

2015 Australia Day Achievement Awards – Event Information

10.30am – 11.30am, Wednesday 28 January 2015

Speaking notes

10.30am - 10.40am WELCOME AND OPENING REMARKS - SECRETARY

- Good morning and welcome to the 2015 Australia Day Achievement Awards.

Acknowledgement of Country

- I would like to acknowledge the Ngunnawal people who are the traditional custodians of this land. I would also like to pay respect to the elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people present.
- I would also like to acknowledge that Australia Day holds a different significance and meaning to all Australians. For some members of our community it is also marked as Survival Day, in honour of the resilience of Indigenous culture in this country. Being an Australian is significant for all of us – whether our history here can be tracked back for thousands of years or we are some of the first of our family to belong here, and we join together today in our commitment to reconciliation and recognition.
- It's my pleasure to be able to attend and present my first awards ceremony as Secretary of the Attorney-General's Department, welcoming

you all today, including those joining us through live streaming.

- The Australia Day Achievement Awards is a key event for this department, an opportunity for us to acknowledge the diverse work that we do across law and justice, national security, arts and emergency management, and recognise those who have contributed significantly, beyond the requirements of their position to the work and profile of the department.
- The department is known for its professionalism, high quality work and expertise. Our ability to be agile in the face of change, and work together to meet the increasing demands required of the department, is a testament to you all.
- The Australia Day Awards is an opportunity for us to celebrate individuals and teams that have significantly contributed, beyond the requirements of their position, to the work or profile of the department.
- Before I read out the first award, I would like to walk through some housekeeping for today's award recipients.
 - On hearing your name, please approach the stage.
 - You'll then be presented with your certificate and medallion.
 - For the large teams awards, please collect your medallion and certificate at the end of the ceremony.
- Now to the first award.

1. Cross-Group G20 (team – 26 people)

- This award is to recognise a large and varied number of people from right across the department who contributed to the preparations and execution of the security arrangements for the G20.
- It is important to recognise the enormous role the department played in the coordination, delivery and success of Australia's hosting of this significant, international event.
- Today, I'd like to acknowledge a group of people who, while working on the preparations for the G20 showed ***outstanding professionalism, coordination and commitment in delivering exceptional outcomes in the security arrangements for the G20 and guest of Government visits.***
- **Tracey Heffernan** from Strategic Delivery Division
- **Dr Ewan Ward and Scott Brown** from National Security Resilience Policy Division
- **Beth Wooldridge, Karen Horsfall and Branko Ananijevski** from Criminal Justice Division
- And from Emergency Management Australia - **Craig Sloane, Damian Gossip, Natalie Mallia, Jim Anderson, Steve Ashton, Mark Pillidge, Paul Edwards, Shaun Anderson, Mick Howard, Darren Bretherton, Mark Cuthbert, Dee Sayer, Joanne Cartwright, Genevieve Chan, Hayley MacKenzie, Adrian Andrews, Mike Hicks, Rebecca Hosking and Antonette**

Gaffney

- Collectively, this group organised the security planning and exercises; passage of Commonwealth legislation; the delivery of armoured vehicles; firearms permits; cyber response planning with Queensland police and key businesses; and a targeted G20 National Security awareness campaign; all of this and so much more were vital to the success of the G20.
- Please join me in congratulating these employees on their achievements.

[Pause for group photo with Secretary.]

[NB: Medallions and certificates will be available for recipients following awards ceremony]

- The Deputies will announce the recipients of the remaining Australia Day Awards for each of their Groups. I will hand over to Katherine to announce the awards for National Security and Criminal Justice Group.

[Secretary hands to Katherine]

10.40am – 11.25am PRESENTATION OF AWARDS - DEPUTIES

11.15am-11.30am HUMANITARIAN OVERSEAS SERVICE AND NATIONAL EMERGENCY MANAGEMENT MEDALS AND CONCLUSION OF EVENT – SECRETARY

[Secretary on stage]

Humanitarian Overseas Service Medal

- I am pleased to present to a number of EMA officers the Humanitarian Overseas Service Medal which is awarded by the Governor General to members of Australian government and non-government organisations in recognition of their ‘performance of humanitarian service, in hazardous circumstances’ overseas.
- The Award is in recognition of their service as EMA Liaison Officers deployed to Christchurch following the devastating earthquake of 22 February 2011, with the Australian Urban Search and Rescue and Medical Assistance Teams.
- Their role was to assist with the coordination and management of the activities of the urban search and rescue and medical teams. They were the senior Australian Government officers responsible for the safety, security, medical and emergency evacuation arrangements for the teams.

- The significant Australian response to the earthquake, coordinated by EMA, included three Urban Search and Rescue Teams, an Australian Medical Assistance Team and a 75 bed Field Hospital, all of which operated in or in close proximity to the primary damage area in Christchurch. The response included 260 officers drawn from all States and Territories, across fire and emergency services, health, engineers and police.
- Numerous aftershocks occurred during their period of deployment which further added to the risks and difficulties of the conditions which they faced.
- The New Zealand Government has also acknowledged the service of these officers and members of the Urban Search and Rescue teams through the award of the New Zealand Fire Service 2011 Canterbury Earthquake Medal.
- Would the following people please come forward to accept their award:
 1. **Cameron Beresford** (Medal and Clasp)
Deployed with Taskforces 1 and 2 from 22 February to 4 March 2011 (11 days).
 2. **Simone Davenport** (Medal and Clasp)
Deployed with Urban Search and Rescue Taskforce 3, from 3 March to 15 March 2011 (13 days).

3. **Steve Banks** (Clasp only)

Deployed with Urban Search and Rescue Taskforce 3, from 3 March to 16 March 2011 (14 days) and

4. **Peter Willett** (Clasp only)

Deployed with Urban Search and Rescue Taskforces 1 and 2 from 22 February to 6 March (13 days)

- Peter, today is also receiving the National Emergency Medal for his service in relation to the response to the Queensland Floods and Cyclone Yasi in 2010-11.
- The National Emergency Medal is awarded for sustained or significant service to others in nationally significant emergencies in Australia.
- Peter has been awarded the National Emergency Medal in recognition of his work as EMA Liaison Officer over an extended period in facilitating Australian Government assistance to Queensland in the response to the Queensland Floods and Cyclone Yasi.
- Please join me in acknowledging Peter, Cameron, Simone and Steve as worthy recipients of the Humanitarian Overseas Service Medal and the National Emergency Medal.

- Thank you for joining us today to celebrate the achievements of the numerous individuals and teams that have made significant contributions to the work and the success of the department.
- I am extremely proud of the work that the department continues to do across the wide spectrum of activities and the support we offer to the Attorney-General, Minister and Government.
- A BBQ lunch will now be served in the courtyard.
- Please stay and use this time together to mingle with your colleagues and celebrate the achievements of the award recipients.

[Event concludes]

Address by Secretary

2015 Graduates, Orientation

Monday 2 February, 12:00-12:30pm

HR Training Rooms, Ground Floor, Robert Garran Offices

Audience: 2015 Graduates and members of the People Capability Team

Welcome to the Attorney-General's Department

- Good morning and welcome. I would like to acknowledge the traditional owners of the land on which we meet – the Ngunnawal people and pay my respects to their elders, both past and present.
- Welcome to the first day of your 12 month graduate program here at the Attorney-General's Department.
- Firstly, congratulations on your success in gaining a position on the program.
- The department aims to attract and engage high performing graduates with the right skills, attributes and behaviours to progress their career throughout AGD and the APS. You are the top 35 of approximately 1600 applicants that we received, and for that, you should be very proud.
- You have joined a department that offers a very diverse, and very important range of work in our mission to achieve a just and secure society and culturally rich Australia.
- Our strategic aim is to deliver programs and policies to maintain and improve Australia's law and justice framework, strengthen our national security and emergency management, and provide support for arts and culture and we do this through our diverse range of portfolio responsibilities.
- Our portfolio has grown to incorporate thirty-one agencies, the largest of the Commonwealth.
- As Graduates and future leaders of the APS, you have now been given the opportunity to contribute to this important work.

Future of AGD and the APS

- I understand Rachael Jackson provided you with an overview of the Department this morning and that you will be hearing from the Deputy Secretaries regarding their respective groups priorities over the coming days, so I'd like to give you my perspective on where I see the Department and the APS heading in 2015 and beyond.
- The department has seven key priorities which underpin our mission. Those priorities are:
 1. supporting the Attorney-General as the First Law Officer of the Commonwealth
 2. adapting law and law enforcement in the digital economy
 3. promoting equity and efficiency to improve access to justice
 4. protecting people's rights
 5. combating serious and organised crime and corruption
 6. protecting national security and building resilient communities
 7. ensuring the sustainability of Australia's arts and cultural strategies
- The 2014 AGD Staff Survey highlighted that the department has a very high level of engagement from employees and they generally feel valued. Improving communication will be a key area of focus across the department.

Expectations of the Graduates

- The Senior Leadership Team and I are committed to the department's graduate program and in attracting, selecting and developing the best graduates.
- The program is important for the department as it is a way to build our organisational capability for the future.
- The development framework that has been designed for graduates will ensure we are building the right skills to meet our future workforce needs, and it is focused on developing leadership capability as you are ultimately the future leaders of the department and the broader APS.
- I encourage you to make the most of the opportunities presented to you. The rotations you will undertake and the supervisors and mentors that guide you along the way will be the most important source of learning throughout the program.
- Take advantage of the opportunities that exist outside the formal program too. In the past our graduates also play a significant role in contributing to the culture of the department demonstrated through participation across the department's social club and diversity networks and particularly with regard to fundraising in support of worthy causes. I look forward to your fundraising efforts, mind you there are very big shoes to fill but I'm sure you can rise to the challenge; and I

know many of the 2014 graduates were involved in the AGD Ball which was also great success.

Close

- Congratulations again on being selected for the Attorney-General's Department Graduate Program. I trust that the program will provide some interesting experiences and development opportunities. I look forward to hearing more about your work as the year goes on.

[Words 700]

Secretary Meeting Brief – *Off the Cuff*

Wednesday 4 March 2015, 12.00pm – 1.00 pm the Atrium, 3-5 National Circuit

TOPICS

- Acknowledge of country and welcome
- Senate Estimates
- Who we are
- Key priorities
- Capability Review Action Plan
- Enterprise Bargaining
- AGS Consolidation
- Review of legal services
- Stakeholder engagement
- Open to questions

KEY MESSAGE	KEY ISSUES
<p>Acknowledgement of Country / Welcome</p>	<ul style="list-style-type: none"> • I would like to start by acknowledging the Ngunnawal people who are the traditional custodians of the land. • I would also like to pay my respect to their elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people present today. • It's nice to have you all here today – in person or via the live stream. • Today is a valuable opportunity for us all to gather and think about the year ahead of us and how we will achieve our goals as a department.
<p>Senate Estimates</p>	<ul style="list-style-type: none"> • Thank you to everyone for the recent effort preparing for the February Senate Additional Estimates hearings. • A spill-over hearing will be scheduled for the portfolio.
<p>Who we are</p>	<ul style="list-style-type: none"> • Firstly, I would like to thank you all for your professionalism and assistance in getting up me to speed. • I have enjoyed the opportunity to get out and about to meet some of you, over the coming months I will continue to do so as time permits. • The year has begun at a strong pace with the review into the Martin Place

Siege, ongoing work on data retention reforms, inter-country adoption reforms, court reforms, the Countering Violent Extremism Summit and the recent opening of the Protection of Objects on Loan scheme. Many of Australia's leading museums and galleries have ambitious exhibition programs and this scheme will provide vital support to ensure their success.

- These activities highlight the diverse nature of the work and responsibilities of the department.
- Irrespective of this, I see many characteristics that unite us as a department.
- I see these to be professionalism, a highly engaged workforce and a department that has a strong commitment to achieving high standards.
- I also see a supportive culture that is proud of each other's achievements and a leadership team that provides guidance for their staff, for example:
 - Jane Fitzgerald and her significant commitment and leadership as CEO of the Trade Union Royal Commission
 - Catherine Jones and her team for their continued work on Countering Violence Extremism and for the support they provided for my recent attendance at the Washington Summit
 - Anna Harmer and team for their ongoing work on data retention reforms
 - The staff in EMA for their continued efforts coordinating whole of government response to the recent bushfires, cyclone Marcia and the disaster season more broadly.
- Congratulations to recently appointed SES officers and thank you for your significant contributions you have all made to department over the years.
- This Friday the senior executive will get together at the SES Forum. The forums are scheduled twice a year with a purpose to develop a shared sense of strategic direction and priorities for the department and facilitate networking and collaboration.
- On a personal note, I have recently agreed to become a Male Champion of Change and will work with other APS male Secretaries to take action to improve gender equality within our agencies.
- I think it's particularly important people in leadership positions continue to

	<p>take active responsibility to make the department a positive and productive workplace for everyone.</p> <ul style="list-style-type: none"> • These attributes are fundamental for us to progress our priorities for the year.
<p>Key priorities</p>	<ul style="list-style-type: none"> • Some of our key areas of focus for 2015 include: <ul style="list-style-type: none"> ○ working across government to deliver counter terrorism and national security outcomes ○ developing important data retention reforms, and implementing broader telecommunications Sector Security Reform ○ Australian Emergency Management Institute transition ○ strengthening our countering violent extremism program ○ continuing to support Operation Sovereign Borders ○ critical infrastructure reform ○ amalgamation of the Commonwealth’s administrative tribunals and court reform ○ reform of our legal assistance programs through renegotiation of the National Partnership Agreement ○ the National Opera Review, building private sector support for the arts through philanthropy, and the new Australian Pavilion at Venice Biennale ○ progressing ongoing court reforms and the amalgamation of tribunals. • We will continue to support the Attorney in his role as the first law officer and as Minister for the Arts, and the Minister for Justice, by continuing our work on a strong legislative program that encompasses a large majority of the department’s core work. • In addition to the above policy priorities, there are a number of internal changes to consider, including: <ul style="list-style-type: none"> ○ implementation of the Capability Action Plan ○ Enterprise Bargaining ○ AGS Consolidation

	<ul style="list-style-type: none"> ○ Review of Commonwealth legal services.
Capability Action Plan	<ul style="list-style-type: none"> • Last year I circulated the Capability Review Action Plan. The Action Plan provides all of us with an important opportunity to build on our strengths as a department, while preparing ourselves to engage with the opportunities and challenges that lie ahead. • The key themes of the plan include: <ul style="list-style-type: none"> • defining our organisational identity • more effective engagement with our stakeholders • building a culture of evidence-based choices • embracing risk. • While building capability will require participation from all of us, I have assigned Capability Action Champions with responsibility for addressing these four themes. The Champions are the Deputy Secretaries, plus Sarah Chidgey, Iain Anderson, Greg Manning, and Jamie Lowe. • The Senior Management Committee and Executive Board will be asked to sign off on a detailed implementation plan developed with those Champions for each of the themes in the next few weeks. Once that happens, we will be asking you to participate actively and positively in a range of initiatives across the department as the year progresses.
Enterprise Bargaining	<ul style="list-style-type: none"> • Enterprise bargaining continues and last week the APSC informed us that the department's position is close to being approved. • The next bargaining meeting is scheduled for 10 March when the management bargaining team hopes to table the proposal. • In the context of the current climate, this round has been particularly difficult and I appreciate the efforts of all involved to ensure the process is fair and genuine. • The management bargaining team will continue to provide staff with updates and further information as it becomes available.
AGS Consolidation	<ul style="list-style-type: none"> • On 1 July AGS will be consolidated within the department. This presents a great opportunity for us to strengthen our capacity to support the Attorney-

	<p>General as First Law Officer.</p> <ul style="list-style-type: none"> • AGD will continue to perform all its existing functions, including the development of and provisions of legal, legal policy and policy advice. • AGS will continue to provide the same legal services to clients, operating on a competitive basis for the great majority of work (except for ‘tied’ work). • AGD and AGS are working together to prepare draft legislation for the Attorney-General’s consideration to support the consolidation.
<p>Review of legal services</p>	<ul style="list-style-type: none"> • In the second half of the year, I will undertake a review of Commonwealth legal services to determine whether existing structures for provision of legal services to government are effective.
<p>Stakeholder engagement</p>	<ul style="list-style-type: none"> • The priorities outlined above highlight the diverse range of responsibilities for the department, and the portfolio more broadly. • I would like to see a continued focus on building strong relationships, and a commitment to effective engagement and working in partnership. • I would like us to continue to collaborate and coordinate across the department and also work effectively with our stakeholders to continue to deliver for government. • We need to provide high-quality advice, but ensure it is timely and pragmatic. I would like to see us demonstrate agility, and deliver advice that is practical and fit-for-purpose, while meeting the time pressures we face. <p><i>(Outline your expectations for concise and targeted briefings).</i></p> <ul style="list-style-type: none"> • I would like to see concise advice that provides a clear and succinct narrative. I trust that you would have undertaken comprehensive analysis in order to formulate your position and recommendations. • Please make yourself familiar with the new ministerial briefing arrangements as circulated by Tony Sheehan on 25 February. • It is important now, more than ever, for us to continue to display our professionalism, and strong commitment to achieving high standards.
<p>Open to questions</p>	<ul style="list-style-type: none"> • I will now open the floor and provide you all with the opportunity to ask questions of myself, Tony, Katherine or David.

Secretary Short Form Meeting Brief – AGD Senior Leadership Forum

Friday 6 March, 8:45am – 4:00pm

National Museum of Australia

Suggested speaking points:

Welcome

- Acknowledgement of Country
- First AGD Senior Leadership Forum as new Secretary
- Welcome the opportunity to come together as a leadership group to network and discuss relevant issues

Vision for the department

- Outline what you believe we need to be doing well to be a high performing department
- Outline any specific expectations of SES as leaders in the department.
- Introduce your views for the future of the department, particularly in context of the AGD-AGS consolidation

Department's current strengths and limitations

- Share personal observations and reflections from last 5 months in the role
- The Capability Review and Employee Census results may assist in supporting personal reflections

Forum theme

- Explain your views on the need for the theme – 'Cutting through' to meet government expectations
- Outline what you expect SES to get out of the day

Reflections from guest speaker: Mr John Lloyd PSM

- Highlight any relevant points from Mr Lloyd's presentation, relating it back to the department and your own expectations.

Conclusion

- Look forward to the fruitful discussion to come out of the day
- Encourage people to actively participate in the day, sharing their thoughts and ideas openly
- Also encourage people to utilise this opportunity to network with colleagues

Handover to Katherine Jones for next session

Secretary Meeting Brief – *ConnectSpace*

Wednesday 25 March 2015, 9.30am – 11.00 pm HR Training Rooms

TOPICS

Talking points:

- Introduction
- Role of APS
- Connect Space

KEY MESSAGE	KEY ISSUES
Talking points:	<ul style="list-style-type: none"> • Thank you for inviting me to be part of this fantastic initiative. I would like to credit the ConnectSpace working group for driving this idea. • Today has been a valuable opportunity for everyone to gather and share ideas, connect with colleagues and support innovative collaboration. • Today you have heard from a variety of guest speakers who have talked about their experience with innovation. • I would like to thank all for sharing your experience.
Talking points: Role of APS staff	<ul style="list-style-type: none"> • Through your personal experiences, knowledge and expertise, all of you here today make significant contribution to the outcomes of the department. • All of you play a crucial role at ensuring the department is able to implement and deliver on its key priorities. • This can be a challenging role, as you are all required to implement the strategic direction provided by Executive Level staff, and ensure this strategy is successfully delivered.
Talking points: ConnectSpace	<ul style="list-style-type: none"> • So I was pleased to hear about ConnectSpace and the support and opportunities it will provide for our APS cohort. • It is my hope that this forum will provide a valuable opportunity for you all to continue to develop within your roles, and will provide a better understanding of the wider department and Australian Public Service. • On that note, I'm told we have a morning tea. I encourage you all to stick

	around and enjoy this network opportunity with your colleagues.
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Talking Heads – Robyn Archer AO,

Wednesday 25 March 2015

Talking Points –

- It is my great pleasure to welcome Ms Robyn Archer to the department today.
- Robyn has had an impressively varied career in the arts, both in Australia and overseas. She is a performer, writer, stage director, artistic director, and public advocate of the arts.
- She was Creative Director of the Centenary of Canberra in 2013, for which she commissioned Patricia Piccinini's much-discussed artwork *Skywhale*.
- Robyn is currently the Gold Coast's Strategic Advisor in arts and culture in the lead up to the 2018 Commonwealth Games, as well as a Deputy Chair at the Australia Council for the Arts.
- She has held many other prominent roles, including as Artistic Director for the Adelaide and Melbourne Festivals, and also for the Liverpool Festival in the United Kingdom.
- In 2000, Robyn was made an Officer of the Order of Australia for service to the development of Australian cultural life.
- Robyn's work is relevant not only to the arts, but to the legal aspects of our work at the department, in her role as a Patron of the Arts Law Centre of Australia.

- She is also a notable advocate for women, and for lesbian, gay, bisexual, transgender and intersex people.
- Please join me in welcoming Robyn Archer.

Secretary Meeting Brief – *Off the Cuff*

Tuesday, 5 May 2015, 11.30 am – 12.30 pm AGD Training rooms, 3-5 National Circuit

TOPICS

- Emergency Management Australia's Australian Emergency Management Institute
- National Ice Taskforce
- 2015 Employee Census
- Governance and Communications
- Corporate Planning
- Crime and Community Safety Council
- Countering Violent Extremism
- AGS Consolidation
- EA Bargaining
- End of PPI cycle
- Reconciliation and NAIDOC week events

KEY MESSAGE	KEY ISSUES
Acknowledge of country	<ul style="list-style-type: none"> • I would like to start by acknowledging the Ngunnawal people who are the traditional custodians of the land. • I would also like to pay my respect to their elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people present today.
Welcome	<ul style="list-style-type: none"> • It's nice to have you all here today – in person or via the live stream. • I have a fair amount to cover today, and as usual, I am happy to take any questions or comments afterwards.
Emergency Management Australia's Australian Emergency Management Institute	<ul style="list-style-type: none"> • This week sees the end of operation of Emergency Management Australia's Australian Emergency Management Institute (AEMI) from the facility in Mt Macedon, Victoria. • This is a major change and a marked occasion for our Department and the emergency management sector, as the Australian Government has conducted emergency management training on this site, through AEMI and its predecessors, for nearly 60 years. • The dedicated staff in Mt Macedon and a small transition team in Canberra

	<p>have been working hard to see AEMI through this major change.</p> <ul style="list-style-type: none"> • AEMI will maintain its mission and will continue to deliver many of its products and services, albeit under a new operating model based on partnerships with other providers. • The new operating model brings with it new opportunities for AEMI, but of course this change marks the end of the Mt Macedon era, and the departure of staff who are unable to relocate to Canberra. • I'd like to thank all departing AEMI staff for their commitment, their many achievements, and their ongoing professionalism. I'd also like to recognise the historic contribution the Mt Macedon facility has made to building emergency management capability and leadership in Australia.
<p>National Ice Taskforce</p>	<ul style="list-style-type: none"> • The Department is also working with representatives from all relevant Departments on the National Ice Taskforce that will drive the development and implementation of the National Ice Action Strategy. • The Taskforce will take a comprehensive stock-take of existing efforts to address ice across all levels of government; it will identify potential gaps in knowledge specifically around treatment models, associated criminal activity and the impact of ice on vulnerable groups. It will develop recommendations that will be actioned as part of a broader National Strategy for Action on Ice. • AGD has a secondee to the National Ice Taskforce Secretariat (located within PM&C) and the Department will work closely with the secondee and the Taskforce Secretariat to support the upcoming stakeholder consultation process and the development of a National Ice Action Strategy.
<p>Census</p>	<ul style="list-style-type: none"> • Next week the 2015 APS Employee Census opens. I was pleased to learn that we have generally had a high response rate at Attorney-General's, and this is something I would like to see continue. • This will be the first employee census since my appointment as Secretary. I want you all to know that I am interested in hearing your views, and strongly encourage your participation in this year's census. • Most importantly, the Census can assist us to better understand your views. • The results provide us with a valuable insight into our strengths, and of course, areas where we can improve. The results are also vital to helping us

to track the views of our employee's overtime.

- In previous years, the executive have been active in listening to your views, and have taken action to address the areas identified for improvement.
- This is an approach that I would like to see continue.
- Last year, three corporate priorities were identified. The People Strategy Branch and Strategy and Delivery Division have been working to implement initiatives for these areas of focus. Some highlights so far include:
- Improving the effectiveness of Learning and Development:
 - This included a review and refresh of all existing learning and development programs.
 - New programs are currently being developed to address identified learning gaps, including strategic thinking and manager essentials.
 - A new evaluation process has also been implemented to improve the way we measure our learning outcomes.
 - We have also developed a learning needs analysis tool.
- Updating the bullying and harassment policies which has included:
 - In consultation with the Workplace Relations Committee, we revised the employee relations advice for harassment in the workplace
 - A new network of harassment contact officers has been appointed and trained.
 - PSB is finalising an engagement strategy to promote a positive culture that can not only recognise bullying or harassment, but also be confident in reporting any incidents.
- Developing improved change capability:
 - SMC has endorsed an approach to building AGD's change capability.
 - PSB has developed an internal model for supporting change that includes and internal change advisory service. This service is already supporting various change initiatives across AGD.
 - We are also building a suite of tools and resources to support staff to better manage change – it is out hope to have this available by mid-year.

	<ul style="list-style-type: none"> • In last year’s census, AGD had a total response rate of 68 per cent. This year, I would like to see this rate increase further. It is my hope that all staff take the time to participate, and provide us with your honest opinions.
<p>New governance arrangements</p>	<ul style="list-style-type: none"> • Since my arrival in the department, I have been considering the best way to maximise the effectiveness of the department’s governance framework, and communication of executive decisions. • I recently made changes to the structure and operations of the Executive Board and Senior Management Committee. • Executive Board has been reinvigorated as the department’s primary decision-making body. <ul style="list-style-type: none"> ○ It sets the vision and strategy for the department, and oversees risk and organisational performance. It also drives organisational capability, culture and strategic stakeholder engagement. ○ In addition to me, Executive Board’s members are the Deputy Secretaries, the heads of Corporate Division, Strategy and Delivery Division and People Strategy Branch and rotating representatives from the SES Band 2 and Band 1 cohorts—currently Sally Bassar and Carolyn Patteson. • Senior Management Committee has now merged with my weekly Executive Briefing meeting. <ul style="list-style-type: none"> ○ I now chair this Committee, and Deputy Secretaries, Division Heads, and the head of People Strategy Branch are its members. ○ SMC operates as a key consultation and discussion forum on corporate and strategic issues and provides advice, as needed, to Executive Board. • These changes enable me to be aware of the breadth of views from across the department before key decisions are made. • I consider these changes essential to ensure transparency and to foster a greater understanding of decisions and deliberations undertaken at senior levels. • Crucial to this, is ensuring good internal communication. I expect senior

	<p>leaders to ensure all their staff are informed of discussions and decisions from these meetings in a timely manner.</p>
<p>Corporate Planning</p>	<ul style="list-style-type: none"> • The work of the department is guided by its annual Corporate Plan which, from this year, will: <ul style="list-style-type: none"> ○ have a four year financial outlook (2015-2018) ○ be provided to the Attorney-General, the Minister for Justice and the Minister for Finance, and ○ be published prior to 31 August. • As part of the corporate planning process, divisions have now submitted first drafts of divisional Business Plans, which contain key information about budget, activities, workforce and performance measurement. These are now being used to develop the Corporate Plan. • Business Plans are closely assessed by me and by Deputy Secretaries to ensure departmental resources are matched to priorities. They are important planning documents that connect divisions’ day-to-day work with the department’s objectives. • My thanks to divisions for their contributions to corporate and business planning processes to date—and I look forward to discussing the 2015–18 Corporate Plan with you early in the new financial year.
<p>LCCSC is an opportunity for the portfolio to get outcomes on national issues</p>	<ul style="list-style-type: none"> • The Law, Crime and Community Safety Council will meet in Canberra on 22 May and the Commonwealth is the host. • The meeting will be attended by the Attorney-General and Minister for Justice and state and territory Attorneys General and Police Ministers. • The meeting provides an important opportunity to influence the national agenda on a range of significant justice, law enforcement and emergency management issues. Key issues on the agenda include national legal assistance reforms, unexplained wealth, domestic violence orders, and serious and organised crime including an update on the national ice taskforce.
<p>Countering Violent Extremism</p>	<ul style="list-style-type: none"> • With ISIL and its followers disseminating upwards of 100,000 pieces of propaganda per day, strong action is required to counter this growing

	<p>problem. The challenge ahead of us to counter the radicalisation of vulnerable youth, will be to develop a suite of materials and messages that are as powerful as extremist efforts.</p> <ul style="list-style-type: none"> • The Countering Violent Extremism Regional Summit to be held in Sydney on 11–12 June 2015 and builds upon the work commenced at the White House Countering Violent Extremism Summit which I attended with the Attorney-General in Washington in February 2015. • The Summit will bring together key stakeholders from government, civil society and industry across the region with the aim of building capacity to address the threat posed by violent extremists. It provides an important platform for participants to collaborate to meet the shared challenge of identifying and effectively countering terrorist narratives. • In addition to the main Summit program, a series of capacity building and technical training workshops will be held with participants from industry, academia, community groups and government officials. • Underpinning the event will be a three-day long Hackathon event where teams will compete to generate innovative ideas to this critical question of countering violent extremism.
<p>AGS Consolidation</p>	<ul style="list-style-type: none"> • We have continued to work together with AGS to support the consolidation of AGS into AGD to take effect on 1 July. On the 26th of March, we introduced the Judiciary Amendment Bill 2015. • This Bill is consistent with the key principles underpinning this consolidation – that for both AGS and AGD it will be ‘business as usual’, and that there will be minimal change to the operations of AGD and AGS. • The Bill will: <ul style="list-style-type: none"> ○ provide for an Australian Government Solicitor, under whose direction and supervision AGS lawyers will work ○ preserve the AGS name and brand ○ ensure that AGS can continue to provide legal services and related services to its existing range of clients ○ transfer AGS’s assets, liabilities and contracts to the Commonwealth.

	<ul style="list-style-type: none"> • The Bill also makes transitional amendments consistent with our stated position that the AGS enterprise agreement will continue to apply to AGS employees. It preserves transferring AGS employees' accrued entitlement to benefits, including for the purposes of long service leave • Work is also underway on an evaluation of all roles within AGS so that the roles and individuals within them can receive an APS classification. • This is a key piece of work in preparation for the transfer of AGS staff to the Australian Public Service. • I will continue to provide you with updates throughout this process.
<p>EA Bargaining</p>	<ul style="list-style-type: none"> • On Tuesday, 17 March 2015 Management tabled the AGD Enterprise Agreement bargaining proposal for consideration. • I understand that both Management and the CPSU have held information sessions, and provided avenues to receive staff feedback. • This is an important process. We will hold another all staff forum prior to going to vote. • In the meantime, if you have any questions I encourage you to take the opportunities to provide your feedback to the employee bargaining representatives.
<p>End of PPI Cycle</p>	<ul style="list-style-type: none"> • As we head into the fourth quarter for the year, it's time to starting thinking about, and preparing for, end of the performance management cycle. • While I hope you are all having regular conversations with your manager, the end of cycle conversation is a great opportunity for you to look back at the year, recognise what you have achieved, and what lessons you have learnt. • Taking this time to reflect will help you to prepare for the next performance cycle. Looking forward to the year ahead, I would like you think about: <ul style="list-style-type: none"> ○ Upcoming priorities; ○ Using the Performance Expectations, what goals you need to set to achieve these priorities; and ○ Development areas you will be focusing on. • To support you in having meaningful conversations, People Strategy Branch

	<p>will be again hosting a Series of Events. There will be key note speakers, workshops and a range of tools and resources available to help you to get the most out of this very important process.</p>
<p>Reconciliation and NAIDOC week events</p>	<ul style="list-style-type: none"> • National Reconciliation Week will take place at the end of this month. • National Reconciliation Week is an opportunity for us to share culture, connect with community, stop racism and celebrate Indigenous success. • The theme for this year's National Reconciliation Week is "It's time to Change It Up." And the Indigenous Employee Network will shortly invite you to celebrate Reconciliation Week at a BBQ on the 28th of May.
<p>Open to questions</p>	<ul style="list-style-type: none"> • I'd now like to open to the floor and provide you all with the opportunity to ask questions of myself, of my executive team.

Secretary Short Form Meeting Brief – AGD Executive Level Forum

Friday 8 May, 1:00pm – 4:30pm

National Gallery of Australia

Suggested talking points:

Welcome

- Welcome to the first EL Forum for 2015 and your first as Secretary.

Forum theme

- Outline EL forum agenda, introducing its theme of 'Empowering our workforce'.
- Share your views on the requirement for / importance of an empowered workforce.
- Outline what you'd like or expect the EL cohort to take away from the day.

The role of the EL manager in AGD

- Outline any specific expectations you have of the EL cohort as employees, managers and leaders within the department.
- Share your thoughts on leading with emotional intelligence.

Department's current strengths and limitations

- Share personal observations and reflections of your time in the role as Secretary of the department.
- Share your personal views / perspective as to future challenges for the department.

Closing messages

- Look forward to fruitful discussion and initiatives to come from the afternoons discussions.
- Encourage participants to make the most of this rare opportunity where the majority of the EL cohort is in one room to actively participate in the sessions to follow and to broaden their networks.
- Welcome questions from the cohort.
- Handover to Tony Sheehan who will lead the session relating to our current operational environment.

Talking Heads – John Denton AO

Monday 18 May 2015

Talking Points – Secretary

- It is my great pleasure to welcome Mr John Denton to speak to the Department today.
- Mr Denton is a partner and the CEO of the prominent Australian law firm Corrs Chambers Westgarth, and has had a distinguished career spanning the law, business and public service.
- He is a recognised legal expert in the areas of workplace relations, government and international trade and investment.
- In the business world Mr Denton is also a leading advisor with a global reputation.
- He is Chair of the Business Council of Australia's Global Engagement Taskforce, a founding member of the Australia-China CEO Roundtable and a member of the Australian B20 Leadership Group.
- He has been Chairman of the United Nations High Commission for Refugees Australia for over a decade.
- In his former career Mr Denton was a diplomat serving abroad with the Department of Foreign Affairs and Trade in Moscow, New York and Baghdad.

- In 2015 Mr Denton was made an Officer of the Order of Australia for his work in business and commerce, the arts, social welfare and with refugees.

Please join me in welcoming Mr John Denton.

Talking Heads – Fr Frank Brennan SJ

Thursday 18 June 2015

Talking Points – Secretary

- It is my great pleasure to welcome Father Frank Brennan to speak to the Department today.
- Father Brennan is a Jesuit priest, Professor of Law at the Australian Catholic University and Adjunct Professor at the ANU College of Law and National Centre for Indigenous Studies.
- He is a respected commentator on legal and human rights issues, and is the author of a number of books on civil liberties, Indigenous affairs and the role of religion in Australian politics and law.
- His latest book, *No Small Change: The Road to Recognition for Indigenous Australia*, considers how far Australia has come since the 1967 referendum and how much work still lies ahead for achieving reconciliation.
- Father Brennan was appointed an Officer of the Order of Australia in 1995 for services to Indigenous Australians, particularly as an advocate in the areas of law, social justice and reconciliation.

Please join me in welcoming Father Frank Brennan.

Short Form Meeting Brief – AGD Intensive Leadership Program Final Presentations

Monday 20 July, 2:00pm – 4:30pm

ALIC, Yellow Edge, 9 Sydney Avenue, Barton

Suggested speaking points:

Welcome [Tony Sheehan, Program Sponsor]

- Welcome to the 2015 ILP final presentation and your final as Deputy Secretary of AGD
- Your experience so far
- Handover to Yellow Edge to facilitate the session

Program Agenda [Discussion open to all panel members]

- A program agenda has been outlined at **Attachment A**

Closing messages [Chris Moraitis, Secretary]

- Thank participants for their considered presentations, discussion and insights to their learning and of the program.
- The program has helped begin and carry on helpful conversations about leadership. It has allowed our leaders to reflect and think about their practice of leadership and explore ways of doing things better.
- By completing the Intensive Leadership Program, you have demonstrated commitment and engagement. There is a responsibility now to bring your learnings, ideas, techniques and approaches back to the workplace to make a real and tangible difference to the people that you lead and the work that we do.
- A successful program is the result of many people working well and hard together.
 - Thank the Deputy Secretaries who have all been fully engaged and highly supportive of the program and related initiatives.
 - Thank the People Strategy Branch who together with Yellow Edge have delivered a very successful leadership development program.

Secretary Meeting Brief – Welcome to AGS

Wednesday, 1 July 2015, 12.30pm – 1.30pm AGD Training rooms, 3-5 National Circuit

TOPICS

- AGS Consolidation
- Secretary’s Review of Commonwealth Legal Services and Other Reviews
- AGD Priorities and challenges

KEY MESSAGE	KEY ISSUES
Acknowledge of country	<ul style="list-style-type: none"> • I would like to start by acknowledging the Ngunnawal people who are the traditional custodians of the land. • I would also like to pay my respect to their elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people present today.
Welcome	<ul style="list-style-type: none"> • It’s nice to have you all here today – I’d like in particular to say hello to AGS staff who have joined us from AGS offices around the country and any AGD staff watching via live stream. I am joined today by Ian Govey, the Australian Government Solicitor.
Welcome to our new colleagues in AGS	<ul style="list-style-type: none"> • The consolidation of AGS with the Department commences from today and I want to welcome AGS employees into the Department. • Today is the culmination of a consolidation exercise that started barely six months ago. This achievement is a testament to the hard work undertaken collaboratively across AGD and AGS. Both Ian and I want to acknowledge the enormous amount of work that has taken place behind the scenes to deliver on this important government priority. • Some of you will know or remember that AGS had been part of our Department for all but 15 of its 110 years of operation and it is great to have you back. • The consolidation will strengthen the Department’s capacity to provide the Attorney-General, the Government and our clients with a comprehensive

<p>Key Messages about Consolidation</p>	<p>source of authoritative advice on key Commonwealth legal and legal policy issues.</p> <ul style="list-style-type: none"> • I want to make some brief remarks about consolidation today, what we have achieved so far and the work that will need to continue to ensure the delivery of high quality legal services on the core legal business of the Commonwealth and the most critical matters of state. • Put simply, consolidation is unambiguously a good thing - for AGD, AGS, AGS's clients and government generally. The Attorney-General's support for an ongoing and viable AGS is on the public record. • AGS will continue to provide the same high quality legal services to clients and will continue to operate on a competitive basis, and charge commercial rates, for the great majority of its work. • We have worked hard to ensure AGS maintains its functional independence. • Work has been undertaken to minimise any change for external clients including by ensuring that AGS remains as a provider on the Legal Services Multi-Use List. • We've taken additional steps so that AGS's functional independence is reinforced both to Commonwealth stakeholders and external clients. We have developed a Confidentiality Protocol to protect the confidentiality of AGS client information and records. This protocol was signed this morning and will be made available to clients. The protocol articulates the existing obligations of AGS in relation to client confidential information and makes their continuation abundantly clear for clients. • We have also ensured by legislative amendments that AGS can continue to appear and be known as the AGS.
<p>Invite Ian to Address the Audience for 5-10 mins</p>	<ul style="list-style-type: none"> • I would like invite to Ian Govey, the new Australian Government Solicitor to make some remarks on this important occasion. • Ian's ongoing role as head of the AGS Group recognises his excellent leadership as AGS CEO and the contribution he has made to ensuring AGS's commercial success over the last few years. • I am confident that under his leadership, the focus on strong client service

	<p>standards will remain.</p> <ul style="list-style-type: none"> • I would also like to recognise the positive, constructive role Ian has played in the consolidation process. • I look forward to working with Ian as part of the Departmental leadership team and welcome him back to AGD too.
<p>Secretary's Review and other Reviews</p>	<ul style="list-style-type: none"> • [thank you Ian] • With the completion of this first stage of consolidation, there are a number of matters which we will now turn our minds to as a Department. • One of these will be EA arrangements. As many of you know, the proposed Attorney-General's Enterprise Agreement 2015 did not receive majority support in the employee ballot which closed yesterday. • AGD leadership we will come together soon to discuss next steps for the two expired agreements. • AGS non-SES employees, who commence as AGD employees today, will be involved in the new bargaining process. The intended coverage of employees within the AGS Group of the department will require careful consideration of management proposals to ensure that the remuneration and other conditions contained in the next offer are suitable for the AGS operating environment. • We will also begin turning our attention to how we as the Commonwealth should be obtaining and providing legal services. • I will shortly be undertaking a review of Commonwealth legal services to identify efficiencies that can be gained in government legal costs across the broader public service. • This review will be conducted within the department, with a project team led by [REDACTED] from Civil Law Division, and will incorporate an appropriate level of external advice and evaluation. • The purpose of the Review is to ensure that high-quality coordinated and aligned advice is provided to Government in the future. • I will look to the Commonwealth legal services market as a whole and consider how to deliver the best outcomes for the Government from the full

	<p>array of legal services available.</p> <ul style="list-style-type: none"> • The Review will examine the provision of legal services to the Commonwealth, how we organise ourselves to provide those services, and what elements of Commonwealth legal work are or should be sourced commercially. • This will necessarily include considering the role of in-house legal practices in Commonwealth departments and agencies. • Government and private sector stakeholders will be invited to participate in the consultation process for this review. • AGS and areas of AGD have been consulted as part of setting up the review and drafting the terms of reference. • I welcome the early engagement that AGS and AGD have had with the Review to shape its focus, and I look forward to our continuing engagement with you all. • This review will complement two other reviews which are being undertaken within AGD. They are: <ul style="list-style-type: none"> ○ AGD’s functional and efficiency review as part of the Government’s ‘Efficiency through Contestability Programme’. This review will be conducted by an independent reviewer and will assess the department’s programmes and activities to ensure departmental functions are aligned to government priorities and are being delivered as effectively and efficiently as possible. The review will work towards the Government’s ambition to deliver a smaller, more agile and better integrated government. ○ A Review of Corporate Services undertaken by AGD and AGS’s auditors to identify transitional costs and possible efficiencies that result specifically from consolidation. This review is being conducted independently of the Functional and Efficiency Review but its outcomes will be considered as part of this latter review.
<p>Priorities and challenges</p>	<ul style="list-style-type: none"> • One of the great things about AGD is the breadth of work that we undertake within our portfolio. We have the most portfolio agencies amongst all portfolios.

- From Emergency Management to international law and from overseeing the AFP and ASIO to overseeing national art institutions like the National Gallery. And now we further expand this breadth by welcoming back the Government's leading lawyers to the Department.
- At first glance, it can be difficult to discern a common thread uniting the diverse responsibilities of the Attorney-General's Department.
- However, civil and criminal justice, national security, emergency management and the arts—these are the basic public goods which provide the foundations for the freedom, productivity and happiness of Australians.
- A flourishing society is protected by the rule of law; its citizens are safe and secure and have access to a sound justice system; a flourishing society is evidenced by a rich cultural life.
- Delivering these public goods—the building blocks of a thriving nation—is the unifying responsibility of the Attorney-General's Department.
- I thought it would be a good time to take this opportunity to highlight some of the priorities in the portfolio.
- We'll start off with National Security and Criminal Justice.
- The Department continues to be extremely busy progressing government priorities in this space. This includes:
 - working closely with policy departments and operational agencies to develop significant counter-terrorism policy reforms, and engaging with communities to counter violent extremism
 - progressing very significant reforms to our national disaster funding arrangements , to move from responding to disaster recovery to mitigating against them and to better protect and prepare our communities
 - negotiating on national reforms in law enforcement policy, including on constitutional referral of powers on unexplained wealth and merging Crimtrac and the Australian Crime Commission to significantly boost the national criminal intelligence capability; and

	<ul style="list-style-type: none">○ engaging with our international partners to strengthen the capacity of our partner countries to develop and implement effective legislation.● In the Civil Justice and Legal Services Group:● Importantly, today also marks the first day of the new Administrative Appeals Tribunal, following the amalgamation of the four key Commonwealth merits review tribunals.● This is a significant reform in the federal administrative law landscape, and will further support and promote independence, transparency and efficiency in decision making, and good public administration.● This has been achieved through the commitment, hard work and collegiality of staff in this department, the tribunals and other Commonwealth departments.● And today also makes the commencement of the new National Partnership on Legal Assistance, which again involves significant reform and which again has been achieved through the hard work and commitment of our staff.● The priorities for the year ahead on the civil justice and legal services side of the department include:<ol style="list-style-type: none">1. the Review of Commonwealth legal services as I just mentioned.2. Streamlining and improving the sustainability of the federal courts<ul style="list-style-type: none">○ We will continue to work hard and consult closely with the federal courts to implement a package of measures that will ensure the courts are in a strong financial position and able to deliver efficient and effective services. This includes merging the back office functions of the federal courts from 1 July 2016.3. The establishment and delivery of a National Program for Excellence in the Arts<ul style="list-style-type: none">○ The Ministry for the Arts is well equipped to administer this important Program which will support a diverse range of cultural activities and encourage commercially successful ventures in the
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	<p>arts.</p> <p>4. Continued provision of high quality legal and legal policy advice by the Office of International Law and the Office of Constitutional Law on some very significant issues for Government, including national security, migration and <i>Williams</i>.</p>
Closing Remarks	<ul style="list-style-type: none">• Before I close and invite you to partake of the refreshments outside, I want to take this opportunity to acknowledge the enormous amount of work undertaken by the Joint Project Team to get to this point.• The project was a complex one and its success hinged on the effective collaboration between AGS and AGD.• I am pleased to report that it is evident to Ian and I, that very productive partnerships have developed between many of you in AGD and AGS. These partnerships and the goodwill that goes with them, will be critical as we all work together to bed down the consolidation over the next 12 months.• Officers of the Attorney-General’s Department and AGS are dedicated and astute professionals, and I know that all of us will continue to work together to achieve a just and secure society and culturally rich Australia.• I would like to take this opportunity to thank the Joint Project Team consisting of: [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED] and [REDACTED]. They have joined with many AGS and AGD colleagues to ensure consolidation by 1 July.• They were very capably led by the Steering Committee including: Ian Govey, David Fredericks, Louise Vardanega and Matt Minogue. I would also like to thank them for their leadership.• I invite you now to help celebrate this event by sharing some of the refreshments outside.• Thank you and goodbye to the AGS staff participating via video conference.

Talking Heads – Professor Fiona Wood AM

Tuesday 21 July 2015

Secretary to introduce Professor Fiona Wood.

Talking Points – Secretary

- It is my great pleasure to welcome Professor Fiona Wood to the department today.
- Professor Wood is an eminent surgeon and researcher in the field of burns care
- She is:
 - Director of the Burns Service of Western Australia
 - a Consultant Plastic Surgeon at Fiona Stanley Hospital and Princess Margaret Hospital for Children in Perth
 - Winthrop Professor in the School of Surgery at the University of Western Australia, and
 - Co-founder of the Fiona Wood Foundation.

- Professor Wood is best known for her work in pioneering the 'spray on skin' technique which greatly reduces permanent scarring in burns victims and is used worldwide.
- She is a trusted leader in times of crisis and emergency management, having led a team at the formerly named Perth Royal Hospital to save a number of patient survivors of the Bali Bombings in 2002.
- She is a Member of the Order of Australia and was named both Western Australian Citizen of the Year and Australian of the Year in 2005 for her contributions to medicine in the field of burns relief.

Please welcome Professor Fiona Wood.

Secretary Short Form Meeting Brief

AGD Senior Leadership Forum

Wednesday 22 July, 12:30pm – 6:00pm at the National Portrait Gallery

Suggested speaking points:

Welcome

- Acknowledgement of Country
- First AGD Senior Leadership Forum post AGS-AGD consolidation on 1 July
- Welcome the opportunity to come together as a leadership group to network and discuss relevant issues
- Provide an overview of the forum agenda

Vision for the department moving forward

- Share personal observations of the department approximately one month on from the consolidation
- Draw comparisons on the successful consolidation of the Ministry for the Arts
- Reiterate your expectations of the senior leadership cohort post consolidation
- Reflect on AGD's diverse culture, exploring common values
- Discuss/elaborate on the ties that bind us as one department:
 - support to the Attorney-General as the Commonwealth's first law officer
 - the rule of law
 - our responsibilities support the foundations of society
- Encourage senior leaders to think departmentally and the interest of the 'greater good'
- Reflect on future challenges/opportunities

Introduction of Keynote Speaker – Akiko Jackson

- Ms. Akiko Jackson is an independent management consultant and a senior executive with deep and broad financial services experience. She has worked in both strategy and line roles for large financial institutions in Australia, Japan and the U.S. for more than twenty years.
- She also provides management consulting service to large and medium size companies on strategy development, transformational change implementation and risk management with a focus on organisational capability development.
- Most recently, she was a member of Australian Treasury Advisory Council, Chair for the capability review of the Department of Veterans' Affairs and a senior reviewer for the review of the Department of Immigration and Citizenship, Australian Customs and Border Protection

Services and the Department of Employment.

- Akiko is a lawyer with an MBA from Stanford, a Fulbright scholar and a Graduate of the Australian Institute of Company Directors.

Farewell Tony Sheehan

- Talking points to be provided

Secretary Meeting Brief – *ConnectSpace*

Wednesday, 5 August 2015

AGD Training rooms, 3-5 National Circuit

TOPICS

- Building our culture
- Role of APS staff in delivering departmental priorities

KEY MESSAGE	KEY ISSUES
Welcome	<ul style="list-style-type: none"> • Thank you for inviting me to ConnectSpace. As you know, I think this is a great initiative and support our staff engaging across divisions and business groups to talk about some of the matters that relate to all of us, regardless of our specific roles. • It's been a full agenda this afternoon and I trust you'll all take away some key points that you'll be able to implement in your roles. • I'm particularly pleased that you have dedicated some time to think and talk about emotional intelligence in the workplace. It's something I spoke to the EL cohort about this morning, and I'd encourage you to continue talking about with your managers. It'd be great to have a department where we all worked together on building this important skill. • I'm here today to share with you some of my thoughts about the key priorities and challenges for the department in the year ahead.
Building our culture	<ul style="list-style-type: none"> • One of the things I would like us to all focus on is our culture, and this is something I spoke at length about with our senior leaders at the recent SES forum. • Particularly in the context of the AGS-AGD consolidation, we have a great opportunity to consider our organisational identity and continue to build our culture. • This is not without its challenges though and I spoke to the SES about the need for strong leadership when driving cultural change. • My message to you, at the APS level, is similar. You too can be leaders in this

	<p>and make a great contribution to our organisation. We all have a responsibility to engage with change and contribute to successful outcomes.</p> <ul style="list-style-type: none"> • We need to unite as one department – which we can do by starting a discussion about the values and aims that are common to all of us, no matter which area we work in. • Identifying our common values, while recognising and respecting the diversity of our work and our skills, is an important step towards a strong, unified AGD.
Role of APS in delivering on departmental priorities	<ul style="list-style-type: none"> • I'd like to take this opportunity to acknowledge that a lot of the work in this department is done at the APS level. You are the biggest cohort of staff and the engine room of our organisation. • The contribution of APS level staff is essential if we are to deliver on our objectives for our Ministers, the Government more broadly and the Australian public. • Thank you for your ongoing commitment to the work of AGD. I hope that, like me, you find AGD to be a professional and enjoyable workplace.
Off the Cuff	<ul style="list-style-type: none"> • I'll be talking a bit more about some of the work being done around the department tomorrow at Off the Cuff and I encourage you to come along.
Open to questions	<ul style="list-style-type: none"> • I'd now like to open to the floor and provide you all with the opportunity to ask any questions.

If asked:

EL Recruitment process	<ul style="list-style-type: none"> • The APS-level recruitment has been complete and we've made around 50 offers (approx 25 internal promotions, and 25 external offers) from that process. It was the first bulk round since 2013. • The EL recruitment is a large process, and it has been around three years since we've been able to recruit at that level. The interview stage is now complete and we are seeking referee reports. I expect the process will be finalised by the end of the month. • It is important to remember that there will be many more found suitable than vacant positions available. Despite the lift on the Interim Recruitment arrangements, we still have to manage our staffing levels to be within our
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affordable budget.

- Merit pools from recruitment processes will be in place for 12 months from the date the opportunity was advertised in the Gazette.
- The merit pool for the APS 3-4 round will therefore be in place until 14 January 2016 ; the merit pool for the APS 5-6 and Legal Officer round will be in place until 14 January 2016; and the merit pool for the EL round (still underway) will be in place until 22 March 2016.

Secretary Meeting Brief – Off the Cuff

Thursday, 6 August 2015, 12.00 – 1.00pm

AGD Training rooms, 3-5 National Circuit

TOPICS

- Secretary’s travel
- Visit from Attorney – MH17
- Change in leadership and structure
- Disability Champion
- AGD Senior Leadership Forum
- AGS Consolidation – next steps
- Unconscious Bias Cultural Audit
- Corporate Plan
- Shared Services
- EA Bargaining
- New PPI cycle
- Garran Strategy Series
- Success Story - PNG Combatting Corruption Project
- Workplace Relations Committee

KEY MESSAGE	KEY ISSUES
Acknowledgement of country	<ul style="list-style-type: none"> • I would like to start by acknowledging the Ngunnawal people who are the traditional custodians of the land on which we meet. • I would also like to pay my respect to their elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people present today.
Welcome	<ul style="list-style-type: none"> • It’s nice to have you all here today – in person or via the live stream. • I have lots to talk about today and, as usual, I am happy to take any questions or comments afterwards.
Secretary’s travel	<ul style="list-style-type: none"> • Last week I accompanied Minister Keenan to New Zealand where he held bilateral talks with a range of Ministers to: <ul style="list-style-type: none"> ○ reinforce national security ties ○ build law enforcement cooperation ○ strengthen natural disaster response capability • International partnerships play a vital role in national security strategies.

	<p>Keeping Australia safe is a key priority for the Australian Government and so it is prudent that we work closely with New Zealand to develop effective trans-Tasman counter-terrorism capabilities.</p> <ul style="list-style-type: none"> • The visit reaffirmed the close bonds between Australia and New Zealand and allowed the Minister to express Australia’s continued appreciation for the important role that New Zealand plays in the Pacific region in law, justice and regional security. • In the coming weeks, I will also be travelling to Indonesia, Malaysia and Singapore.
<p>Visit from Attorney – MH17</p>	<ul style="list-style-type: none"> • In mid-July we marked the first anniversary of the downing of Malaysia Airlines flight MH17. • The Attorney-General visited the department last month to present us with a sculpture on behalf of the Dutch Ambassador as a token of the Netherlands’ gratitude for our efforts. • Over the past year, the Government’s domestic and international response to MH17 has remained a major priority and many AGD staff have played a major role in this. • I would like to echo the Attorney’s words and recognise the contribution of: <ul style="list-style-type: none"> ○ International Law and Human Rights Division ○ International Crime Cooperation Division ○ Emergency Management Australia ○ Information Division ○ National Security Law and Policy Division
<p>Change in leadership and organisational structure</p>	<ul style="list-style-type: none"> • As you are aware, Tony Sheehan finished with the department last week. • Tony led both the Strategic Policy and Coordination Group and the National Security and Criminal Justice Group during his 4 ½ years in AGD. • Tony made a great contribution to the department including in his roles as Disability Champion, LGBTI Champion and the Executive Sponsor of the Intensive Leadership Program. • This week, David Fredericks has taken up the role as the Chief Operating Officer

	<p>and, as the group welcomes David, they have also added the Ministry for the Arts and the Defence Abuse Response Taskforce to their ranks. To reflect this, the group is now known as the Strategic Operations, Coordination and Arts Group.</p> <ul style="list-style-type: none"> • Greg Manning is filling David’s role in the Civil Justice and Legal Services Group while we undertake a recruitment process.
<p>Disability Champion</p>	<ul style="list-style-type: none"> • With Tony’s departure the Disability Employee Network was looking for a new Champion. I am very keen to take up this role, and I will be joined by Matt Hall who will also be a Disability Champion, and Matt will assist me in driving disability confidence in the department. • A fortnight ago I heard the outcomes of the Intensive Leadership Program projects. One of those had the challenge: <i>Building a disability confident organisation</i>. It was a well thought out project with some practical recommendations, and I’ve asked Rachael to take this work forward. In fact, I should highlight that People Strategy Branch has made significant progress since developing the Disability Action Plan with the DAP Working Group – and some of the recommendations are already underway but this project demonstrates that they may not be not well known, such as centralising the funding for reasonable adjustments. We’ll do more to raise awareness. • Still on the topic, the department is joining seven other Commonwealth departments to participate in a Disability Policy Project (Institute of Governance and Policy Analysis, University of Canberra). You’ll hear more about this shortly, and will have an opportunity to engage through focus groups and a survey. • I have to also congratulate the Graduate Fundraising Committee who raised funds for the Special Olympics. I’m very sorry I was not able to attend the event last Friday, I’m told [REDACTED] spoke about his achievements with the Special Olympics, and then you were treated to a highly competitive table tennis match between Tony and David, refereed by Katherine. Apparently people are calling for this to be an annual event!
<p>AGD Senior Leadership Forum</p>	<ul style="list-style-type: none"> • At the end of July the Senior Leadership cohort met for the first time since the AGS-AGD consolidation. • I shared with our senior leaders, my expectations of them and some of our key

	<p>priorities for the months ahead.</p> <ul style="list-style-type: none"> • I spoke about our organisational identity. • We need to unite as one department – which we can do by starting a discussion about the values and aims that are common to all of us, no matter which area we work in. • Identifying our common values, while recognising and respecting the diversity of our work and our skills, is an important step towards a strong, unified AGD. • We also heard from Akiko Jackson, who talked to us about how we can make transformational change successful and sustainable. I spoke to the SES about their role as leaders, but we all have a responsibility to engage with change and contribute to successful outcomes. • It was a good opportunity for our senior leaders to reflect on the past year and to prepare for the opportunities and challenges we have ahead of us.
<p>AGS Consolidation – next steps</p>	<ul style="list-style-type: none"> • It's been a month now since the AGS-AGD consolidation took effect and I'm pleased to report that it has been a successful process. • I would like to acknowledge the hard work of many teams and individuals across AGS and AGD who have supported the transfer of AGS staff to AGD to get us to this point. • While the logistics of the consolidation process are now complete and we have formally welcomed our AGS colleagues into AGD, there is still much work to do be done, particularly around building our shared culture. Cultural change can take some time and requires strong leadership. Ian and I will now be working closely on this. • AGD is a high performing department and AGS has just completed one of its most successful trading years in recent times. However, we can't become complacent and, in the year ahead, we will be focusing on how we can do things better or more efficiently. • The review of corporate services, the Functional and Efficiency Review and my upcoming review of legal services will assist us in identifying priority areas in order to strengthen our capacity to provide the Attorney-General, the Government and our clients with quality advice and legal services.

<p>Unconscious Bias Cultural Audit</p>	<ul style="list-style-type: none"> • One of the areas of our shared culture we will be exploring over the coming months is how unconscious bias manifests at AGD. We are in the early stages of planning for a cultural audit that will identify what impact unconscious bias has on individuals, employee groups and our organisation more broadly. • The benefits of greater diversity in the workplace are well documented and so I am keen to explore the barriers to achieving greater diversity here at AGD. • All staff will have an opportunity to participate in research for this cultural audit in the coming months through participating in focus groups, staff interviews and an all staff survey. • I hope that we will identify interventions and strategies to improve the impact of bias and create a more inclusive culture. • Look out for more on this in the coming months.
<p>Corporate Plan</p>	<ul style="list-style-type: none"> • Our 2015–16 Corporate Plan—the first to feature both AGD and AGS as a combined entity—is currently being considered by the Attorney and the Minister. • The Plan outlines our purpose, our strategic priorities and activities, and our approach to delivering quality advice and services to the Australian community. • The Plan will be published on our website by the end of August. • This year is the first year that the department, and other Commonwealth agencies, must release their corporate plan to the public. • This means our Corporate Plan now plays a dual role. <ul style="list-style-type: none"> – As with previous years, it will guide us as a department in focusing on our strategic objectives and in understanding how each of us supports work to achieve the department’s purpose—that is, enabling government to achieve a just and secure society and a culturally rich Australia. – But it will also now play a key role as a public document informing government, Parliament, and the Australian community: <ul style="list-style-type: none"> ○ who we are ○ what we do ○ how we do it,

	<p>and, most importantly:</p> <ul style="list-style-type: none">○ why what we do is important.● A performance framework will be included in the Plan for the first time.<ul style="list-style-type: none">– This framework indicates how we will measure our community impact; our effectiveness; our efficiency; and our professionalism, skills and commitment.– A new, annual stakeholder survey will contribute to the evidence-base that supports reporting on this framework in our 2015–16 Annual Report.● I hope you will take the time to familiarise yourself with the Corporate Plan on its release later this month.
Shared Services	<ul style="list-style-type: none">● As you are aware, there are whole-of-government reforms to drive efficiencies and create a more agile and better integrated public sector.● In line with these reforms, the Department of Finance is managing the Shared and Common Services Programme. It aims to consolidate the provision of transactional and other common services to a small number of Australian Government shared service centres. The focus is on low complexity, low risk and high volume corporate services.● The key decision for all non-corporate entities to make is whether to be a provider or a consumer of shared services.● Executive Board has been considering how our corporate services might best be delivered in the future and has agreed that AGD will be a consumer of shared services.● We have commenced discussions with external shared service providers to explore what this might look like.● We are in the early stages of this work and are conducting a thorough analysis to inform our implementation plan and timelines for transitioning services.● At this stage, we have agreed that AGS would transition to the Shared Services Centre in a second stage, to ensure that the service centre can adequately support AGS's core business without increasing its costs.● I will keep you up to date on key information and decisions as they are made. If

	<p>you have any questions about Shared Services I encourage you to contact Justin Keefe.</p>
<p>EA Bargaining</p>	<ul style="list-style-type: none"> • As you are aware, the proposed AGD Enterprise Agreement did not receive majority support in the recent ballot. • We are now considering how we will progress with the negotiations, particularly in our new landscape with the consolidation of AGS within AGD and with both Enterprise Agreements nominally expired. • I understand many of you have provided feedback about the vote and about how you would like to be engaged and informed as we continue. Thank you for your input. We'll share the findings of that survey with you shortly. • Executive Board will be discussing the approach to enterprise bargaining in the coming weeks and I will update you on the way forward as this becomes clear. • We will also be re-issuing the Notice of Employee Representational Rights (NERR) in August. If you have any questions, you can contact the EA Bargaining team in People Strategy Branch.
<p>New PPI Cycle</p>	<ul style="list-style-type: none"> • I trust you have all made time to have your end of cycle performance conversation with your manager and that, as you reflected on the past year, you were encouraged by your achievements and challenged to continue striving for excellence in all that you do. • It is now timely for you to be thinking about what you would like to achieve in the year ahead and I hope that you have started the conversation about your 2015-16 performance agreement with your manager. These need to be finalised by 14 August in AGD and, I understand within a similar timeframe in AGS, so if you haven't already done so, I encourage you to make this a priority. • For staff here in Canberra, over the last few months People Strategy Branch has been hosting a great Series of Events to support you in your performance conversations. This month we will conclude these sessions by considering how we can respond to, and embrace, change in the workplace. • I encourage those of you who can to continue participating in these events.
<p>Garran Strategy Series</p>	<ul style="list-style-type: none"> • On 27 July David Fredericks hosted the fourth Garran Strategy Series discussion, on 'The Family Law Act and the Changing Shape of the Family'.

	<ul style="list-style-type: none"> • The Garran Series supports forward thinking and strategic planning around significant policy challenges confronting the portfolio and government. • Involvement in the Series creates the space for senior leaders—from within and outside the department and government—to step away from their day-to-day challenges, and think creatively about the future. • This latest event brought together leaders from Commonwealth departments, the Family Court, the Australian Human Rights Commission and peak organisations. • The discussion ranged across varied themes including the diversity of family structures, the best interests and agency of the child, and how to shape the family law system—and related frameworks—to best support the families of the future.
<p>Success Story - PNG Combatting Corruption Project</p>	<ul style="list-style-type: none"> • I would like to acknowledge the achievements of our PNG Combatting Corruption Project team this week. AGD officers are assisting Papua New Guinea to strengthen its anti-money laundering/counter-terrorism financing regime. • On 30 July 2015, the PNG Government passed 5 bills, with the assistance of AGD and AUSTRAC. This impressive legislative achievement is the culmination of intensive policy development work in recent years. It is a necessary part of ensuring that PNG is not blacklisted by the Financial Action Task Force (FATF). It was made possible by extensive assistance from AGD lawyers in Canberra and our Strongim Gavman Program advisors in PNG. It was a great day for the partnership between Australia and PNG on law and justice issues. • I congratulate the AGD officers involved in this project for this achievement.
<p>Workplace Relations Committee</p>	<ul style="list-style-type: none"> • You would have seen my email earlier this week reintroducing the AGD Workplace Relations Committee (WRC) – for our AGS staff, this is the equivalent of your Employee Council. • I see the WRC and Employee Council as important tools for consultation with staff. • I would like to acknowledge the contribution of the committees and encourage you to engage with your representatives. • The WRC committee is currently seeking representatives from AGD staff at the

	<p>EL2/PLO level and I'd encourage staff at this level to consider nominating for this important corporate initiative.</p> <ul style="list-style-type: none"> • If you are interested in contributing to AGD in this way contact People Strategy Branch.
Monis	<ul style="list-style-type: none"> • As you know, the Department has prioritised responding to the Sydney Siege event since it occurred last year. • In this context, I alongside with Tony and Katherine have appeared before the Senate Committee on Legal and Constitutional Affairs to provide evidence on the Department's handling of Monis correspondence. • I've decided to address this today because I'm aware of the media coverage around the hearings. • I acknowledge mistakes were made in the Department. • I wanted to speak to you directly today to emphasise my view that everyone involved in the Monis support work was acting in good faith and trying to do their best. • I understand the work occurred in a context of an extremely busy period on national security matters. • I'm looking forward to putting this period behind us so we can focus on building on the lessons we learned. • Overall I have been impressed with the dedication and professionalism of AGD officers. Thank you for your continued efforts.
Open to questions	<ul style="list-style-type: none"> • I'd now like to open to the floor and provide you all with the opportunity to ask questions of myself, of my executive team.

If asked:

EL recruitment process	<ul style="list-style-type: none"> • The APS-level recruitment has been complete and we've made around 50 offers (approx 25 internal promotions, and 25 external offers) from that process. It was the first bulk round since 2013.
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| | <ul style="list-style-type: none">• The EL recruitment is a large process, and it has been around three years since we've been able to recruit at that level. The interview stage is now complete and we are seeking referee reports. I expect the process will be finalised by the end of the month.• It is important to remember that there will be many more found suitable than vacant positions available. Despite the lift on the Interim Recruitment arrangements, we still have to manage our staffing levels to be within our affordable budget.• Merit pools from recruitment processes will be in place for 12 months from the date the opportunity was advertised in the Gazette.• The merit pool for the APS 3-4 round will therefore be in place until 14 January 2016 ; the merit pool for the APS 5-6 and Legal Officer round will be in place until 14 January 2016; and the merit pool for the EL round (still underway) will be in place until 22 March 2016. |
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Attorney-General's Department

2015 Departmental Awards

Thursday, 27 August 2015, 10:30am – 11:30am

ORDER OF CEREMONY

Secretary (commence at 10:30am)

- Opening comments
- Secretary Awards

David Fredericks

- Reconciliation Awards

Secretary

- Leadership Award
- Academic Achievement Award

Secretary to conclude Awards Ceremony

(conclude at approximately 11:15pm)

- Refreshments served

SPEAKING NOTES

Secretary – Chris Moraitis

- Welcome - including to those streaming and watching via video conferencing.
- Acknowledge AGS and their first awards as part of AGD.

- Acknowledgement of Country

I would like to acknowledge the Ngunnawal people who are the traditional custodians of this land. I would also like to pay respect to the elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people present.

- Reflect on the achievements of the department over the past 12 months.
- Discuss the significance of awards and recognition.
This year nominations were received across all award categories, comprising 19 individuals and 18 teams, giving the executive the hard task of only choosing a handful of winners.

- Explain change to awards – i.e. Deputy Secretary Awards now all Secretary Awards.

- Outline order of ceremony:

- Secretary awards
- David presenting Reconciliation Award
- Secretary presenting Academic Achievement and Leadership Awards
- Refreshments served

- Give instructions to award recipients:

- *On hearing your name, please approach the stage.*
- *I will present you with your certificate and trophy.*
- *We'll then have a photo.*

Secretary Award:

The Legal Assistance Reforms Team (Access to Justice Division)

For the successful negotiation of a new National Partnership Agreement on Legal Assistance Services.

Esther Bogaart, Brittany Quayle, Adam Brooker, Jayne Baker, Anna Bull, Brad Smith and Kahlia Jackson.

[Pause for applause]

- The Legal Assistance Reforms Team has demonstrated perseverance, agility and resilience in bringing together their knowledge to negotiate a new National Partnership Agreement on Legal Assistance Services.
- The team established solid working relationships with their State and Territory counterparts, as well as central agencies and key legal assistance stakeholders.
- The team developed the National Strategic Framework to provide guiding principles for legal assistance funding from all sources and all levels of government.
- This project was a true team effort and the contribution of the Indigenous Legal Assistance and Community Legal Centres were a key part of the projects success.
- As a result, this project has set up the sector for more consistent planning and reporting, which will have a much *improved basis for policy advice to Government.*

[Present award and certificates; pause for photo.]

Secretary Award:

Mathew Bradby (AGS Finance Team– Melbourne)

For being a creative thinker and change agent to achieve a high standard of rigor and reliability in delivering a successful and nationally consistent approach to financial management.

[Pause for applause]

- Mathew works hard to bring a high standard of rigor and reliability to AGS's financial arrangements and is a highly trusted and respected member of the Dispute Resolution Management Team.
- His sound, holistic and practical business advice is a necessary driver of the Dispute Resolution's business outcomes.
- Mathew works closely with the senior practitioners on major matters including the management of costs and progress against estimates. Mathew has also represented AGS in negotiations with clients in relation to whole of agency pricing arrangements.
- Mathew's efforts help ensure that AGS delivers a successful and nationally consistent approach to financial management. He is an important contributor to the work of Client Services, providing assistance with financial analysis and reporting.
- Over the last 12 months Mathew has made a valued and important contribution to the Elite project, a new IT system to help reduce the administrative burden within AGS, in preparation for the rollout of this significant new financial software program. He is also an important senior leader and role model in the Melbourne office.
- Mathew is a creative thinker and a change agent. His contribution to recent work developing new pricing arrangements in preparation for consolidation, together with his work on business models and processes for the Elite project, are great examples of this.

[Present award and certificate; pause for photo.]

Secretary Award:

Telecommunications Data Retention Team (National Security Law and Policy Division)

For dedication and perseverance in developing and implementing Australia's telecommunications data retention scheme.

Simon Lee, Parker Reeve, Catherine Bridges, Gregory Sadler, Sanchita Ekanayake, Charles Nugent-Young, Daniel Abraham, Jane Lloyd and Sabiq Tan.

[Pause for applause]

- The Telecommunications Data Retention Team led a fundamental and giant leap to address the impact of the changing telecommunications environment. I also would like to acknowledge the great support they received from Branka Gajic, Andrew Newman-Martin and Sonia Harris.
- The team drew together to support industry consultation, provide the Government with detailed and considered advice, and prepare legislation in extraordinary timeframes.
- The team did all of this while developing a novel industry support program and encountered policy obstacles that had to be experienced to be believed.
- Most importantly they delivered a product of exceptional quality under extreme pressure, and continue to demonstrate perseverance and dedication in the implementation of this ambitious project.
- The team were a credit to themselves and this department, and a true demonstration of both teamwork and AGD's ability to deliver ground-breaking reform in testing circumstances.

[Present award and certificates; pause for photo.]

Secretary Award:

Carmen Miragaya and **Daryl Adam** (AGD-AGS Consolidation Joint Project Team)

For deft leadership, resilience and an emotionally intelligent approach to an extremely sensitive project, leading to a successful outcome which now sees the consolidated department well placed to move forward.

- Carmen and Daryl have demonstrated an exemplary commitment to leadership through their role in the Joint Project Team for the AGS-AGD consolidation.
- With direct accountability to myself and Ian Govey, they established and led a team of AGD and AGS staff to deliver incredible outcomes.
- They supported a steering group of senior AGS, AGD and Department of Finance officials, working groups on subject matters ranging from HR, Finance, IT, Communications, Security, Property and Facilities, and progressing amendments to the Judiciary Act 1903.
- Carmen and Daryl recognised the need to build and harness the skills of diverse teams, ensuring that sometimes different interests were identified, managed and positive solutions proposed.
- They were outstanding in identifying the most appropriate leadership strategies for particular circumstances, calling on their full range of skills, emotional intelligence and resilience.
- The cornerstone of the success of the Joint Project Team was the trust and confidence they earned from all parties involved.

[Present awards and certificates; pause for photo.]

- Congratulate all recipients of this year's Secretary Awards.
- Invite David Fredericks, Reconciliation Champion, to present the 2015 Reconciliation Awards.

Secretary – Chris Moraitis

Leadership Award:

The Leadership Award was introduced in 2013 to recognise and celebrate leaders in AGD who demonstrate exceptional commitment to the AGD Leadership Expectations through their daily work.

- A leader enhances their strengths and addresses their weaknesses.
- A leader is responsible for their staff and will invest in their development.
- A leader has the courage to have a go and empowers others to do the same.

Recipient: Sara Samios (Tribunals Amalgamation Taskforce)

For outstanding achievement in providing leadership to the Tribunals Amalgamation Taskforce.

[Pause for applause]

- Sara was a strong and supportive leader of the Tribunals Amalgamation Taskforce.
- Joining the project whilst the team was undertaking an intense legislative process, she led by example, demonstrating calm, intelligent and confident presence in the team and developing positive relationships with key stakeholders.
- Her decisive and solutions focused approach produced results when complex issues arose.
- Sara's care, diligence and encouragement drove the team to perform and succeed, and resulted in the introduction of significant and complex legislation in a short period of time.
- Sara was able to harness the skills of each team member through her awareness of people's strengths and capabilities.

- She invested trust in the team, valuing the opinions and experiences of those around her and communicated issues regularly so the team was always on the front foot.
- Sara committed to developing junior members of the team. She made time to speak to people individually about their career aspirations, while sharing advice about her own experiences.
- With these skills she fostered a cooperative and enthusiastic workplace environment where officers felt supported, respected and valued for their contributions.
- Sara was nominated by her team.

[Present award and certificate; pause for photo.]

Academic Achievement Award:

The Academic Achievement Award celebrates an employee who has completed a course of study through the Study Assistance program and achieved the most outstanding results for their study whilst continuing to excel in the workplace.

Johanna Parker (Ministry for the Arts)

For dedication to the creation of world leading policy advice in the areas of museum collections and repatriation of Indigenous human remains.

[Pause for applause]

- Johanna was awarded the international student scholarship from the University of Leicester, England, in 2012 and completed a Master of Arts with a Distinction in Museum Studies in January 2015.
- As acting Director of the Museums and Repatriation section in the Ministry for the Arts, Johanna tailored her studies to ensure collation with her work priorities in order to bring an international and academic perspective to her work responsibilities.
- The University of Leicester is the leading university for museum studies in the world, and much of the work performed by the department in the area of protecting traditional cultural expressions and the repatriation of Indigenous human remains is seen as world's best practice.
- Johanna has been able to test these assumptions throughout her study and bring her knowledge and new contacts to the department to ensure more robust policy advice. Johanna has also advised other departments and has willingly shared her resources and informed perspective with stakeholders.

[Present award and certificate; pause for photo.]

Conclude Awards

- Reflect on the calibre and achievements of those who have been recognised.
- Final congratulations to recipients.
- Thank those who attended and those who organised the awards.
- Invite those present to stay and congratulate recipients and enjoy light refreshments.

[End of Ceremony]

Secretary's Brief – Joint Address to Staff re: Machinery of Government Changes

With Department of Communications A/g Secretary Nerida O'Loughlin

Friday 25 September 2015 AGD Training rooms, 3-5 National Circuit

KEY MESSAGE	KEY ISSUES
Acknowledgement of country	<ul style="list-style-type: none"> • I would like to start by acknowledging the Ngunnawal people who are the traditional custodians of the land on which we meet. • I would also like to pay my respect to their elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people present today.
Welcome	<ul style="list-style-type: none"> • Thank you for coming to talk about the Machinery of Government changes. • I understand we have some staff who are watching via videoconference and so I extend a warm welcome to you too. • For some of you, particularly staff in the Ministry for the Arts, the transfer to a new department as a result of a MOG is familiar, and you are probably quite well rehearsed in the process and the various impacts. • For others of you, this will be the first time you have been impacted by a MOG and you may be uncertain about how your role will be affected. • I hope today we can address some of these uncertainties and that you will leave this session feeling reassured about the transfer.
Thank you to Ministry of Arts	<ul style="list-style-type: none"> • I want to begin by recognising the great contribution each of you has made to AGD. • Under the leadership of Sally Bassar, the Ministry for the Arts has been a part of AGD since the Federal election in 2013. • The work of Arts has added to the diversity of work performed here at AGD. It has been a pleasure to oversee work that makes a real positive difference to Australia's cultural heritage. The Arts brought pizzazz to AGD, and we're very sorry to see you go. • Some of the key achievements during this time include:

	<ul style="list-style-type: none"> ○ Introducing changes to the Cultural Gifts Programme to simplify processes for Australians wanting to donate items of cultural significance to public art galleries, museums, libraries and archives. As a result, we've seen a huge range of culturally significant donations including paintings, books, sculptures, manuscripts, jewellery and ceramics, and even include entire technological, mechanical, scientific or social history collections. ○ PM's Literary Awards and Book Council awards ○ Protection of Cultural Objects on Loan Scheme ○ Increased private support within the arts sector <ul style="list-style-type: none"> ● I am confident that in Department of Communications you will continue to develop and administer programs and policies that encourage excellence in art, support for cultural heritage and public access to arts and culture.
<p>Thank you to Copyright and Classification</p>	<ul style="list-style-type: none"> ● Copyright Branch and Classification Branch have been a part of AGD, in various forms, for a long time. ● In 2006 the Office of Film and Literature Classification was dissolved, and we merged classification policy and operations. ● Copyright has moved around, leaving us before in a MOG to PM&C, and then returning. ● Both of these areas have been at the forefront of the highest quality policy thinking and law reform, as well as Classification Branch having a well-deserved reputation as being focussed on customer service in relation to its fee paying clients. ● Both of these areas are well versed in the challenges and opportunities that the digital environment provides, and are well-placed to continue to discharge their current functions and provide high-quality advice to government in their new department.
<p>Department of Communications</p>	<ul style="list-style-type: none"> ● The Department of Communications and Arts is a great department and, under Nerida O'Loughlin's leadership, I am confident that you will continue to make great contributions in your various responsibilities.
<p>Open to questions</p>	<ul style="list-style-type: none"> ● Rachael and her team are working with the HR counterparts at Communications to answer your questions. They've put together some initial FAQs, which we'll

circulate, but I'm sure you'll appreciate we're still working through a lot of the detail and don't have all the answers yet.

- I'd now like to open to the floor and provide you all with the opportunity to ask questions of me or Nerida.

Disability Champions – Mental Health Week Morning Tea

Chris Moraitis and Matt Hall

DATE: Friday 9 October, 1000 -1100

PLACE: Atrium, 3-5 National Circuit

Talking points for Chris Moraitis

- I wish acknowledge the traditional owners of this land, the Ngunnawal people, and pay my respects to their elders past and present. I would also like to extend that respect to other Aboriginal and Torres Strait Islander people present today.
- Today is my first opportunity to address the department as Disability Champion.
 - I'd like to thank Tony Sheehan, the previous Disability Champion, for his work in progressing this important initiative.

Mental Health Week

- This week is Mental Health Week. We've had a week of events building awareness – including a panel discussion, a session on mindfulness and a yoga session by our own resident yoga expert.
- I want to thank the Graduate Fundraising Committee, the Disability Employee Network, Indigenous Employee Network, Women's Network, LGBTI Network, CALD Network and AGD Social Club for running mental health week events.
- All donations made at today's morning tea will be provided to beyondblue.
- As you know, mental health issues significantly impact the Australian community.
 - 1 in 5 (20%) Australians experience a mental health condition in any year. 45% Australians will experience a mental illness in their lifetime. It is likely this 'black dog', as it's known, will affect us or someone we love.
- This department is no different from the Australian community and I hope you have taken some time during Mental Health Week to reflect on how we can take care of ourselves and our mental wellbeing.
- More broadly, it is important to consider how we can create a culture of inclusion in our department.

AGD as a disability confident-organisation

- As Disability Champion, I am committed to making this department a disability confident organisation where all employees have opportunities for full and equal participation in the workplace.
- The late Stella Young, Australian disability and youth advocate stated 'I really want to live in a world where disability is not the exception, but the norm'.

- Drawing on Stella's vision, I want the department to be an organisation where disability is not an exception; where people with disability are welcomed and supported, so that we are an organisation truly representative of Australian society.
- I've appointed Matt Hall as my co-Champion to lead future work.
 - Matt will bring his expertise in human rights and social policy; most recently, heading up the Defence Abuse Response Taskforce to the role.
 - I understand from the Disability Employee Network that Matt has shown leadership in improving outcomes for people with disability in our organisation.
- I recognise that disability is a complex and sensitive issue.
- We will need to undergo cultural change as a department if we are going to build a disability confident organisation.
- I see employees with disability, the Disability Employee Network and People Strategy Branch as key stakeholders in this process. I'd like to thank the Disability Employee Network and People Strategy Branch for their efforts to date in progressing this important issue.
- At the same time, every AGD employee has an interest in seeing this department adopt a best practice approach to equal employment and participation.

Priorities for 2015

- In my view it is our role as Disability Champions to create an environment that encourages ideas and debate about the way we work towards disability confidence.
- And I extend that to all areas of diversity. There is a great deal of evidence about the economic and other benefits of ensuring diversity in the workplace.
- There are clear linkages between all areas of diversity in the workplace so AGD will be implementing a new diversity governance model to ensure that we consider diversity as a whole in order to better identify and foster the connections to deliver strong, appropriate and effective programs, policies and legislation. You'll hear more about the diversity governance model soon.
- We are also trialling a new concept for delivering diversity initiatives. The model will see people from across the department partnering with People Strategy Branch and the relevant employee network to develop and deliver new initiatives.
- Matt and the Disability Employee Network are taking the lead on this and have identified two priorities for the remainder of 2015:
 - Manager's Toolkit – we will develop a Manager's Toolkit to build disability confidence among the manager cohort in this department. I see managers as being at the forefront of establishing a disability confident culture in this Department.
 - PACE mentoring scheme – we will be working towards becoming a member of the PACE mentoring scheme. This is a mentoring scheme run by the Australian Network on Disability and will provide the Department with an opportunity to engage with students and job seekers with a disability.

- We have selected these two initiatives because they will help us strike the right balance between creating change from within, and establishing our place in the wider community.
- The Manager's Toolkit focuses on the Department's internal processes and culture and the PACE mentoring scheme takes an external focus and helps us to engage with disability in the community.
- Matt will be talking further about how we are going to work towards embedding cultural change in the department.
- I'm looking forward to working with you in my capacity as Disability Champion.

Secretary Meeting Brief – *Off the Cuff*

9 October 2015, 12.30-1.30pm

AGD Training rooms, 3-5NC

Acknowledgement of country

- I would like to start by acknowledging the Ngunnawal people who are the traditional custodians of the land on which we meet.
- I would also like to pay my respects to their elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people present today.

Welcome

- It's nice to have you all here today – in person or via the live stream.
- I have lots to talk about today and, as usual, I am happy to take any questions or comments afterwards.

Machinery of Government changes

- It's been a busy time with the recent changes to our Ministerial arrangements and gearing up to Estimates.
- I spoke to staff in the Ministry for the Arts and the Classification Branch and Copyright section a couple of weeks ago and I'd like to reiterate my thanks to them all for the great work they have done here at AGD.
- The work of Arts has added to the diversity of work performed here at AGD. It has been a pleasure to oversee work that makes a positive difference to Australia's culture and cultural heritage. Some of the key achievements of the Arts include:
 - PM's Literary Awards and Book Council awards
 - Protection of Cultural Objects on Loan Scheme
 - Increased private support within the arts sector

- The Attorney-General's Department has had policy responsibility for copyright policy since the first Commonwealth Copyright Act came into force in 1907.
- Both Classification and Copyright sections have been at the forefront of the highest quality policy thinking and law reform, as well as Classification Branch having a well-deserved reputation for being focussed on customer service in relation to its fee paying clients.
- Both of these areas are well versed in the challenges and opportunities that the digital environment provides, and are well-placed to continue to discharge their current functions and provide high-quality advice to government in their new department.
- As I have already said to affected staff the Department of Communications and the Arts is a great department and I am confident that these sections will continue to make great contributions in their various responsibilities.

Ministerial travel

- As you may be aware, Minister Keenan travelled to the United States last week to attend the Leaders' Summit on Countering ISIL and Violent Extremism.
- The Minister also met with his US ministerial counterparts and heads of law enforcement and intelligence agencies.
- An enormous amount of effort went into ensuring the Minister and his office were adequately prepared ahead of this trip and I want to thank those areas of the department that provided briefings, often within short timeframes.
- Successful ministerial travel is only made possible by the hard work of our staff. Thorough briefing and attention to detail when organising travel enables our ministers to focus on the job at hand and achieve the best outcomes with our international counterparts.
- Thank you to Samantha Byng, [REDACTED] and [REDACTED] for their exceptional effort in driving the work required to ensure the Minister was well

positioned to provide an update on Australia's progress in countering violent extremism and ██████████ for his tireless logistical work to ensure a successful visit.

- Australia's Regional Summit to Counter Violent Extremism was held in June to build regional capacity to counter the threat posed by terrorist propaganda.
- The Minister announced the launch of two significant initiatives agreed at the summit:
 - firstly, the establishment of a regional network for civil society organisations to foster peer-to-peer learning and partnerships, including with the private sector, to assist with identifying and better utilising leaders and influencers across the region to reach target audiences.
 - also, the development of a compendium of regional counter narratives which will amplify effective messages across the region.
- These initiatives will complement the important and ongoing work throughout the region and globally to counter terrorist propaganda and prevent the radicalisation of vulnerable people.
- Sam and her team have also been instrumental in driving the implementation of these critical measures to counter the threat posed by terrorist propaganda. I am very grateful for their efforts in driving this important body of work.

Focus on culture and Diversity Governance model

- In various forums this year I have spoken to you all about the importance of a united culture, and celebrating a workplace that values individual experience that drives innovation.
- You may have noticed that we are doing a lot of work around inclusion and equality in the workplace, including the unconscious bias cultural audit that's underway, the research on barriers to employees with disability, White Ribbon

Day coming up in November, and my efforts to become a Male Champion of Change.

- At last count we had about nine initiatives on the run and when this was brought to my attention I was both pleased to see how active we are in this space, and a bit worried about how all these separate and enormously important initiatives fit together.
- With that in mind, I am pleased to announce the introduction of a Diversity Governance model that will provide greater visibility of the outstanding work the networks and champions do across the department.
- The governance model will comprise of a Diversity Council and a Diversity Committee.
- I will chair the Council and it will be attended by our senior level Champions.
- The Diversity Committee will be chaired by David Fredericks and will include our network chairs, employees who support the Champions, representatives from across the three business groups.
- I hope that this new governance structure will increase collaboration between the networks and provide a consultative forum for all diversity related issues. It won't change the everyday functioning of the networks but will provide a platform to discuss the linkages between the different networks, and programs like the ones I mentioned earlier.

EA Bargaining update

- You would have seen that the Notice of Employee Representational Rights (NERR) was issued last month, symbolising the beginning of our next round of enterprise agreement bargaining.
- I understand David Fredericks has been talking to groups of staff about the results of the ballot survey and about the negotiations ahead of us.

- The recent changes in government have raised some questions about whether the bargaining policy will be relaxed or changed and, as we can't tell whether this is likely, we must continue with our negotiations in line with the policy as it stands.
- I encourage you to be engaged with the process and to put forward your ideas or ask questions via the enterprise agreement mailbox (enterpriseagreement@ag.gov.au).

New CIO

- Our new CIO, Matthew Boyley, is commencing on Monday.
- Matt joins us from the Department of Industry and Science where he is currently the CIO, and he has previous experience in senior ICT roles in AFP and PM&C.
- The role of the CIO is crucial for the department's success, and as such the CIO will become a standing member of my Executive Board.
- Among other things, Matt will be working with the AGS National Manager of IT Services to maximise synergies between AGD and AGS ICT platforms, which I am sure will help us as we continue in our consolidated environment.
- I would like to take this opportunity to thank Jo Corcoran for her leadership of Information Division over the last two years. Jo has led important projects such as the deployment of secure communications to support crises such as the MH17 crash and the Sydney Siege.
- Jo was instrumental in establishing the AGD Service Centre, and has supported major changes such as the Arts machinery of government transfer and the establishment of royal commissions and the Defence Abuse Response Taskforce.
- I thank Jo for her leadership and look forward to her continued contribution to ICT strategy and delivery of ICT services in the department.

Document search protocol

- The Protocol for Official Searches for and Extraction of Documents has recently been updated.
- The protocol guides our approach when conducting official searches for documents as part of audits, investigations, parliamentary processes, legal processes, reviews etc.
- The protocol is designed to ensure all staff follow a logical and thorough procedure when searching for and extracting documents and recording both the method of search and the outcome.
- I ask that you read the protocol on the intranet and apply it when undertaking official searches for documents.

AGD work in the media

- The work of AGD often attracts a lot of media attention and criticism – e.g. CVE; criminal justice; national security laws; and inter-country adoption work.
- We need to recognise that when we work on the highest priority work, work that impacts on the public in a significant way, work that goes to our safety, to critical issues about what sort of society we live in and work that balances security and safety with individual rights and freedoms, you'll draw criticism.
- It's a reflection of the importance of our work.
- I and the Deputy Secretaries strongly stand by this work and the teams that are working on these issues.
- It's not always easy, but we're very proud of our work in these areas and, while it's important to listen carefully to any valid criticisms and suggestions for improvement, we should not become defensive.
- I want to encourage you to be proud of our work and committed to delivering on these important issues for the Government and the Australian Public.

EL1 and EL2 Recruitment

- I'd like to update you on the EL1 and EL2 bulk recruitment processes. It has been around three years since we've been able to recruit at this level and it is quite a process to coordinate.
- Last week we finalised the EL2 round and notified applicants of the outcome. Congratulations to those who are newly promoted.
- We are in the final stages of moderating the EL1 round and we will soon be in a position to notify applicants of the outcome.
- It is important to remember that there will be many more found suitable than vacant positions available. Despite the lift on the Interim Recruitment arrangements, we still have to manage our staffing levels to be within our affordable budget.
- Merit pools from recruitment processes will be in place for 12 months from the date the opportunity was advertised in the Gazette.

APS Census Results

- Results of the APS Employee Census have recently been presented to me and I'm pleased to share that they tell a very good news story.
- 70% of us participated in this year's census – a slight increase from last year's 68% participation rate.
- This is the first employee census I have been a part of as Secretary here at AGD and I am really pleased to see that it's not just me who enjoys working here!
- Our results have improved across the board, including in all three focus areas from the 2014 Census: bullying and harassment, learning and development, change capability.
- Our results around bullying and harassment are not where I'd like them to be – there is still room for improvement. I'm pleased to see that the proportion of

people reporting instances of bullying or harassment has increased. Without this, it's difficult to address the issue.

- Of particular note in 2015 are the positive results in relation to job and agency engagement, senior leadership and performance management.
- Over the next twelve months I want us to focus on maintaining and improving the positive culture we have established here at AGD. While the census shows that you think AGD is a great place to work, we shouldn't be complacent and should continue to strive for excellence and look for ways to improve in all aspects of our work life.

Rachael Jackson – AHRI nomination

- As my final piece of information today, I'm very pleased to announce that Rachael Jackson, Assistant Secretary of People Strategy Branch is a finalist in the Dave Ulrich HR Professional of the Year Award, and is the only representative from Government in this category.
- Due to be presented on 1 December, this prestigious award from the Australian Human Resources Institute recognises HR leaders who demonstrate excellence through their achievement of business outcomes.
- Rachael has a strong public sector background and has made a significant contribution in driving cultural and organisational change here in AGD.
- She has responsibility for overseeing the broad range of HR functions as well as security and organisational change and culture.
- She demonstrates a passion for aligning organisational strategic objectives and meeting future workforce needs.

- Rachael provides me with a lot of support and advice and is instrumental in the functioning of this department.
- Congratulations Rachael and all the best at the upcoming awards. We know you'll be up against some tough competition, especially with a KFC representative in the finals! They might not win many culinary awards but they sure win their fair share of corporate ones.

Open to questions

- I'd now like to open to the floor and provide you all with the opportunity to ask questions of myself, of my executive team.

If asked:

Functional and Efficiency Review and Portfolio Stocktake

- Mr Laurie Glanfield AM commenced the Department's Functional and Efficiency Review on 17 August 2015.
- Laurie brings extensive experience to the Review, having headed the NSW Department of Attorney General and Justice for over 20 years as well as, more recently, the NSW Department of Finance and Services.
- The Review assesses the efficiency and effectiveness of the Department's operations, programmes and administration to ensure we are aligned with Government's forward priorities.
- A final report for the Review will be delivered towards the end of the year.
- The Functional and Efficiency Review is part of a programme of reviews being managed by the Department of Finance through its Efficiency through Contestability Programme.

- As part of this Programme, the Department is also coordinating a Portfolio Stocktake. The Stocktake identifies functions undertaken across the portfolio and considers opportunities for more efficient or alternative delivery.

MOG Corporate Staff

- The general principle of 'staff follow function' applies to MoG changes, as do the principles of 'finances follow function' and 'records follow function'.
- While identifying programme funding and related staff can be relatively straightforward, mapping of support functions, like corporate or legal services, can be more difficult.
- As a general rule, the number of corporate staff who are moved will be proportionate to the number of programme staff leaving the agency.
- We are still in discussions with the Department of Communications and the Arts to understand how many staff will be affected and what corporate roles they are looking to fill.
- I'm hoping that we will have more clarity around this next week and will be able to talk to individuals who are affected and to corporate areas more generally.
- If you are concerned about this or have any questions I encourage you to contact Rachael Jackson.

Corporate Services Review

- The Corporate Services Review sought to find ways to increase operational effectiveness and efficiency since consolidation of AGS and AGD.
- We looked to identify services that were common to both parts of the organisation and explore how we might align them more strategically to best meet our objectives and to reduce duplication of effort.
- We have received the final report from the Corporate Services Review and I have asked the respective heads of AGD and AGS corporate services (Finance, HR, IT,

Governance and Communications, Security, Library Services) to report back on options for implementation.

- Executive Board is scheduled to consider options after Senate Estimates later this month.