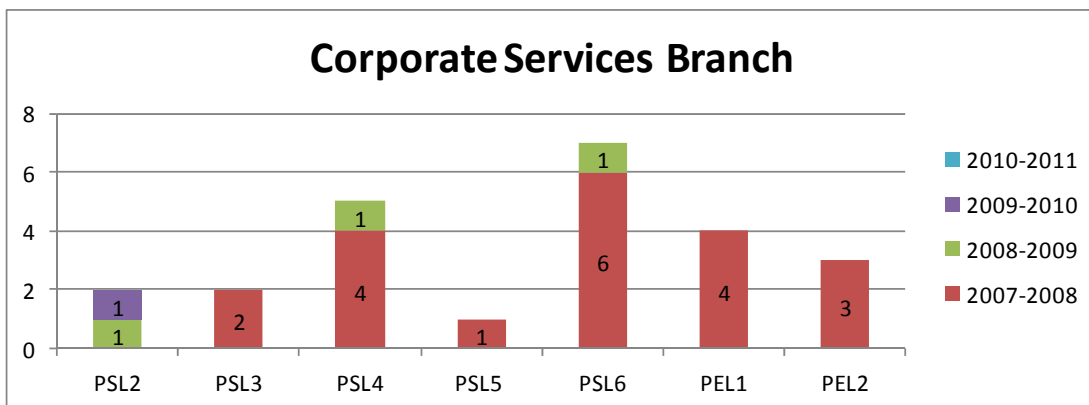
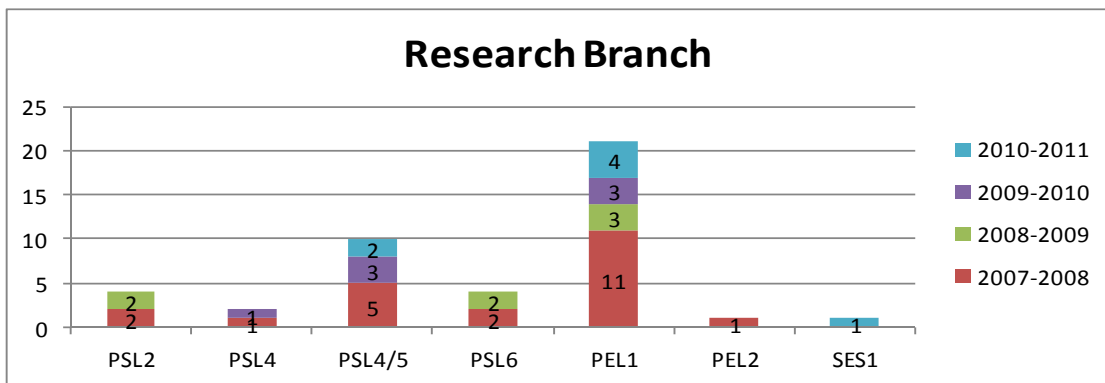
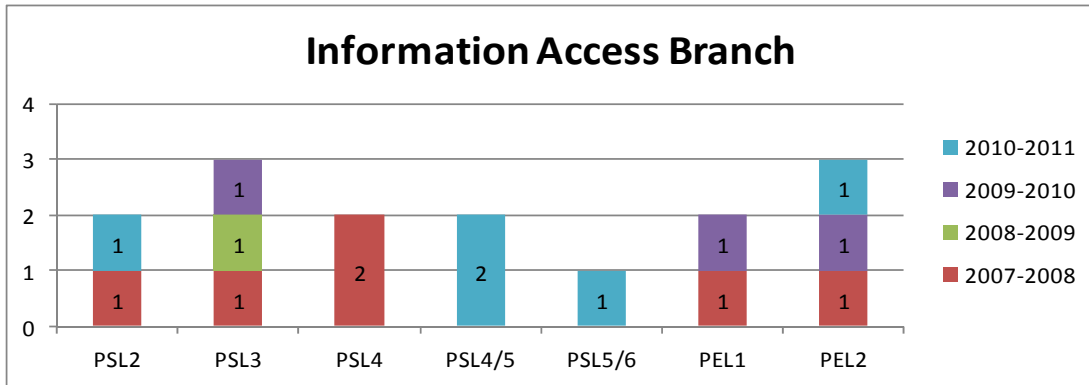


Classification	2007-2008	2008-2009	2009-2010	2010-2011
PSL1/0	1	2		1
PSL1/1				1
PSL1/2	10	2	3	2
PSL1/3				1
PSL1/4				1
PSL2	15	3	1	3
PSL2/3	7	1		
PSL3	4	1	4	1
PSL4	22	5	2	5
PSL4/5	5		3	4
PSL5	10		0	
PSL5/6		11	1	1
PSL6	18	5	2	2
PEL1	27	8	9	7
PEL2	11	4	1	4
SES1				1
Secretary	1			
<b>Totals</b>	<b>131</b>	<b>43</b>	<b>26</b>	<b>34</b>

(Engagement numbers of ongoing employees by classification per year—continued)



(Engagement numbers of ongoing employees by classification per year—continued)



## Strategy and Communication

One PEL1 employee was engaged in 2009–10 and one PEL1 employee was engaged in 2010–11 in Strategy and Communication on an ongoing basis.

- (f) Changes to the title and/or classification of positions and the reasons are addressed below.

### 2007–08

#### **Research Branch**

A number of initiatives in 2007–08 arose out of the *Continuous Improvement Review (Research Branch)—Final Report*, 26 February 2007.

The most significant of these was the introduction of broadband PSL4/5, titled Research Assistant, in 2007–08. This broadband provided an improved career path for this category of employee.

The report also recommended merging the “information specialist” (Librarian) and “research specialist” streams into one stream of “researchers” and introducing a new “research assistant” position, and setting uniform job titles for each section in the Research Branch as follows:

- PEL1—Senior Researcher;
- PSL6—Researcher;
- PSL4/5—Research Assistant; and
- PSL2—Support Assistant.

There was scope, where section situations required particular expertise, to have this reflected in the title—for example, Law Librarian.

#### **Content Management Branch**

Hansard has been progressively revised in response to funding constants and concerns about occupational overuse injuries.

During 2007, the Hansard Service Unit responsibility was transferred from the Director Hansard Strategy and Business Management (now known as Director Performance and Future Direction) to Director Hansard Operations (now known as Director Service Delivery and Continuous Improvement) so that the production of Hansard—end to end—is with the one Director.

In April 2008, Hansard implemented a broadband for all editors classified as PSL5 or PSL6. This broadband is known as PSL5/6 Hansard editors.

This broadband arrangement includes an editor training program, which is tailored for the Hansard environment and is designed to train entry-level editors to the PSL6 editing standard over 12 months, in accordance with Australian Quality Training Framework standards.

#### **Infrastructure Services Branch (ISB)**

Over the last four years, Maintenance Services (within ISB) has been restructured to provide better long-term asset-management planning, improve contract management and reduce costs.

Specifically, in 2007–08, two positions were renamed at the PSL2/3 classifications to reflect a change in business need. The change in business need was as a result of transferring the maintenance and management of the Commissioned Furniture collection from Art Services.

IT services have also been reformed over the last four years in order to support emerging technology and respond to evolving client demands and security requirements.

### **Projects Branch**

In 2007, two sections of the Projects Branch amalgamated. The IT Projects and Broadcasting Projects sections amalgamated into Technology Projects. This was to reflect the increasing convergence between broadcasting and IT projects. As a result, one PEL2 took a voluntary redundancy from DPS.

## 2008–09

### **Building Services Branch**

#### *Security and Facilities reviews—January 2009*

The purpose of the reviews was to simplify the management and supervisory structures within the Security and Facilities sections; reduce operating costs; and strengthen management capability.

The new structure delivered approximately \$800,000 in savings and was implemented as part of a package of initiatives to improve the performance and efficiency of Building Services Branch. Other initiatives implemented at the same time included an operational security roster review, changed security “call out” procedures, transferring some Ministerial Wing functions from the Australian Federal Police—Uniform Protection (AFP-UP) to the Parliamentary Security Service (PSS) and transferring the management of the cleaning contracts to Infrastructure Services Branch (**ISB**). Positional changes were as follows.

#### Security

- The PEL2 Director Security Planning and Administration position was abolished and the remaining PEL2 Director Security Operations position was retitled Director Security.
- PEL1 Security Operations was retitled Security Operations Support.
- PSL6 Manager Security Operations was upgraded and retitled as PEL1 Security Operations.
- PSL6 Security Administration was retitled Management Team Advisor.
- PSL4 Training Coordinator position was abolished with the duties reassigned to line management for a more integrated approach to training.
- 7 x PSL3 PSS Supervisor positions were upgraded and retitled as PSL4 Team Leaders.
- 3 x PSL4 Senior Supervisors were retitled PSL4 Team Leader.
- A new PLS3 Loading Dock Team Leader position was created.

## Facilities

- One of three PEL1 positions was abolished and the remaining two PEL1 positions retitled Commercial Services, and Contracts and Licences.
- PSL6 Special Projects and PSL6 Health and Recreation Centre abolished and new PSL6 Customer Services created (which manages the visitor services function).
- PSL5 Parliament Shop was upgraded to PSL6 and retitled Retail Services—with the added responsibility for the Health and Recreation Centre.
- PSL5 Facilities Business and Strategy position was created.
- PSL4 Contract Officer was upgraded to PSL5 and retitled Licences Officer.
- 2 x PSL4 Contract Officers were abolished.
- PSL4 Guides Projects was retitled to PSL4 Facilities Officer.
- 2 x PSL3 Guides Supervisor positions were abolished. A new position created of PSL4 Guide Team leader.
- PSL3 Events Officer was abolished.
- PSL2 Nurses Assistant was abolished.

## *Parliamentary Security Operations Room (PSOR) Review—May 2009*

The purpose of this review was to identify opportunities to create a more efficient business unit through structural changes, roster integration with the wider PSS and reducing operating costs.

The structure changed from five Supervisors overseeing nine Operators to one Team Leader being responsible for 11 Operators, thereby creating a single person accountable for the PSOR operations. The roster was changed so that Operators worked outside of the PSOR for 2.5 weeks out of every 11 and all PSOR staff were required to undergo annual mandatory revalidation training alongside their PSS colleagues. Positional changes were as follows.

- Four PSL4 PSOR Supervisor positions were abolished.
- The remaining PSL4 PSOR Supervisor was retitled PSOR Team Leader with a change in roster.
- The number of PSL3 Operator positions increased from nine to 11.

## **Corporate Services Branch**

An initiative of the continuous improvement review (CIR) into the Loading Dock was to restructure the staffing classification and increase the overall numbers of employees. The revised structure would allow sufficient staff to be available for the two daily shifts to meet base demand. The CIR recommended that, to meet periods of peak workload, the use of overtime, casual employees and non-ongoing staffing arrangements were appropriate.

The restructure also included the reclassification of PSL1 positions to PSL2 to undertake the additional responsibility of receipting goods into the Loading Dock.



The staff structure moved:

from 1 x PSL5, 2 x PSL3 and 8 x PSL1  
to 1 x PSL4, 2 x PSL3 and 8 x PSL2.

## 2009–10

### **Infrastructure Services Branch**

As a result of the Gershon IT review, a position of PSL3 Course Booking and Administration Officer was abolished in November 2009 as a savings initiative. The incumbent employee was declared excess; however, that employee was successful in obtaining a position with the Department of the House of Representatives, following the outsourcing of DPS payroll to the House of Representatives.

In 2009, a new group was formed called the Maintenance Contracts group, headed up by a PEL1. There were three PSL6 contract managers and a PSL5 contract administrator officer. The three existing contract manager positions in Mechanical, Electrical and Building Fabric sections were transferred to the new group. The PSL5 was moved into the group and retitled Contract Officer.

The PEL1 was moved into Maintenance contracts in 2010 after some temporary arrangements. In 2011, the contract manager for Building Fabric contracts was transferred back to the Building Fabric trade group.

Maintenance Contracts section now consists of 1 x PEL1, 2 x PSL6 and 1 x PSL5 positions.

### **Corporate Services Branch**

As part of implementing shared services arrangements within the Parliamentary Service, the DPS payroll function was transferred from DPS to the Department of the House of Representatives (**DHoR**) HR system—CHRIS21—with the DHoR People Strategies team providing the payroll service to DPS. (This shared-services arrangement was consistent with recommendations made by the Parliamentary Service Commissioner in the post-implementation review of the amalgamation of three former parliamentary departments.)

### **Strategy and Communication**

(formerly Strategic Planning and Policy Section and Strategy Section)

The Strategy and Communication Section was originally part of the Strategy and Business Services Branch. In August 2009, as a cost-reduction measure, this Branch was abolished and its functions were dispersed to a number of different branches. The Strategic Planning and Policy section started reporting directly to the Secretary, under the new title of Strategy Section.

Over the next two years, the Strategy section was progressively reshaped to focus less on operational matters and more on overall strategic planning (including development of the 2010–2012 DPS Strategic Plan); environmental scanning; external and internal communication; and heritage policy development.

## **Building Services Branch**

### *Pass Office review—September 2009*

The purpose of this internal review was to improve the efficiency of the pass office and door key administration functions.

Positional changes were as follows.

- PSL5 Access Administrator abolished.
- PSL3 Pass Officer supervisor retitled Pass Office Team Leader.
- One PSL2 Pass Office Assistant converted from full-time to part-time.

### 2010–11

The DPS Directors of sections are generally employed as Parliamentary Executive Level 2 (PEL2). However, in 2009–10, it was identified that a number of DPS Director roles have greater responsibilities—broadly in accordance with the earlier Public Service SOG A level. A framework was established to appropriately remunerate employees who undertake these roles and the positions were retitled PEL 2A. The mechanism to provide the remuneration to each employee fulfilling the duties of a PEL 2A is a determination made under Section 24 of the *Parliamentary Service Act 1999*.

Positions identified as PEL 2A are:

- Director Strategy and Communication
- Senior Project Manager—Security—Projects Branch
- Director Building and Security Projects—Projects Branch
- Director Technology Projects—Projects Branch
- Director Security—Building Services Branch
- Director Maintenance Services—Infrastructure Services Branch
- Director IT Services—Infrastructure Services Branch

## **Infrastructure Services Branch**

### *Information Technology sections restructure*

A review of functions and staffing was undertaken in the Information Technology Services sections of Infrastructure Services Branch, in response to the need to improve coordination between sections for better day-to-day operations. The Client Support and Computing Services sections were combined into a single IT Operations section, and a strategy and planning role was created to reflect the need for a more coordinated and strategic approach to ICT planning across DPS and the Parliament. A non-ongoing 12-month position was also created to oversee the transition of the transfer of responsibility for electorate office IT from the Department of Finance to DPS—this position was filled by internal transfer. Both new positions—Director of IT Operations, and Director Strategy and Planning—were filled externally in 2011.

Within IT Operations, the review also identified that some sections needed to be realigned. A number of new positions were created and

others abolished to best serve business requirements and changes in technology.

The main impact of the restructure was on the PEL1 classification. The new structure changed to reflect the technical specialist roles that some PEL1s perform. New titles were given to the positions to reflect the technical nature of these duties.

Prior to the review, the section had 12 x PEL1 positions. The new structure has 10 x PEL1 positions. Only two positions with occupants translated directly to the new structure.

Under the new PEL1 structure, six of the positions were abolished involving four nominal employees. The remaining positions were re-created in the structure with different duties requiring, in some instances, different skill sets.

Internal selections processes were conducted with the intent of re-assigning DPS employees in the new positions. Prior to the recruitment process, one employee chose to take a voluntary redundancy. Following the selection process, two employees were not successful in gaining the positions for which they had applied. These employees have subsequently taken voluntary redundancies.

#### *Maintenance Services restructure*

The Maintenance Services Section was split into two sections. This change was made to reflect the need for more coordinated and strategic planning in respect of building maintenance for Parliament House.

The new sections—Maintenance Operations, and Maintenance Strategy and Planning—report to the Director Maintenance Services (PEL2A). A PEL2 was appointed to the position of Director Maintenance Strategy and Planning in late 2010, and the planning and building information groups within Maintenance Services started reporting to that position (they had previously reported to the Director Maintenance Services). In addition, the Environmental Officer position moved into the new Maintenance Strategy and Planning section.

In Landscape Services, a trial commenced to have one PSL6 supervisor rather than two PSL5 positions. The result of the trial will be reviewed in 2012.

#### **Research Branch**

In 2010–11, work undertaken by Law Librarians in the Law and Bills Digest Section changed. Among other areas of change, there has been an increase in direct access to electronic databases for clients and staff. These changed work practices meant that the role of one Law Librarian, PEL1, was no longer required. However, there was a need for an additional researcher at the PSL6 level to assist in writing bills digests and to answer client enquiries.

As a consequence of the reclassification the PEL1 took a voluntary redundancy.

A reclassification of a PSL2 position to a PSL3 position took place to reflect the changing operational requirements of the Statistics and Mapping Section. The duties of the PSL3 reclassified position include administrative tasks for the Economics and Mapping Sections and the production under supervision of topographic maps for parliamentary clients. The inclusion of the mapping duties has the potential to create a career path in mapping for the occupant of the position.

A review of the administrative needs of the new Assistant Secretary Research Branch resulted in the reclassification of the PSL4 Personal Assistant to a PSL3. The duties of the new position include administrative functions for the Branch.

### **Information Access Branch**

In the Information Access Branch (**IAB**), a broadband was established in the Subject Indexing Team of Data Base One section in 2010–11.

The IAB PSL4/5 Broadband was established following a consultation process with the staff, and the Community and Public Sector Union (**CPSU**). The Broadband is for specialist library staff who are in short supply in the labour market and who require extensive on-the-job training to become fully proficient. The Broadband allows recruitment as PSL4 with the prospect of promotion to a PSL5 position within the Broadband, once skills have been developed.

One vacant PSL6 position was reclassified and included in the Broadband. Ongoing staff who moved to the Broadband remained at level and agreed to the move.

### **Content Management Branch**

#### *Hansard*

In June 2011, one PEL1 position was moved from the Hansard Learning and Development team to manage the Hansard Service Unit, which is responsible for the publishing of Hansard and the provision of first line support for the Hansard Production System. The PEL1 is also responsible for the recruitment of casual staff and manages the production of the Main Committee transcript in sitting weeks.

### **Strategy and Communication Section**

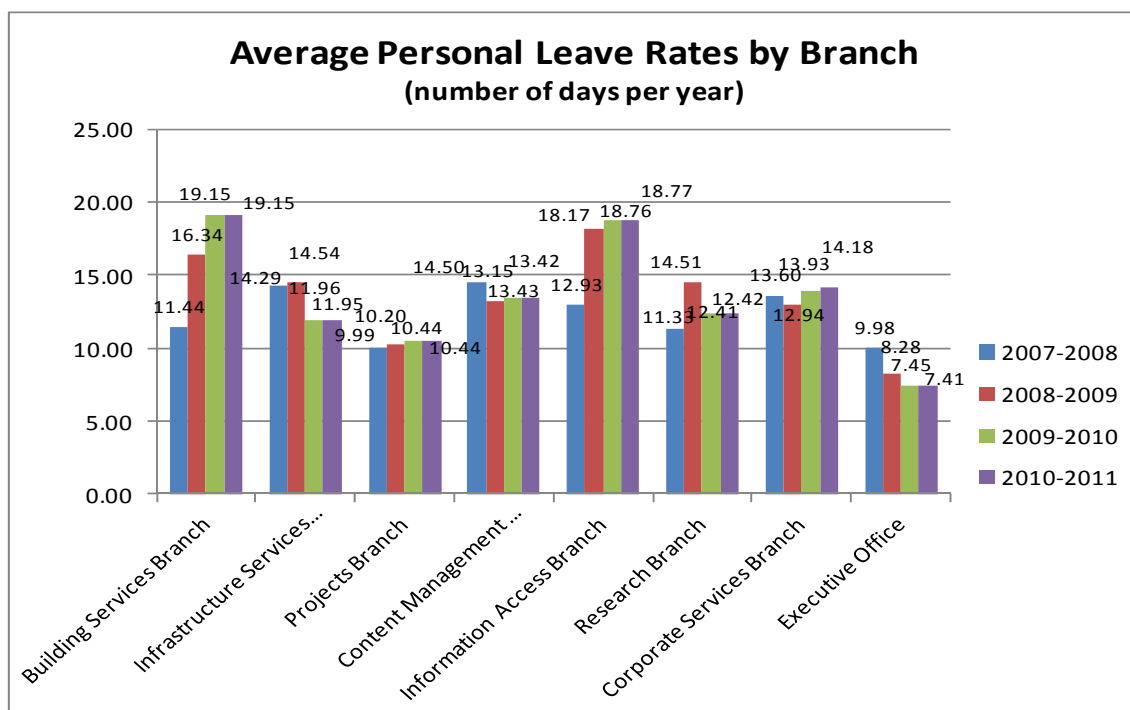
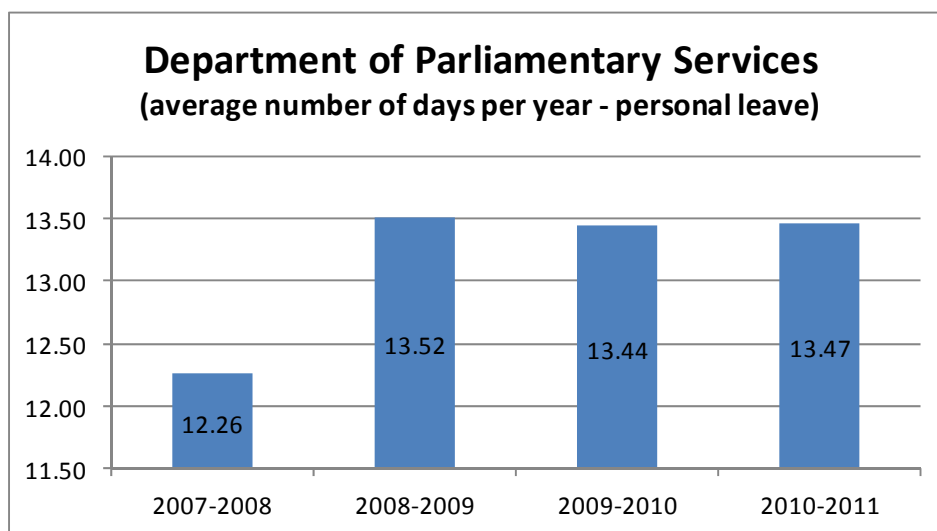
The Strategy and Communication Section name came into effect in June 2010, building on the previous Strategy Section, to reflect the addition of the responsibility for communication. The PEL1 positions were retitled Assistant Director Strategy. One PEL1 position title was further amended to reflect the responsibilities in Heritage Management. The position was retitled from Assistant Director Strategy to Assistant Director Strategy and Heritage—the duties remain unchanged as the position already had responsibilities for Heritage Management.

The PSL6 Building Fabrics Officer position in Strategy and Communication was retitled to Heritage and Design Integrity Officer.

(g) It is not possible to provide separate rates for sick leave taken by non-ongoing and that taken by ongoing staff. However, DPS is able to report on Personal Leave per staff member. Personal Leave in DPS may be taken in accordance with the DPS Enterprise Agreement 2011:

- (i) in the event of personal illness or injury of an employee;
- (ii) to provide care or support to a member of the employee's immediate family;
- (iii) in the event of an unexpected emergency affecting the employee; or
- (iv) in the event of the death of a member of the immediate family (in addition to bereavement leave).

The graphs below represent the average annual rate (in days) of Personal Leave across the department and then each branch.



NOTE: For the purpose of the above Personal Leave calculations, the Strategy and Communication function is recorded in Corporate Services Branch for 2007-08 and 2008-09; and in Executive for years 2009-10 and 2010-11.

**Q.3)** For the financial years 2007–08 to 2010–11, the turnover rate per SES band.

**Response:**

1 The DPS Secretary and the Parliamentary Librarian are not included in the statistics below, as they are statutory office holders.

2 At the end of 2007–08, there were nine Senior Executive Service members (eight at the SES Band 1 level and one at the SES Band 3 level). The turnover rate for SES at the Band 1 level in 2007–08 was 12.5% (one SES member left).

3 At the end of 2008–09, there were nine SES members (eight at the SES Band 1 level and one at the SES Band 3 level). There was no turnover during the 2008–09 financial year.

4 At the end of 2009–10, there were eight SES members (seven at the SES Band 1 level and one at the SES Band 3 level). During 2009–10, the Band 1 level experienced a 57.1% turnover, with two SES members voluntarily retiring and another two SES members accepting a promotion/transfer.

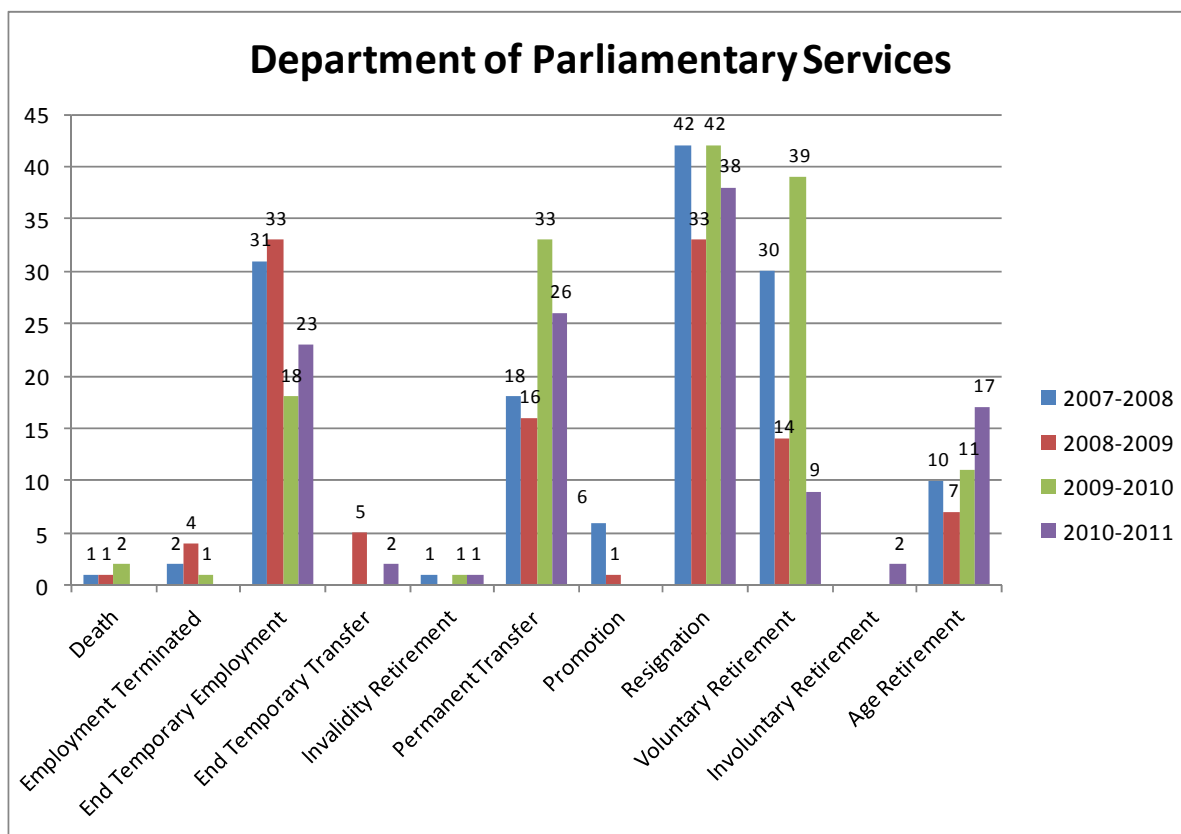
5 At the end of 2010–11, there were eight operational SES members (seven at the SES Band 1 level and one at the SES Band 3 level). The Band 1 level experienced a 14.3% turnover, with one SES member transferring out of the department. There were also two SES officers on extended leave, leading up to retirement in 2011–12.

**Q.4)** For the financial years 2007–08 to 2010–11, changes in total staff numbers and reasons for the change.

**Response:**

The graph at the bottom of page 7 (in response to Q.2b) shows the total DPS staff numbers.

The following graph shows the reason and number of staff changes for the past four financial years. The table below the graph reflects the same data, including ongoing and non-ongoing employees.



	2007-08	2008-09	2009-10	2010-11
Death	1	1	2	
Employment Terminated	2	4	1	
End Temporary Employment	31	33	18	23
End Temporary Transfer		5		2
Invalidity Retirement	1		1	1
Permanent Transfer	18	16	33	26
Promotion	6	1		
Resignation	42	33	42	38
Voluntary Retirement	30	14	39	9
Involuntary Retirement				2
Age Retirement	10	7	11	17
<b>Totals</b>	<b>141</b>	<b>114</b>	<b>147</b>	<b>118</b>

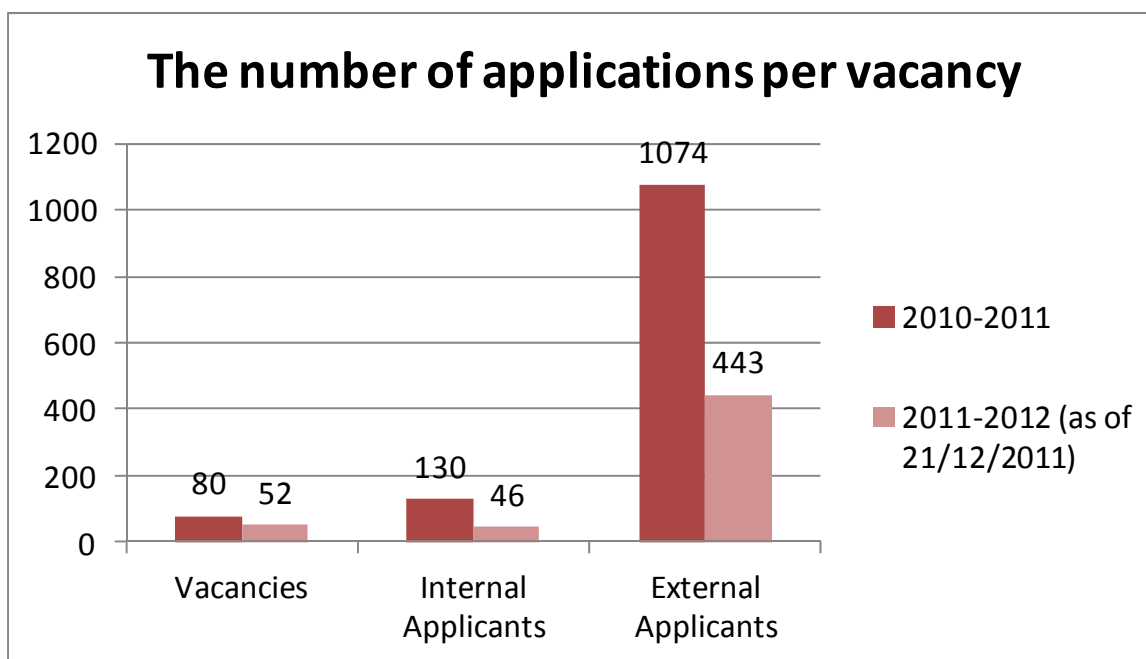
**Q.5)** For the financial years 2010–11 and 2011–12 (to date), the number of applications per vacancy and the proportion of internal and external applicants.

**Response:**

1 During 2010–11, there were 80 vacancies in DPS. Recruitment for the vacancies attracted 1204 applicants. Of these, 130 were internal applicants (11%) and 1074 were external applicants (89%).

2 For the financial year 2011–12 (to 21 December 2011), DPS has had a total of 52 vacancies attracting 489 applicants. Of these, 46 were internal applicants (9%), with the remaining 443 being external applicants (91%).

3 The following table provides a graphical representation of the vacancies versus applications over the past two financial years.





**Q.6)** The outcomes of workforce planning including identification of issues needing to be addressed and whether or not recommendations were implemented.

**Response:**

1 Since its creation in 2004, DPS workforce planning has been undertaken to meet a number of objectives, including dealing with the progressive reduction in purchasing power (of the DPS operational budget); identifying skills needed to deliver Portfolio Budget Statement (**PBS**) outcomes; and ensuring DPS staff have the required skills either through recruitment or training.

2 A key driver of many for the changes has been the progressive reduction in purchasing power of the DPS operational budget since 2004. The challenges with the operation budget have been previously advised to the Committee in the DPS submission of 28 July 2011. The majority of the reviews and changes discussed below have been undertaken internally.

*Overarching strategies*

3 The two key strategy documents are listed below:

(a) *Governance Paper No. 18—People Strategy 2007–2010* (**Attachment A**) outlined DPS's people management strategy, which had an aim of building and improving DPS's organisational capability. Specifically, it described measures to address a range of matters including workforce planning, attraction of potential employees, and staff training and retention.

(b) *Governance Paper No. 3—Strategic Plan 2010–13* (**Attachment B**) outlines DPS's current direction, and includes a commitment to investing in the learning and development of our people.

4 Other workforce planning (change management initiatives) are set out below.

*Continuous Improvement Reviews*

5 A significant amount of workforce planning took place in the period from 2006 to 2008 through a series of continuous improvement reviews (**CIRs**).

6 In some cases, further workforce planning and reform activity followed the implementation of CIR recommendations.

7 Amongst other achievements, these CIR changes:

(a) assisted DPS to continue to operate effectively, notwithstanding the declining purchasing power of the operational budget;

(b) assisted DPS to dramatically "ramp up" capital works project delivery, commencing in 2008/09; and

(c) improved many aspects of customer service delivery.

*Hansard*

8 Since 2006, Hansard services have been progressively revised to:

(a) allow Hansard to operate within available funds;

(b) address concerns about occupational overuse injuries; and

(c) implement a new Hansard production IT system.

9 This has involved reviews of rostering arrangements, developing alternative ways of servicing away Committees, editor training, and altering the balance between full-time ongoing staff and sessional/casual staff. The recommendations of the reviews have been largely implemented.

#### *Parliamentary Library*

10 The Parliamentary Library developed a workforce plan for 2009–10, in consultation with Parliamentary Library staff, the Australian Public Service Commission and the DPS HR Services section. The key themes for the plan included:

- (a) attracting and recruiting employees who can best meet clients' needs;
- (b) developing and retaining library staff; and
- (c) leading, coaching and managing performance.

11 The Parliamentary Library convened a committee to oversee the implementation of strategies and deliverable outcomes. As a result, all Research and Information Access Branch duty statements and selection criteria were revised. The Library participated in the careers expo in 2009 and, on an ongoing basis, staff participate as speakers at conferences with the view to attracting employees to the Library.

12 A staff exchange occurred with the National Library, as well as short-term secondment arrangements, with the view of building and developing ongoing partnerships with like-minded agencies.

#### *IT Services*

13 IT services have been progressively reformed since 2006, in order to reflect changes in technology and respond to evolving client demands and priorities. Most recently in 2010, DPS sections delivering IT services have been restructured in response to the need to improve IT security and strategy.

14 Amongst other matters, the reform of IT services has necessitated careful assessment of the skills of existing staff, and the need for new skills to be acquired, either through training or through recruitment. The required changes have been largely implemented. However, rapid changes in technology, including customer expectations and changes in the security environment, may require further changes in the medium term.

#### *Maintenance services*

15 Maintenance Services section (within the Infrastructure Services Branch) has day-by-day responsibility for the great majority of the assets which comprise Parliament House.

16 Over the last four years, the Maintenance Services section has been progressively restructured to:

- (a) provide a clearer focus for long-term asset management planning (including the required near-term and medium-term replacement of various mechanical, electrical and hydraulic equipment);
- (b) improve management of contractors (using procurement and contract management skills as detailed later in this answer); and
- (c) reduce operational costs.

17 These changes are now largely in place.

#### *Security services*

18 Security services have evolved in order to respond to physical and cyber security threats. Improved technology has also played a key role in the way security has been delivered.

19 In 2008–09, reforms to the Parliamentary Security Service (**PSS**) were recommended following extensive consultation with PSS staff. This included changes to the Parliamentary Security Operations Room. A key driver for these reforms was the requirement to reduce operating costs, and has resulted in a change in the balance of staffing between ongoing full-time staff and sessional staff. These reforms were progressively implemented from August 2009.

#### *Facilities*

20 The Contracts and Licences Services group, within the Facilities section, has day-to-day responsibility for the management of catering contracts and the various licence arrangements for external business operating in Parliament House, including the Press Gallery. In 2008-09, an extensive review of the Facilities section recommended substantial changes, including strengthening the contracts and licence management capability within the section. Implementation was completed in 2009–10.

#### *Visitor Services*

21 Since 2010, one of DPS's strategic objectives has been to improve the experience of visitors to Parliament House, including the way school programs are delivered. Following a review of visitor services in 2010–11, a number of initiatives have been implemented, including the introduction of a new staffing model and rostering system, which has altered the staffing balance between part-time ongoing staff and sessional staff. These changes are now largely in place.

#### *Improving project management, procurement, contract management, risk management, and health and safety*

22 In 2008–09, the new Secretary began to assess skill levels across DPS in relation to project management, procurement, contract management, risk management, and health and safety. As a result, there has been a major up-skilling of staff. Over the last several years, DPS staff attended the courses in the table below.

23 Investing in DPS's current staff by upgrading their skills has been preferred to external recruitment of people with the required skills.

24 This initiative is consistent with one of the key priorities of *DPS's Strategic Plan 2010–13*.

## DPS staff training

	2009-10	2010-11	2011-12	Total
<b>Contract Management</b>				
Diploma in Government (Procurement and Contracting)		33	10	43
Cert IV in Government (Procurement and Contracting)		14	14	28
Contract Management: Advanced Level - 2 days		20		20
Contract Management: Basic/ refresher - 1 day		11		11
<b>Total</b>		<b>78</b>	<b>24</b>	<b>102</b>
<b>Procurement</b>				
Procurement and Purchasing Essentials- 1 Day			9	9
Financial Management Essentials - 1 day	20	21	0	41
<b>Total</b>	<b>20</b>	<b>21</b>	<b>9</b>	<b>50</b>
<b>Project Management</b>				
Diploma in Project Mangement	1	15		16
Certificate IV in Project Management		1		1
PRINCE2 - Overview	13	11	12	36
Prince2 - Executive briefing	7	1	9	17
PRINCE2 - Foundation		9	4	13
Prince2 - Practitioner	23	3	2	28
PRINCE2- Certification	18			18
Microsoft Project	34	16		50
<b>Total</b>	<b>96</b>	<b>56</b>	<b>27</b>	<b>162</b>
<b>Occupational Health and Safety</b>				
OHS Awareness	59	35	29	123
OHS for Supervisors	62	29	8	99
<b>Total</b>	<b>121</b>	<b>64</b>	<b>37</b>	<b>222</b>
<b>Risk Management</b>				
Risk Management Fundamentals	32	13	11	56
<b>Total</b>	<b>32</b>	<b>13</b>	<b>11</b>	<b>56</b>
<b>Total number of staff trained in Contract Management, Procurement, Project Management, OHS and Risk Management</b>	<b>269</b>	<b>232</b>	<b>108</b>	<b>592</b>

Contract and Procurement training was introduced in the second half of 2010–11.

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## Attachments

- A** *Governance Paper No. 18—People Strategy 2007–2010*
- B** *Governance Paper No. 3—Strategic Plan 2010–13*



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## Governance Paper No. 18—People Strategy 2007-2010

<b>Date:</b>	22 November 2007	<b>Expiry:</b>	30 November 2009
<b>Approved:</b>	Secretary	<b>File No:</b>	07/442
<b>Contact:</b>	Assistant Secretary, Strategy and Business Services	<b>Extn:</b>	8812

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### Introduction

1 This paper outlines the DPS people management strategy (the **People Strategy**). It aims to build and improve DPS's organisational capability through integrated people management practices that strengthen the department's ability to meet DPS business objectives.

2 DPS recognises that its employees are a valuable resource and that their performance and contribution to the department's business objectives will only be effective if they are supported by sound people management services.

### Purpose

3 The People Strategy has been developed to ensure that people management initiatives undertaken in DPS operate in accordance with the legislative framework covering the Parliamentary Service, the DPS governance framework and the department's business objectives.

4 The following business principles have been identified as core objectives for DPS:

- (a) continuous improvement;
- (b) seamless service delivery; and
- (c) improved accountability.

5 The People Strategy will assist with the achievement of these core objectives and provide a consistent, targeted and business-focussed approach to developing the capability of employees now and in the future.

### Integrating the People Strategy into the business planning framework

6 To ensure its continued relevance and focus on supporting DPS's business objectives, the People Strategy will operate in conjunction with key events in the department's planning cycle:

- (a) annually as part of:
  - (i) the Strategy and Finance Committee's process for setting DPS's strategic business direction and priorities; and
  - (ii) the preparation of Branch business plans; and

- (b) every three years in:
  - (i) the development of the DPS Strategic Plan; and
  - (ii) the development of collective agreements

7 The People Strategy may also be reviewed and revised as appropriate at any other time.

### **How the People Strategy will work**

8 The strategy identifies seven separate objectives that DPS will need to achieve if the strategy is to succeed. In summary, DPS will identify the internal and external factors and trends which will affect its workforce and undertake activities to address them. These will include respecting our employees and treating them fairly, attracting and inducting skilled employees into DPS, providing opportunities to develop skills, providing a safe, healthy and equitable workplace and retaining skilled and productive staff.

9 Including these activities in branch business plans will help to ensure that they become a fundamental part of doing business in DPS.

10 The implementation of DPS people management initiatives will depend on the People Management and Strategy Section (**PMAS**) having an adequate number of appropriately skilled staff.

### **Roles and responsibilities**

11 The Executive Committee will be responsible for reviewing and approving the people management activities and priorities each year.

12 As part of the business planning process, all Assistant Secretaries will be responsible for reviewing annually factors and trends which will affect their capacity to implement their business plans. They will need to include, in those business plans, people management activities to address those factors and trends, including recruitment timeframes, learning and development plans and capability requirements.

13 PMAS will take a role, or support other sections as necessary, in developing DPS-wide programs where there are common needs for learning and development.

### **How the strategy will be evaluated**

14 PMAS will report quarterly on the progress of the People Strategy to the Executive Committee. Performance against the success criteria will be reported in the DPS Annual Report.

Hilary Penfold QC  
Secretary



## People Strategy 2007-2010

### Our Vision

Build and improve organisational capability through integrated people management practices based on respect for our people.

What do we want to achieve?	How will we do it?	When?	What are our success criteria?
1. All staff are treated with respect, appropriately supported and remunerated, and informed about personnel matters and conditions of service through accurate and timely services, information and advice.	(a) Develop and implement people management policies for DPS staff, based on sound interpretation of the DPS CA, legislation and regulations and open consultation with staff.	2007-2008 (develop)  2007-2010 (implement)	(i) Executive and Consultative Forum endorsement of DPS Personnel/HR papers
	(b) Process payments accurately and within agreed timeframes.	2007-2010 Ongoing	(i) PMAS performance indicators and timeframes developed and agreed. (ii) Payments paid in accordance with agreed indicators.
	(c) Maintain and manage	2007-2010	(i) All records able to be readily

What do we want to achieve?	How will we do it?	When?	What are our success criteria?
	accurate employee records (electronic and hard copy).	Ongoing	<p>accessed by authorised personnel.</p> <p>(ii) Audits of personnel records indicate that all pay variances are approved by the appropriate delegate.</p> <p>(iii) Audits of flex sheets indicate appropriate approvals.</p>
	(d) Give staff clear, accurate and timely advice on their conditions of service and pay entitlements and any proposed changes.	2007-2010 Ongoing	<p>(i) All new staff advised of their conditions of service prior to induction.</p> <p>(ii) Regular information updates published in DPS Dispatch.</p> <p>(iii) Reduced number of payslip inquiries.</p>
	(e) Fix PeopleSoft reporting capability and user interface.	2007-2008	<p>(i) New and relevant HR reports developed that meet branch needs.</p> <p>(ii) PeopleSoft reporting capability increased.</p> <p>(iii) Reduced administration time and costs due to greater automation of paper-based processes.</p>



<b>What do we want to achieve?</b>	<b>How will we do it?</b>	<b>When?</b>	<b>What are our success criteria?</b>
<p>2. A planned approach to identifying DPS workforce issues.</p>	<p>(a) DPS Executive and Directors identify external environmental factors and workforce trends which affect their ability to meet business goals and objectives (eg labour market impacts, aging population, ICT changes, climate change, etc).</p>	<p>2007-2010 Annually (Feb-Mar)</p>	<p>(i) External and internal issues are identified and assessed as to their impact on the DPS workforce. (ii) Workforce issues included in annual branch business plans.</p>
	<p>(b) Branches identify their workforce capability requirements (ie skills, knowledge, expertise and resources).</p>	<p>2007-2010 Annually (Feb-Mar)</p>	<p>(i) Workforce capability requirements are identified and included in annual branch business plans.</p>
	<p>(c) Branch business plans include specific workforce planning activities to address workforce capability requirements.</p>	<p>2007-2010 Annually (Mar)</p>	<p>(i) Workforce planning activities are undertaken in the timeframes identified.</p>
	<p>(d) Branches evaluate the effectiveness of their workforce planning activities against branch performance</p>	<p>2007-2010 Annually</p>	<p>(i) Branch performance indicators met or exceeded.</p>

What do we want to achieve?	How will we do it?	When?	What are our success criteria?
	indicators.		
	(e) PMAS develops a range of relevant organisational workforce indicators for DPS.	2007-2008	(i) DPS workforce indicators are agreed to and relevant to corporate reporting requirements.
	(f) PMAS produces a range of standard workforce reports to meet business and statutory reporting requirements.	2007-2010 Quarterly; Annually	(i) A series of quarterly and annual workforce reports approved by Executive.
	(g) Branches undertake an annual risk assessment of crucial branch roles.	2007-2010 Annually (Oct)	(i) Crucial roles identified by branches. (ii) Succession management options identified by branches.
	(h) Branches identify high-potential employees to undertake critical roles in the future and develop a career learning plan as part of the individual's IDP.	2007-2010 Six monthly (Oct and Mar)	(i) Career management and learning plans implemented for identified staff.
3. Improved leadership, corporate, business,	(a) Staff develop performance agreements and individual	2007-2010 Six monthly (Oct; Mar)	(i) All staff have a current performance agreement in place.

What do we want to achieve?	How will we do it?	When?	What are our success criteria?
technical and interpersonal skills in DPS.	development plans (IDPs) with their supervisor.		
	(b) Branches identify skill gaps and training needs against their capability requirements.	2007-2010 Annually (Mar-Apr)	(i) Branches identify and report to PMAS annually on skill gaps and training needs.
	(c) Branches develop annual learning and development (LD) action plans as part of their business planning process.	2007-2010 Annually (Apr-May)	(i) Branch LD action plan developed outlining proposed activities, priorities and resourcing requirements. (ii) PMAS in receipt of all Branch LD action plans.
	(d) PMAS develops and implements a corporate LD plan for the following financial year, based on common skill development demands identified in Branch LD plans (eg code of conduct, contract management, risk management, strategic thinking, client service, writing)	2007-2010 Annually (Developed May-Jun)	(i) Corporate LD Plan approved by Executive. (ii) Resourcing and funding approved to deliver plan outcomes. (iii) LD activities are evaluated as effective by participants and supervisors. (iv) PMAS evaluates impact of LD Plan and reports to Executive Committee.

What do we want to achieve?	How will we do it?	When?	What are our success criteria?
	(e) PMAS develops and implements a DPS Leadership Development Program based on the APSC Integrated Leadership System ( <b>ILS</b> ) for SES and PEL1-2s.	2007-2008 Program development  2008-2010 Annually	(i) Leadership program, resources and funding approved by Executive. (ii) 80% of attendance at programs by target group. (iii) Leadership program evaluated as effective by participants and supervisors.
	(f) PMAS develops and implements a DPS Middle Management Development Program based on APSC ( <b>ILS</b> ) for PSL 4-6s and equivalents.	2008-2010	(i) Middle management program, resources and funding approved by executive. (ii) 80% of attendance at programs by target group. (iii) Middle management program evaluated as effective by participants and supervisors.
	(g) PMAS integrates the APSC ILS framework into DPS recruitment, selection and performance management processes.	2007-2008 (PEL1-2s)  2009-2010 (PSL1-6s)	(i) PEL 1-2 recruitment package developed. (ii) All PEL1-2 performance agreements updated to reflect the ILS indicators. (iii) All PSL1-6 performance agreements updated to reflect ILS indicators.

<b>What do we want to achieve?</b>	<b>How will we do it?</b>	<b>When?</b>	<b>What are our success criteria?</b>
4. An inclusive, supportive and equitable work place free of harassment.	(a) PMAS reviews the DPS Diversity Program and develops a new three year program.	2007-2008 (Review Jan 2008)	(i) Personnel/HR Paper #4 reviewed. (ii) New program endorsed by Secretary.
	(b) PMAS develops and implements annual diversity work plan.	2008-2010 Annually (May-June)	(i) Annual work plan endorsed by Assistant Secretary SBS. (ii) Outcomes reported to the Executive annually and reported in the DPS Annual report. (iii) Extent to which workplace diversity action plan is implemented.
5 A safe and healthy work place for employees.	(a) PMAS works with Branches to bring DPS up to and maintain the accreditation standard against SafetyMAP version 4.	2007-2008	(i) Reduced number of non-conformances at each SafetyMap audit. (ii) Accreditation achieved by March 2008. (iii) Reduction in number of compensation claims and time off work.
	(b) Avoid injuries, diseases and		(i) Reduction of 40% in the incidence of workplace injuries

What do we want to achieve?	How will we do it?	When?	What are our success criteria?
	fatalities.		and diseases by 2012. (ii) Fatality free workplace. <sup>1</sup>
	(c) Branches assist to rehabilitate injured employees in accordance with the Comcare return-to-work model, with support from PMAS.	2007-2010	(i) Reduction of 40% in the average lost time rate by 2012. (ii) Reduction of 90% in the average time for rehabilitation intervention by 2012.
6 Get and keep appropriately skilled employees to DPS.	(a) PMAS develops DPS staff selection guidelines and supporting documents, and provides or assists with training for staff.	2007-2008	(i) Personnel/HR Paper approved. (ii) Support documents developed. (iii) Recruitment completed within agreed performance targets. (iv) 85% of PEL2 staff trained in recruitment and selection procedures. (v) 85% of PEL1 staff trained in recruitment and selection procedures.
	(b) PMAS in cooperation with Branches works to improve responses to DPS recruitment campaigns.	2007-2010	(i) Branch satisfaction in number and quality of applicants for their positions. (ii) Increase in job applications for advertised DPS vacancies.

<sup>1</sup> Comcare target: Elimination of all fatalities due to workplace injury by 2012.  
DPS Doc - SBS - GP18 People Strategy.doc

<b>What do we want to achieve?</b>	<b>How will we do it?</b>	<b>When?</b>	<b>What are our success criteria?</b>
	(c) Branches promote development and mobility opportunities across the whole of DPS, not just within Branches.	2007-2010	(i) Increased number of temporary assignment opportunities advertised throughout DPS.
	(d) DPS will develop and promote competitive remuneration and employment benefits as part of the development of a single DPS certified agreement.	2007-2008	(i) DPS Certified Agreement 2008-2011. (ii) Appropriate level of turnover in DPS and within various employment categories. (iii) DPS salaries and conditions are competitive with the public and private sectors. (iv) Quarterly feedback from exit interviews.
7 Improve the capacity of new employees to work effectively in DPS.	(a) PMAS develops and implements an induction and orientation program for new staff and managers.	2007-2008	(i) All new employees participate in induction and orientation. (ii) 95% of new employees satisfied with their induction to DPS. (iii) Within 3 months after starting, 100% of new employees have the organisational awareness and knowledge to work effectively.

<b>What do we want to achieve?</b>	<b>How will we do it?</b>	<b>When?</b>	<b>What are our success criteria?</b>
	(b) Develop and implement branch specific induction processes as an extension of the DPS induction program	2007-2008 Developed  2007-2010 Ongoing	(i) Branch specific induction package developed by each branch.  (ii) 100% of new employees have awareness of branch specific business processes and procedures
	(c) Develop and implement buddy program for new employees.	2008-2009 Ongoing	(i) Branches implement program for all new starters.
	(d) Probation process is used to monitor employee progress.	2007-2010 Ongoing	(i) All probationary employees have a performance agreement in place.  (ii) All probationary employees receive formal performance feedback at 3 months and 6 months.





## **Governance Paper No. 3—Strategic Plan 2010-13**

<b>Date:</b>	30 March 2010	<b>Review:</b>	June 2013
<b>Approved:</b>	Secretary	<b>File No:</b>	09/1850
<b>Contact:</b>	Director, Strategy	<b>Extn:</b>	7100

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### **Introduction**

1 The purpose of this Strategic Plan is to set the direction for the Department of Parliamentary Services (**DPS**) over the next three years. It is intended to ensure that all DPS staff recognise, and share, a set of common goals for the future of the department, and for its future activities. This is a high-level plan, which will set the direction for branch business plans and priorities.

2 This Plan replaces the Strategic Plan 2007-2010.

Alan Thompson  
Secretary



# Strategic Plan

*Supporting the Parliament 2010-13*



**Our 20-year vision and 3-year action plan**

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## ***Introduction***

This plan brings together the collective vision of the Department of Parliamentary Services (DPS) and the values we hold. It explains how we will move toward our vision and presents our people with a clear picture of where we are going, as we:

- support the Australian Parliament and meet its changing needs;
- provide forward-looking advice to the Presiding Officers;
- deliver relevant, effective services to our clients; and
- make the right investments in people, systems and services at the right time.

Our strategic plan:

- describes our vision through to 2030;
- is a blueprint for supporting Parliament into the future; and
- sets out our action plan through to 2013.

This plan is a living document. We will review our strategic plan each year to measure our progress and ensure we are achieving our objectives and focusing our efforts where we should.

## ***Who we are***

The Parliamentary Service exists to support the functioning of the Australian Parliament in much the same way as the Public Service supports the functioning of the Government. The Department of Parliamentary Services and the chamber departments—the Department of the Senate and the Department of the House of Representatives—comprise the Parliamentary Service.

We report to the Presiding Officers of the Parliament—the President of the Senate and the Speaker of the House of Representatives—and we work in partnership with the chamber departments, to support the day-to-day operation of the Parliament. We share services where appropriate.

We provide a diverse range of services to clients—Senators, Members and their staff, the chamber departments, other building occupants, the Australian community and government agencies. These services may be thought of as lines of business that deliver:

- library and research services;
- parliamentary records services;
- information and communication technology services;
- security services;

- building services and amenities;
- visitor services; and
- parliamentary service support.

We strive to ensure that occupants of Parliament House have safe, efficient facilities that meet the demands of a modern workplace while preserving and enhancing this important national building for all Australians.

In delivering these services we are accountable to the Presiding Officers and will be most effective when we work closely with the chamber departments.

#### *Our outcome*

The Parliament approves our budget each year to deliver the following outcome.

*Occupants of Parliament House are supported by integrated services and facilities, Parliament functions effectively and its work and building are accessible to the public.*

#### *Our mission*

*To serve the Australian people by supporting the Parliament and caring for Parliament House.*

#### *Our people*

*We employ skilled, talented and creative professional people who have a diverse range of expertise and competencies. Our people are proud to support the Australian Parliament and are dedicated to caring for Parliament House.*

We communicate openly with our people and will continue to engage them in our decision making process. We are committed to providing a safe and healthy workplace free from bullying and harassment.

#### *Our guiding principles*

In 2007, we committed ourselves to operate in accordance with the following principles. We reaffirm that commitment. We:

- recognise the Parliament as the nation's primary democratic institution;
- take pride in our work for the Parliament, but we are not self-important;
- seek to support the Parliament in leading by example to the Australian community;
- provide advice to our clients, and recognise them as competent to make their own decisions and choices;
- use Commonwealth resources properly and cost-effectively, and we do not forget that we are funded from taxpayers' money; and

- uphold the Parliamentary Service Values.

### *Our aspiration for DPS*

We aspire to support the Parliament and care for Parliament House in ways that:

- are forward-looking;
- deliver value for money;
- are sustainable and flexible;
- take into consideration our changing country; and
- meet our heritage responsibilities and uphold our guiding principles.

## ***Setting the scene to 2030***

### *The changing country*

Over the next 20 years we expect:

- Australia's population will grow from 21 million to at least 28 million with:
  - a greater proportion of older people working longer; and
  - skills shortages in key areas.
- economic growth, supported by new technologies, but affected by:
  - climate change;
  - demographic changes; and
  - security concerns.
- the national security outlook will be uncertain.
- increasing expectations on the level of government service delivery.
- further complexity in government service delivery possibly with increased overlap between commonwealth and state responsibility, and an expanded role for intergovernmental and international agreements.
- continuing development of information and communication technologies (ICT); including new technologies for health, transport, manufacturing and energy generation.

### *The changing Parliament*

Operational funding for Parliament is likely to remain in short supply:

- pressures on Government budgets will be immense.

Pressures on space in Parliament House will continue:

- the number of Senators and Members may increase in response to population growth, possibly by 36.

ICT-savvy members of Parliament and their staff will expect:

- increased access and support in using the latest technologies; and
- further assistance with controlling large volumes of information.

New technologies may change the way the chambers and parliamentary committees conduct their business through:

- the use of technology for interactive electronic communication and decision-making; and
- increased demand for community participation.

Reducing Parliament House's environmental impact will be a continual challenge and will focus on:

- reducing water consumption;
- reducing consumption of energy;
- recycling and reusing waste generated; and
- reducing green house gas emissions.

Security requirements for Parliament are unlikely to reduce, and may need to be even more robust.

#### *The challenges for DPS*

In the context of constrained operational funding, and a community expectation that Parliament House lead by example, priority challenges between 2010 and 2013 include:

#### Quality services

- we must continue to provide high quality services to support Senators and Members in their undertaking of parliamentary duties.

#### Security

- we must be flexible and responsive to changes in the security environment.

#### Access and visitors

- we need to provide quality visitor and educational experiences consistent with our security requirements and funding situation.

## The environment

- we must meet continuing stakeholder expectations to reduce the environmental impact of Parliament House through implementing world-leading environmental management.

## Communication

- we will improve our internal communication and relationships.
- we need to improve partnerships and relationships with our clients and stakeholders.

## Project delivery

- we need to achieve timely completion of ICT, building and security projects critical to supporting the parliament.

## People capability

- we need to invest in the skills, knowledge and expertise of our people to ensure we have the right capacity to respond to our major challenges and provide effective leadership and service delivery.

## Accommodation

- we need to provide appropriate cost effective accommodation for our people and other building occupants.

We need to tackle these challenges while also maintaining the heritage and design integrity of our magnificent building. It will also be vital that our people understand the nature of these challenges and the limitations of our operating budget, including the need to make trade-offs.

The broad directions and specific action plans to respond to the challenges, for each of our key lines of business, are detailed in the following section.



## ***Library and research services***

*High quality information, analysis and advice for the Parliament.*

Over the next 20 years, members of parliament and their staff will continue to expect easy access to accurate information, analysis and advice to help them with decision-making in a complex global environment.

We will respond by:

- working with Senators, Members and their staff, and the chamber departments to understand their evolving needs and priorities;
- harnessing new knowledge and developing technologies that offer value for money and improve access to information resources and services;
- recruiting, training, developing and retaining people who can respond to client expectations; and
- collaborating with research organisations and individual experts working on public policy and parliamentary issues to provide a broad perspective.

### **Over the next three years we will:**

1. Work in consultation with the Joint Standing Committee on the Parliamentary Library to review and prioritise library and research services to deliver them most efficiently within our resources.

This initiative will:

- ensure resources are focused on core client needs; and
- identify where future changes can be made to deliver on our responsibilities within constrained resources.

2. Implement the library's marketing and communication strategies.

This initiative will ensure clients know about the library's services and how to best use them.

3. Implement new technologies for the delivery of services.

This initiative will:

- provide new ways of delivering services to clients using mobile devices and other emerging technologies; and
- reach a wider range of clients through orientation and online training.

This initiative will also assist with redirecting resources from some administrative processes to the delivery of client services.

4. Build collaborative relationships with organisations and research experts working on public policy and parliamentary issues.

This initiative will:

- help ensure that Senators and Members are kept up to date with emerging issues through sharing of information and research; and
- assist library staff to work more effectively with chamber research staff.

This initiative will build cooperative relationships with academic institutions, public sector agencies and Australian and international parliamentary information and research organisations. This initiative also has the potential to advance initiatives one to three by sharing better practice.

## ***Parliamentary records services***

*Audio visual and written records of chamber and committee proceedings.*

Over the next 20 years, members of parliament, government officials, community and the media will demand rapid access to all forms of parliamentary records, probably with an increasing emphasis on audio-visual records.

We will respond by:

- working with Senators, Members and their staff and the chamber departments to understand their evolving needs and priorities;
- recruiting, training, developing and retaining people who can respond to client expectations; and
- harnessing new technologies to meet our business needs and improve our productivity.

### **Over the next three years we will:**

1. Implement electronic systems that create, store and search audio-visual records of chamber and committee proceedings.

This initiative will:

- replace ageing infrastructure;
- improve broadcasting service efficiency; and
- enable online access to the audio visual-records of parliamentary proceedings through a range of new search facilities.

2. Continue to investigate and develop video conferencing capability, live sound and vision recording, and the broadcasting of all parliamentary proceedings, regardless of location.

This initiative will:

- meet parliamentarians' and witnesses' increasing need to participate remotely in parliamentary committee hearings (both in Canberra and interstate);
- deliver efficiencies for committee hearings and assist with forming committee quorums; and
- provide wider access for the community and the media to parliamentary proceedings.

This initiative will also assist with meeting client expectations that in future all parliamentary proceedings will be available live via the House Monitoring System, and online.

3. Benchmark Hansard and broadcasting services against comparable organisations and implement more efficient production systems.

This initiative will assist in:

- assessing key measures of productivity and identifying potential improvements in business processes;
- reducing parliamentary records production and publishing time and costs;
- helping us meet client needs for faster access to parliamentary records, particularly those of parliamentary committee hearings;
- improving management of information regarding parliamentary records services; and
- freeing up resources which can be redistributed and contribute to the cost of meeting our clients' expectation for expanded services.

This initiative will also assist with building cooperative relationships with other parliaments and has the potential to deliver efficiencies by sharing better practice.

4. Improve access to parliamentary records and live parliamentary proceedings.

This initiative will assist parliament to:

- reach all members of the Australian community, including those with disabilities and those in remote locations; and
- be webcast with closed caption technology.

This initiative will also assist with meeting our obligations under the *Disability Discrimination Act 1992*.

## ***Information and communication technology services***

*Information technology and telecommunication services for the building and its occupants.*

The Australian Parliament relies heavily on information and communication technologies to facilitate its work and processes. As the parliament evolves over the next 20 years, Senators and Members will continue to expect access to high quality and reliable ICT services, including new technologies, to enable them to perform their parliamentary duties.

We will respond by:

- effectively operating and maintaining existing systems until new services are available;
- working with clients to understand their evolving needs and priorities;
- working with other organisations and industry to select and adopt technology that will effectively support the Parliament in the twenty-first century;
- investing in technology to obtain value for the Parliament; and
- employing a skilled IT workforce by planning current and future needs with a strong focus on learning and development.

### **Over the next three years we will:**

1. Develop a strategic approach to ICT planning and governance.

This initiative will:

- help us engage with our clients by actively seeking feedback about service priorities and development;
- create a whole-of-Parliament approach to ICT;
- identify areas where a shared services approach to ICT can be implemented;
- promote a cooperative approach for the parliamentary departments and the Department of Finance and Deregulation to work together on ICT planning and delivery;
- support reviews across the Parliament to use ICT for more efficient work processes; and
- support the implementation of ICT architecture principles and standards.

This initiative will also consult with clients to ensure investment is made to their greatest benefit. It will encourage a coordinated approach based on analysing opportunities to use technology.

This initiative will also provide a clear direction for ICT services and support.

2. Deliver efficiencies through replacement of ICT systems, using new technologies (and automating manual processes where possible), as well as efficient management of existing ICT systems through their lifecycle.

This initiative will:

- improve efficiency and lower costs for some business processes;
- assist us in meeting our obligations through implementing the findings of the Gershon review including using whole-of-government approaches to purchasing;
- rationalise hardware by using new software to reduce the number of servers;
- ensure systems are implemented that meet our enterprise standards to reduce the costs of support and development; and
- deliver services through a single network.

3. Use new technologies to empower users and meet emerging demands.

This initiative will:

- support Senators and Members use of services through mobile technologies including access to the website and parliamentary records; and
- implement new systems to support greater engagement between the Senators and Members, staff of the parliamentary departments, and the Australian community.

This initiative will also assist with fostering an innovative culture and supporting the new and emerging needs of parliamentarians.

4. Provide a "single service" solution to Senators, Members and their staff in their parliamentary and electorate offices.

This initiative will provide Senators, Members and their staff with the same ICT systems and support in Parliament House and the electorate office.

## **Security services**

*Security and emergency services for building occupants and visitors.*

Parliament House is highly visible and iconic building and as such from time to time attracts physical and cyber security threats. The building, its occupants and visitors must be protected from these threats. Our objective is to address threats and disruptions to activities within Parliament House while maintaining accessibility to the building and the work of the Parliament.

The security outlook over the next 20 years is expected to remain uncertain. The threat environment is not expected to drop below MEDIUM. Security arrangements need to be flexible, seamless and adequately resourced to be able to adapt quickly to emerging threats and attacks. Evolving technology will play a key role in the way security is delivered as existing technologies become outdated.

We will respond by:

- maintaining quality communication and relationships with intelligence agencies and the AFP;
- investing in risk mitigation infrastructure;
- ensuring security managers keep informed about the external security environment;
- using technology to assist with incident prevention and response; and
- providing our people with relevant training to ensure the right level of competency to maintain appropriate security.

### **Over the next three years we will:**

1. Seek funding for, and implement, the agreed recommendations of the *Parliamentary Security Risk Review Phase 1* in a way that balances security and building accessibility requirements.

This initiative will help to mitigate the risks identified in the review.

2. In conjunction with the chamber departments develop a robust Continuity of Parliament plan that is consistent with government business continuity plans.

This initiative will ensure the continuity of parliamentary business in unforeseen circumstances.

3. Develop and implement a parliamentary security information framework. This will include:

- targeted security briefings;
- security induction training; and

- a review of the composition and role of the Security Management Board and its invited subject matter experts.

This initiative will:

- assist with integration and coordination between the parliamentary departments and the relevant executive government agencies in relation to parliamentary security matters; and
- increase awareness of security matters for all responsible officers and agencies which serve the Parliament.

4. Conduct an audit of security controls and a review of risks to:

- identify any issues around physical, information and personnel security; and
- develop a program of works to mitigate the identified risks.

This initiative will provide a greater awareness of security and assist with greater coordination between physical, personnel and information security.



## ***Building services and amenities***

*Provide an operating Parliament House encompassing public areas, areas for Parliament's business and accommodation for Senators and Members and other building occupants. The services we deliver include:*

- *heating, cooling, energy, water and waste services;*
- *catering, health and recreation, cleaning services;*
- *art services; and*
- *facilities, building and landscape services.*

Over the next 20 years the changing operating environment will have a significant and sustained impact on the way we do our work. We will be expected to reduce our greenhouse gas emissions and to consume less water and energy. There will be an increasing focus on prudent asset management as the building and its infrastructure approach 50 years of service. As existing systems reach the end of their economic life, replacement systems will need to offer environmental and operational efficiencies. Underpinning this is our responsibility to protect the heritage and design integrity of Parliament House.

Senators, Members and other building occupants will continue to expect high quality, day-to-day services including housekeeping and catering. As the Australian population increases, the number of parliamentarians may also increase, having a flow on effect on the demand for our services.

We will respond by:

- continuing to deliver existing services in a cost effective and environmentally sustainable way;
- investing in new mechanical and electrical infrastructure that is cost effective and environmentally friendly;
- investing in intelligent landscape modifications that reduce our demand for water;
- systematically investing in the building fabric to maintain the condition to agreed standards;
- providing our people with training to ensure the right level of capability to undertake building maintenance activities; and
- working with the Presiding Officers and the chamber departments to develop strategic plans to manage the future growth of the Australian Parliament.

### **Over the next three years we will:**

1. Implement the recommendations in our energy, water and waste strategic plans including investigating:
  - the introduction of trigeneration technology at Parliament House;

- energy saving opportunities; for example reviewing the lighting and airconditioning requirements of the building;
- the use of non-potable water for the landscape and other services in Parliament House; and
- implementing improvements in recycling.

These initiatives will reduce the impact of Parliament House operations on the environment by:

- reducing greenhouse gas emissions;
- reducing water consumption; and
- maximising the amount of waste recycled and minimising waste sent to landfill.

These initiatives will also:

- assist DPS to comply with legislative and community obligations; and
- improve the efficiency and cost effectiveness of our service delivery.

2. Manage the heritage values and art collection of Parliament House through the preparation of a heritage plan, and continued development and preservation of the Parliament House Art Collection.

This initiative will:

- ensure heritage assets are cared for over time and are available for future generations;
- ensure Senators, Members and other building occupants have access to a range of artworks which reflect the diversity of their interests and geographical representation; and
- enhance the working environment for building occupants, and expose visitors to a range of aspects of Australian life, landscape, and society.

3. Conduct a review of the delivery of building related services including, where appropriate, current contract and license arrangements, for catering, health and recreation, Parliament Shop and cleaning services, and implement recommended changes.

This initiative will ensure services delivered through licences and contracts meet the changing needs of our clients, are well-managed and performance targets are reported.

This will also enable us to ensure contracts and licences are cost effective and to implement an auditing and compliance monitoring system.

4. Develop a maintenance and asset replacement program for the building structure and building fabric which includes furniture and fittings.

This initiative will be consistent with the heritage plans outlined above, and will:

- establish a furniture and fittings conservation plan, identifying furniture for acquisition or replacement; and
- identify areas of the building structure that require maintenance work or asset replacement.

This initiative makes a significant contribution to ensuring the building is appropriately presented and maintained through its 200 year life expectancy.

5. Develop an asset maintenance replacement strategy for the electrical and mechanical plant and infrastructure.

This initiative seeks to:

- minimise capital costs through extending the effective operating life of equipment through maintenance;
- ensure assets are replaced in a timely manner to reduce system outages;
- reduce ongoing operating costs through selective investment in new equipment; and
- improve our environmental performance.

6. Implement the recommendations of the report on the review of the Parliament House Landscape with the aim of becoming more environmentally sustainable and reducing our reliance on potable water.

This initiative will:

- investigate the feasibility of alternative water sources and storage;
- reduce the use of potable water; and
- ensure the overall appearance of the landscape is appropriately maintained in keeping with the original design intent.

This initiative also assists with enabling our department to comply with community and legal obligations in achieving water use targets.

## **Visitor services**

*Providing a memorable and educational experience for visitors to Parliament House, including events and community engagement.*

Parliament House is recognised as a design icon and is part of Australia's heritage. The building is the home of the Australian Parliament. It is one of the few houses of parliament in the world that is regularly open to the public and has welcomed approximately 20 million visitors since it opened in 1988.

Over the next 20 years we expect a continuing high level of interest in the Parliament and Parliament House from visitors, including school groups, driven by the presentation of new displays and experiences in Parliament House. As access to electronic information evolves, we also expect increasing interest from e-visitors using our websites and other emerging technologies.

We will respond by promoting Parliament House as the people's building, and aim to provide information and access to all Australians, either in person or on-line, including:

- providing positive and interactive educational displays for visitors including school groups, domestic and overseas tourists and business visitors;
- developing e-information for people of all ages to learn about Parliament as an institution and Parliament House as a building;
- providing informative guide services with up-to-date information on the parliamentary process and the building;
- encouraging more visitors, including return visitors, to Parliament House by promoting activities, exhibitions and events; and
- promoting a better understanding of the work of the Australian Parliament and the unique building in which it operates.

### **Over the next three years we will:**

1. Assess the needs and expectations of our visitors by using surveys and other feedback mechanisms.

This initiative will inform a visitor services business model that will support memorable and informative visitor experiences including how best to use the guide services.

2. Improve in conjunction with the chamber departments, access to Parliament House through an enhanced visitor web site.

This initiative will:

- offer up-to-date pre-visit activities and information for visitors, including school groups;
- connect with visitors nationally and internationally with a virtual visitor experience including virtual tours and online shopping; and
- promote activities, exhibitions and events at Parliament House.

3. In collaboration with the chamber departments, establish partnerships with a range of ACT tourism organisations and participate in ACT tourism initiatives.

This initiative will:

- enhance community engagement and promote Parliament House as a premier visitor destination; and
- promote special events and exhibitions at Parliament House.

4. Implement in conjunction with the chamber departments, approved recommendations of the *Review of Public Displays*.

This initiative will:

- improve the accessibility and visitor friendliness of public displays;
- promote a better understanding of the work of the Australian Parliament and the unique features of Parliament House; and
- renew and upgrade public displays for the 25th anniversary of Parliament House and the Centenary of Canberra in 2013.

5. Provide clearly documented guidelines to temporary exhibitions organised by external groups in the Presiding Officers' Exhibition Area.

This initiative will ensure:

- external organisations seeking opportunities to exhibit in Parliament House have a clear understanding of their responsibilities and obligations and the levels of service provided by the Department of Parliament Services, and
- that incoming exhibitions contribute to an overall program of quality and variety which is appropriate to the building and the dignity of the Parliament.

## **Parliamentary service support**

*Providing effective leadership for our staff and internal support services which are, at the least, comparable with those provided in other successful public and private sector organisations.*

*Internal support services are those which enable our organisation to deliver its services to our clients and include project management, procurement, finance, contract management, human resources, OHS, governance and strategy development.*

Over the next 20 years our financial outlook will remain constrained, requiring strategic prioritisation of work and the careful allocation of our resources. We need to find creative ways to deliver internal support services that are efficient, timely and offer value for money so that we can meet our clients' expectation for high quality services and timely improvements to building infrastructure, ICT and security systems.

We also face the challenges of:

- being client-oriented and providing a seamless experience for our clients;
- increasing our clients' confidence and improving our reputation for service and project delivery;
- increasing our efficiency and improving our business practices;
- providing timely, responsive, accessible and appropriate services;
- an ageing workforce, increasing competition for knowledge workers, skill shortages and changing employee attitudes to work and life balance; and
- becoming an organisation that consistently improves itself and readily adapts to change.

We will respond to the longer-term and shorter-term challenges by:

- regularly reviewing the way we provide services to all of our clients;
- pursuing new technologies to improve productivity, energy consumption and the quality of client services;
- improving departmental decision making by ensuring risks and opportunities are carefully considered; and
- ensuring we provide high quality training to our people, and that our contractors also provide high-quality training to their staff to enable them to safely fulfil their roles.

We have also made a commitment to our people to:

- improve communication within the department; and
- to relocate as many office-based staff out of basement accommodation as possible.

**Over the next three years we will:**

1. Invest in learning and development of our people to ensure they have knowledge and skills to meet service responsibilities, and client needs and expectations. Key priorities will include tender and contract management skills, and performance management skills.

This initiative will:

- involve further investment in training and development for our people including secondments and rotations with other departments and agencies;
- create an environment supporting effective knowledge transfer and a continuous improvement culture;
- ensure we have capable, skilled, professional people, who exercise sound judgement and operate effectively in a changing work environment; and
- address some immediate concerns about asset and operational contract management, as well as people management.

2. Develop and implement a robust internal communication model.

This initiative will provide a model of effective, open communication which is inclusive of all levels in the organisation and that is equally targeted to office-based and non office-based staff.

3. Upgrade the HR and financial management information systems.

This initiative will ensure we have:

- effective information systems to assist decision-making; and
- effective management systems to deliver services.

This initiative will also help us with development of the best model for delivering other corporate services.

4. Work with the chamber departments to expand the use of shared services within Parliament House.

This initiative will initially transfer DPS payroll processing to the Department of the House of Representatives.

5. Implement Key Performance Indicators for internal services.

This initiative will provide measures of the accuracy, quality, accessibility, efficiency, timeliness and client orientation of our various corporate services.

This initiative will also assist DPS to compare its performance with other organisations.

6. Implement accommodation improvements.

This initiative will provide above ground office accommodation for office-based staff currently located in the basement.

This initiative will also assist with the reassessment of all DPS accommodation and storage. The focus will be the co-location of work groups, relocation of storage to the basement.

7. Implement workforce planning across the department to recruit, develop and retain our people.

This initiative will:

- help maintain high standards of client service;
- retain corporate memory and reduce the cost of staff turnover;
- assist succession planning; and
- build leadership capabilities at all levels.

This initiative will also assist with revitalising skills and knowledge.