

PART 5 – MANAGEMENT AND ACCOUNTABILITY

Part 5—Management and accountability

5.1 Overview

This Part provides information on the department's management and corporate governance practices and how it meets its accountability obligations.

5.2 Corporate Governance

5.2.1 Introduction

The Presiding Officers of the Parliament—the President of the Senate and the Speaker of the House of Representatives—have joint powers in relation to the Department of Parliamentary Services (DPS), similar, but not identical, to those of the Minister administering a Department of State.

The Presiding Officers are assisted by several committees, including the joint House Committee, the joint Library Committee and the Presiding Officers' Information Technology Advisory Group (POITAG). The role of each of these committees is shown below.

5.2.2 Joint Library Committee

The Senate and the House of Representatives choose their own Library Committees, which meet together as the joint Library Committee. Its terms of reference are to advise the Presiding Officers on major policy matters relating to the Parliamentary Library's role, including client services and corporate planning, and on performance and evaluation matters.

5.2.3 Joint House Committee

The joint House Committee consists of the members of the House Committees of the Senate and the House of Representatives. Members of those committees are appointed under Senate Standing Order 21 and House of Representatives Standing Order 27 respectively. The two committees meet jointly as the joint House Committee. The Committee advises the Presiding Officers on the provision of services and amenities to Senators, Members and staff located in Parliament House.

5.2.4 Presiding Officers' Information Technology Advisory Group

The Presiding Officers' Information Technology Advisory Group provides a forum for Senators and Members to contribute to and guide IT strategies and development in the Parliament.

5.2.5 DPS Committees

DPS is in the process of developing its internal governance framework and is looking to have this substantially in place by the end of 2004. Two important committees have already been established.

Executive Committee (interim)

The interim Executive Committee consists of the Secretary and the seven Assistant Secretaries. The long-term role of this committee is not yet clear, and it will develop with

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the forthcoming appointment of two new senior members of the department, the Deputy Secretary and the Parliamentary Librarian.

So far, however, the Committee, which meets fortnightly, has functioned mainly as part of the department's communications framework, and as a policy-making body. The Committee has been a venue for discussing major events in the department's operations and development; information shared in this way can then be passed on by the Assistant Secretaries to their staff. Meeting minutes are also posted on the DPS intranet.

As well, Committee meetings have provided an opportunity for members to learn about the operations and approaches of other parts of the department; this has been a significant exercise, given the diversity of the new department, and is vital to the Committee's other role as a policy-making body for the department.

Audit Committee

The Secretary has appointed an independent chair of the Audit Committee (Mr Will Laurie), with three Assistant Secretaries as members.

The functions of the Committee were settled following its first meeting at the end of July 2004, and have been set out in a DPS Governance Paper issued in August 2004. The functions of the Committee are to:

- request the preparation of any such audit plan as the Committee considers necessary, including the annual or strategic audit plans;
- oversee internal audit programs and coordinate with the DPS audit programs conducted by the Australian National Audit Office (ANAO);
- monitor external audit activities of the ANAO or special reviews such as those conducted by a parliamentary committee or the Ombudsman;
- review any audit report that involves any matter of concern to the Secretary or other senior management in DPS, and to advise the Secretary on action to be taken;
- advise the Secretary on the preparation and review of DPS's financial statements;
- monitor DPS's risk management framework, and the implementation of risk management principles and practices within DPS;
- consider and contribute to the implementation of fraud control measures; and
- identify and disseminate good practices.

Early business for the Audit Committee includes a review of the risk management framework and the development of an internal audit program.

5.2.6 Senior Management Coordination Group

The Senior Management Coordination Group is an interdepartmental committee made up of SES representatives from the three parliamentary departments. It meets every two months and deals with management issues where a coordinated approach or consideration from the Parliamentary Service is required.

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5.2.7 Corporate Plan

The DPS Corporate Plan 2004-07 was under development at the end of the financial year. The purpose of the plan is to set the overall direction for DPS for the next three years. It will give the department something against which to test the relevance of both its day-to-day activities and special projects. Performance indicators, and the priority areas for pursuing improvement, will be developed having regard to the plan.

5.2.8 Business Plan

During 2004-05, DPS will be reviewing the business planning processes of the three former departments and developing a single planning and reporting process relevant to the new organisation. While this review is taking place, the various Groups will continue to plan and report in the same way as they did in the former departments.

5.2.9 Risk Management Framework

The Executive Committee signed off on a risk management policy on 1 June 2004. The policy objectives are that:

- all significant risks faced by DPS are understood and properly managed;
- the Executive has a common understanding and approach to risk management;
- all staff have an awareness of risk management and the DPS risk management framework and practices; and
- risk assessment and management are an integral part of the DPS decision-making process.

The Executive Committee also agreed to continue and expand on work undertaken by the former Joint House Department (JHD) to put a systematic risk management framework in place. To this end we have drafted a plan that identifies what work is needed to consolidate the risk management framework. This approach was endorsed at the initial Audit Committee meeting.

The work includes consolidating the existing fraud risk assessments and Fraud Control plans of the former departments. The three former departments completed the annual fraud questionnaire as required by the Commonwealth Fraud Control Guidelines.

In May and June 2004, DPS took part in the Comcover Benchmarking Program as part of its ongoing commitment to a systematic risk management framework. The Department received a three star rating which entitles it to a 4% discount on its 2004-05 Comcover premium.

5.2.10 Service Charter

DPS intends to develop a Service Charter during the course of the 2004-05 year.

5.2.11 Appropriate ethical standards

The standards embraced in DPS reflect the values and code of conduct contained in the *Parliamentary Service Act 1999*. These are promoted in DPS corporate documents including the Chief Executive Instructions (CEIs) and Chief Executive Procedures (CEPs). They are also reflected in documents on the DPS intranet concerning how staff will conduct themselves with tenderers and contractors.

5.3 Personnel Management and Support

5.3.1 Remuneration for Senior Executive Service employees

The remuneration for all Senior Executive Service (SES) employees is prescribed in Australian Workplace Agreements (AWAs) and takes account of each employee's responsibilities within the department as well as SES pay levels elsewhere in the public sector.

The current AWAs were negotiated between employees and the then Secretaries of the former departments. The level of remuneration and the conditions attaching to remuneration vary from employee to employee, but in general terms all salary increases provided to SES employees depend upon performance targets being satisfied. Salaries for SES staff range from \$105,649 to \$129,250.

5.3.2 Management of human resources

An interim structure for the Personnel Management and Support Section with an average staffing level of 26.7 full time equivalent staff was put in place from 1 February 2004. Under this structure the section comprises four work units that provide the full range of human resource management and workplace relation services. The structure of the section will continue to evolve over the next 12 to 18 months, and will be largely dependent on the budget that is available for the section and the services expected of it.

There are two significant issues affecting the section's current staffing levels—the need to maintain two payroll/HR systems and the requirement to administer the widely differing terms and conditions of employment prescribed in the four CAs that were carried over from the three former departments. Current expectations are that by July 2005 the selected HR information system will be fully implemented and all non-SES staff (except members of the Parliamentary Security Service) will be covered by a single CA.

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5.3.3 Overview of staffing statistics

Figure 29—Salary ranges as at 30 June 2004

Classification	Salary range
SES	\$105,649 - \$129,250
PEL2/EL2/SOGB	\$76,039 - \$89,017
PEL1/EL1/SOGC	\$66,199 - \$76,142
APS6/PSL6/POC6	\$51,875 - \$59,882
APS5/PSL5/POC5	\$48,249 - \$51,310
APS4/PSL4/POC4	\$43,504 - \$47,180
APS3/PSL3/POC3	\$39,117 - \$42,349
APS2/3	\$37,254 - \$42,349
APS2/PSL2/POC2	\$34,445 - \$38,428
APS 1/2	\$34,178 - \$39,377
APS 1/PSL1/ POC1	\$22,500 - \$35,716
Apprentice	\$20,506 - \$38,537
PSS1/2	\$18,412 - \$36,213
PSS3	\$39,102 - \$41,218
BSO (Broadcast Service Officer) CI 1	\$34,943 - \$38,428
BSO CI 2	\$43,563 - \$47,046
BSO CI 3	\$48,249 - \$50,983
BSO CI 4	\$51,875 - \$59,151
Editor I	\$48,249
Editor II	\$55,067
Editor III	\$59,151
Editor IV	\$68,363
ITO (Information Technology Officer) CI 1	\$42,279 - \$47,046
ITO CI 2	\$51,875 - \$59,151
ITO CI 3	\$65,670 - \$70,676
Junior Editor I	\$39,391 - \$43,485
Principal Editor	\$80,346
Senior Editor	\$73,328
SITO (Senior Information Technology Officer) Gr A	\$87,704
SITO Gr B	\$84,962
SITO Gr C	\$65,670 - \$70,676
STO (Senior Technical Officer) Grade C	\$65,670 - \$70,676
Technical Officer Level 1	\$36,034 - \$37,701
Technical Officer Level 2	\$42,279 - \$44,855
Technical Officer Level 3	\$45,945 - \$51,875
Technical Officer Level 4	\$53,092 - \$59,151

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Figure 30—Staff numbers as at 30 June 2004

Classification	Ongoing F/T		Ongoing P/T		Non-ongoing F/T		Non-ongoing P/T		Casual Staff		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total
Secretary	0	1	0	0	0	0	0	0	0	0	0	1	1
SES BAND1	6	2	0	0	0	0	0	0	0	0	6	2	8
PEL2/EL2/SOGB	17	13	0	0	0	0	0	0	0	0	17	13	30
PELL/EL1/SOGC	65	33	3	3	4	3	1	1	0	0	74	43	117
APS6/PSL6/POC6	43	18	1	10	3	4	1	1	0	6	47	39	86
APS5/PSL5/POC5	26	17	0	2	1	1	1	2	0	0	27	21	48
APS4/PSL4/POC4	34	25	2	3	4	1	2	0	0	40	40	31	71
APS3/PSL3/POC3	24	30	0	9	3	3	0	0	0	27	27	42	69
APS2/3	26	1	1	0	0	0	0	0	0	26	26	1	27
APS2/PSL2/POC2	4	16	8	30	1	4	5	0	0	1	14	56	70
APS 1/2	9	1	0	0	1	0	0	0	0	0	12	1	13
APS 1/PSL1/ POC1	16	0	1	1	2	0	1	1	0	15	23	17	40
Apprentice	0	0	0	0	9	1	0	0	0	9	9	1	10
PSS1/2	72	5	0	1	0	0	0	0	48	4	120	10	130
PSS3	12	4	0	0	0	0	0	0	0	4	12	4	16
BSO CI 1	0	0	0	0	0	0	0	0	1	0	1	0	1
BSO CI 2	9	6	0	0	0	0	0	0	3	3	12	9	21
BSO CI 3	7	4	0	0	0	0	0	0	1	0	8	4	12
BSO CI 4	5	0	0	0	0	0	0	0	0	0	5	0	5
Editor I	0	0	0	0	1	0	0	0	0	0	1	0	1
Editor II	7	17	0	4	0	0	0	0	0	1	7	0	29
Editor III	1	14	0	2	0	0	0	0	0	0	1	1	17
Editor IV	3	13	0	6	0	0	0	0	1	4	4	23	27
ITO CI 1	16	2	0	0	2	0	0	0	0	18	21	6	20
ITO CI 2	20	6	0	0	1	0	0	0	0	21	6	1	27
ITO CI 3	6	1	0	0	0	0	0	0	1	6	0	1	7
Junior Editor I	0	6	0	0	0	0	0	0	0	10	0	16	16
Principal Editor	1	1	0	0	0	0	0	0	0	1	1	1	2
Senior Editor	2	3	0	1	0	0	0	0	0	2	2	4	6
SITO Gr A	3	1	0	0	0	0	0	0	0	3	3	1	4
SITO Gr B	8	12	0	0	2	0	0	0	0	10	10	2	12
SITO Gr C	11	1	0	0	0	0	0	0	0	11	1	1	12
SITO Grade C	2	0	0	0	0	0	0	0	0	2	2	0	2
Tech Officer Level 1	3	0	0	0	0	0	0	0	0	3	3	0	3
Tech Officer Level 2	4	0	0	0	0	0	0	0	0	4	4	0	4
Tech Officer Level 3	8	0	0	0	0	0	0	0	0	8	8	0	8
Tech Officer Level 4	3	0	0	0	0	0	0	0	0	3	3	0	3
TOTALS	473	243	15	75	36	17	4	11	57	44	585	390	975

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5.3.4 Workforce planning, staff retention and turnover

The department continues to have a stable workforce, with a high level of retention of ongoing staff. Contractual engagements continue to be used as a means for managing fluctuating workloads and project activity.

A number of approaches and models for workforce planning were in use across the three former departments. A focus for the coming year will be to review the various approaches with the aim of developing a standard model linking business outcomes and workforce needs.

5.3.5 Workplace relations

The focus of the past year has been to provide staff with certainty in relation to working conditions across the new department and to commence planning for a new Certified Agreement.

Section 54B of the *Parliamentary Service Act 1999* provided that staff of each of the former departments automatically transferred to the new department. Each of the former departments had its own CA covering most terms and conditions of employment for staff, with JHD also having a separate CA for security staff. All of these agreements provide different conditions and pay rates for staff. The three general agreements have a nominal expiry date of 30 June 2005, while the security agreement has a nominal expiry date of 6 January 2006.

On the basis of legal advice, the Presiding Officers made a determination under subsection 24(3) of the *Parliamentary Service Act 1999* to clarify the application of the agreements to staff in the new department. The determination provides that existing staff continue to be covered by the CA that applied before the amalgamation, and new staff engaged to perform duties formerly performed in one of the abolished departments would be covered by that department's CA.

Work has begun on analysis of the differences and similarities of the three agreements with a view to developing a new CA for DPS.

5.3.6 Performance-based pay arrangements

The department does not provide performance-based bonuses for non-SES staff. However, salary advancement is based upon performance assessment of individuals required by the various CAs and performance management arrangements.

The CAs for the former JHD and Department of the Parliamentary Library (DPL) provide for an annual wage increase for staff covered by those agreements subject to the achievement of departmental performance indicators, including compliance with performance management arrangements. Former JHD staff received a 3% pay increase from 1 July 2003 and DPL staff received a 5% increase to salary and allowances in the nature of salary from 1 January 2004. Former Department of the Parliamentary Reporting Staff (DPRS) staff received a 5% pay increase from 1 July 2003.

5.3.7 Workplace diversity

DPS has worked towards developing a Workplace Diversity Plan; currently a draft document is being considered by the Secretary. Ratification and implementation of a new Plan is expected in the early part of 2004-05. We have a network of trained Harassment

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Contact Officers.

5.3.8 Staff development and training

DPS provides various development opportunities to staff. The key avenues for identifying development needs have been individual development plans prepared as part of the performance management process, and emerging business issues. Funding for development activities is concentrated at a section or business unit level, to enable managers to effectively target resources.

Staff accessed a wide range of external training programs. These included training in management, communication and client service, and technical skills associated with specific functions. Internal training activities were also provided to address function and department-wide needs. Programs covering information technology, project management, procurement skills, staff selection and performance management have continued to raise the competence of staff in specialised areas.

Staff continued to receive support for tertiary study. Support included time to attend study activities and financial assistance towards compulsory costs.

The department continued to provide long-term development opportunities for staff. One employee was selected to participate on the Senior Women in Management Program for 2004, and two others completed the program in December 2003.

5.3.9 Occupational health and safety

Pending the consolidation of OHS arrangements, the arrangements that were in place in the former departments continued to cover the relevant staff. These arrangements met all statutory requirements of the *Occupational Health and Safety (Commonwealth Employment) Act 1991* (the OHS Act) in respect of consultative arrangements, identification of Designated Work Groups and election of Health and Safety Representatives.

DPS commenced consultation on a single OHS Agreement, policy statement and consultative arrangements to cover all elements of the department.

DPS continued with safety awareness programs through induction, specific training and the provision of more general health and well-being programs.

Employment conditions for some employees allow for the re-imbursment of costs for health-related programs, including gym memberships and eye-sight testing. DPS provides employees and their families with a confidential staff counselling service through an external provider.

In accordance with section 68 of the OHS Act, 22 incidents were notified to Comcare arising out of the activities undertaken by the department. The incidents reported included 13 dangerous occurrences, 8 serious personal injuries and one "near miss". All reportable notifications were investigated and remedial action taken where necessary.

There were no Provisional Improvement Notices issued under section 29 of the OHS Act and no directions or notices were given under section 45, 46 or 47 of the OHS Act.

5.3.10 Commonwealth Disability Strategy

DPS has three roles under the Commonwealth Disability Strategy, those of Provider, Employer and Purchaser.

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Provider Role

DPS is the principal support agency for the operations of Parliament. As well as responsibility for the building and surrounds, DPS provides Hansard and broadcasting services for the Parliament, information and communications technology, library and research services to members of Parliament, parliamentary committees and other building occupants; facilities including security, catering, cleaning, visitor services, health and recreation, the Parliament Shop; and facilities management.

A report was compiled by Eric Martin and Associates for the former JHD on conformance with disability regulatory requirements. The recommendations arising from that report are being progressively implemented in conjunction with projects undertaken as part of the administered funds works program.

The documentation phase was completed on a project to redesign and fit a Member's suite to facilitate disabled access and use. It is expected that the construction work will be completed in the 2004-05 financial year. As well as making this suite more accessible, the project will provide cost and time data that will inform similar future works.

Services for visitors to Parliament House with disabilities are regularly reviewed through responses to satisfaction surveys conducted by Visitor Services and the Parliament Shop. Such services currently include:

- four designated parking bays on level A of the underground public car park;
- ramped access from all levels of the car park to the lift;
- disabled toilets in the public areas (ground and first floor);
- wheelchair access to the Great Hall first floor tour gallery and the public galleries of the chambers;
- an induction loop for users of hearing aids—with T switches—is available in the open public galleries of the chambers (when Parliament is sitting), in the Theatre and also in the committee rooms;
- wheelchairs for loan, the publication Parliament House Visitor Guide for People with Disabilities, and a Braille Visitor Guide, all available from the Information desk in the main foyer;
- awareness training for Parliament House guides in the needs of visitors with vision and hearing impairments; and
- facilitating the provision of an Auslan interpreter for school groups on request (one guide is currently being trained in Auslan).

DPS will be developing a Service Charter over the following year and this will include accessibility issues for people with disabilities, including a formal grievance and complaints mechanism.

The Parliament House web site complies with the W3C Level A rating and the Australian Government Information Management Office's minimum web site standards. The web site is also subjected to, and complies with, regular National Information and Library Services checks.

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Employer Role

DPS's employment policies and procedures comply with the requirements of the *Disability Discrimination Act 1992*.

All press and gazette advertising now includes a reference to a TTY number for potential candidates with hearing or speech disabilities. No requests were received for selection documentation to be made available in any other format eg Braille.

The "reasonable adjustment" principles are followed in the recruitment and management of staff. DPS has not needed to apply these principles in any recruitment process in 2003-04.

Staff development programs take into account of the needs of people with disabilities, and individual needs are accommodated on a case-by-case basis prior to the commencement of the course. Through the evaluation process, no negative feedback has been received relating to disability needs. Training programs, including induction and harassment training, integrate and incorporate disability issues into their course content.

DPS has a number of mechanisms in place—both informal and formal—to manage complaints and grievances. Access is available to Workplace Harassment Contact Officers, the Employee Assistance Program and the Parliamentary Service Merit Protection Commissioner.

There have been no formal requests for review of action under the *Parliamentary Service Act 1999*. One complaint was lodged by an employee through an external agency. The issues are currently being worked through with the employee concerned.

Purchaser Role

All departmental tender documents include provisions requiring contractors to comply with their obligations, if applicable, under the *Disability Discrimination Act 1992*.

5.4 Purchasing

The acquisition of goods and services was undertaken separately by the three former departments before the creation of DPS on 1 February 2004. From then until 30 June 2004, two financial management systems—Oracle Financials 11i and SAP R/3—were used.

Purchasing goods and services during 2003-04 within the then DPRS, DPL and JHD, and subsequently in DPS, was undertaken with the aim of realising core business objectives while achieving operational effectiveness and value-for-money outcomes. Purchasing was managed in accordance with the framework established by the *Commonwealth Procurement Guidelines* and internally by CEIs and CEPs.

Throughout the reporting year, key purchasing staff in each agency were fully trained and possessed a Certificate IV in Public Sector Procurement or its equivalent. The prime purchasing objectives were:

- to conduct cost-effective procurement activities that conformed with contemporary Commonwealth purchasing policies, practices and procedures;
- to ensure the principles of value for money, efficiency and effectiveness, accountability and transparency, ethics and industry development were consistently observed;

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- to support the business requirements of each department through a focus on better practice procurement; and
- to involve small to medium enterprises (SMEs) and Australian and New Zealand businesses wherever practicable.

In May 2004, the JHD Procurement Unit was transferred to the Corporate and Strategic Development Group and combined with other procurement staff. This group will provide purchasing expertise for the whole department, and will ensure that established guidelines and procedures are observed and statutory reporting obligations are met.

5.4.1 Consultants

During 2003-04, 207 consultancy contracts were commissioned or were already in existence with DPS or one of the three former departments, and the total amount spent on consultants was \$1,373,296 (GST inclusive). A summary of consultants employed during the year is shown in the following table:

Figure 31—Consultant expenditure⁷

Department	Number of contracts commissioned or already in existence	Total expenditure on consultants in 2003-04	Total expenditure on consultants in 2002-03
Department of the Parliamentary Reporting Staff (Period 1/7/03 to 31/1/04)	26	\$200,585	\$2,798,340
Department of the Parliamentary Library (Period 1/7/03 to 31/1/04)	12	\$70,265	\$508,697
Joint House Department (Period 1/7/03 to 31/1/04)	68	\$386,419	\$1,066,956
Department of Parliamentary Services (Period 1/2/04 to 30/6/04)	101	\$716,027	\$ Nil
Totals	207	\$1,373,296	\$4,373,993

The substantial reduction in the level of expenditure for consultants in 2003-04 compared to the previous year is attributed to both a change in the interpretation of what is a consultant (as opposed to a professional service provider) by the then DPRS, and the postponement of consultancy expenditure by the three former departments in the period leading up to the creation of the new department.

Each agency used a blend of in-house resources and suitably qualified external consultants to deliver professional services, as required. Private sector specialists were engaged under panel or individual contract arrangements when unique skills and expertise were necessary to assist with the achievement of core business objectives.

⁷ Expenditure figures shown for 2002-03 and 2003-04 are GST inclusive. In Annual reports for DPRS and JHD for 2002-03 and previous years, GST exclusive figures were published.

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A total of 42 consultants were engaged or under engagement for costs of \$10,000 or more during 2003-04, and the total of expenditure and commitments for those consultants was \$1,122,838 (GST inclusive). Further details are contained in Figure 32 below.

DPS's policy is to engage the services of external consultants where such a course of action can add genuine value to our operational effectiveness. Each proposal to engage a consultant is considered on its individual merits, and the reasons for engagement include:

- a limited or one-off need to use specialised skills;
- a need for unique areas of expertise;
- a lack of specialist knowledge or resources available within DPS;
- a need for an independent study;
- a need for a change agent or facilitator;
- a need for rapid access to the latest technology and experience in its application;
and
- limitations on management time.

The method of procurement for consultants is determined by the complexity and nature of each specific requirement. The methods used include open tender, restricted tender/quotation or a sole sourcing arrangement, and the method which will achieve the best value-for-money outcome is selected. DPS also has in place standing offer panel arrangements for legal, architectural, engineering, audit and building management consultancy services.

5.4.2 Consultancy services 2003-04

Figure 32 shows consultancies to the value of \$10,000 or more during the financial year 2003-04.

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Figure 32—Consultancies to the value of \$10,000 or more**Department of the Parliamentary Library 1 July 2003 - 31 January 2004**

Name of Consultant	Nature and Purpose of Consultancy	Contract Price 2003-04	Expenditure Justification	Selection Process	Justification
Deloitte Touche Tohmatsu	Provision of Internal Audit Services	\$14,740	\$14,740	1	B
Maitland Tanner & Associates	Newspaper Database Services Survey	\$31,867	\$31,867	1	A,D
	Total		\$46,607		

Department of the Parliamentary Reporting Staff 1 July 2003 - 31 January 2004

Name of Consultant	Nature and Purpose of Consultancy	Contract Price 2003-04	Expenditure Justification	Selection Process	Justification
ARTD Management & Research Consultants	DPRS Client Satisfaction Survey 2003 (13/3/03 to 31/7/03)	\$37,200	\$29,062	1	D
Australian Valuation Office	2002-03 Asset Valuation	\$22,000	\$22,000	3	C
Deloitte Touche Tohmatsu	Development of Business Continuity Plans	\$17,596	\$17,596	3	C,G
Deloitte Touche Tohmatsu	Provision of Internal Audit Services	\$19,179	\$19,179	3	C,D
Deloitte Touche Tohmatsu	Redevelopment of Risk Register	\$17,248	\$17,248	3	C
Hummingbird/PC Docs	Report & Associated Proposal to DPRS on Upgrading/ Extending ParlInfo Windows and Web Search Interfaces	\$13,678	\$13,678	3	D
Marshall Consulting	Advice on AWAs for SES Staff	\$16,720	\$16,720	3	D
Microsoft Enterprise Services	Review of OneOffice SOE Architecture and Infrastructure	\$14,553	\$14,553	3	B
StorageTek	Electorate Office NAS Devices and Centralised Back up Review	\$23,100	\$23,100	2	B
	Total		\$173,135		

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Joint House Department 1 July 2003 - 31 January 2004

Name of Consultant	Nature and Purpose of Consultancy	Contract Price 2003-04	Expenditure Justification	Selection Process	Justification
Clayton Utz Lawyers	Provision of Legal Services	Standing Offer	\$25,611	1	C
Minter Ellison	Provision of Legal Services	Standing Offer	\$20,357	1	C
KPMG	Provision of Internal Audit Services	Standing Offer	\$21,060	1	C
Advance FM	Provision of Building Management Guidance and Advice	Standing Offer	\$24,094	3	C
EP Safety Rehabilitation & Compensation Solutions P/L	Rehabilitation Case Management Services	Period Contract	\$16,027	1	C
Siller Systems Administration	Development of Record keeping Documents	\$57,926	\$16,128	3	C
International Conservation Services	Provision of Conservation Services and Advice	Standing Offer	\$46,121	2	B
Sustainable Business	Provision of Energy and Environmental Education Services	\$30,250	\$19,030	2	B
Betty Churcher Productions	Review the Acquisition and Management Strategies for the Parliament House Art Collection	\$33,000	\$33,000	3	A
URS Australia Pty Ltd	Development of an Environmental Management System	\$27,449	\$11,813	2	B
Ernst & Young	Provision of Services related to the Amalgamation of the Parliamentary Departments	\$11,000	\$11,000	3	B
URS Australia Pty Ltd	Consultancy to Assist with Integration of Triple Bottom Line Initiatives into Business Plans	\$10,551	\$10,551	3	B
Educational Training Programs	Provision of Guidance on Knowledge Management Principles and Practices	\$17,160	\$17,490	2	B
Lawrence Computing Pty Ltd	Review of IT Systems and Development of an IT Strategic Plan 2004-2006	\$24,640	\$24,145	3	B
		Total	\$296,427		

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Department of Parliamentary Services 1 February 2004 - 30 June 2004

Name of Consultant	Nature and Purpose of Consultancy	Contract Price 2003-04	Expenditure Justification	Selection Process	Justification
Australian Government Solicitor*	Provision of Legal Services	Standing Offer	\$42,842	3	C
International Conservation Services Pty Ltd*	Maintain and Report on Outdoor Sculptures at Parliament House	Period Contract	\$17,655	2	C
KPMG*	Provision of Internal Audit Services	Standing Offer	\$41,796	1	C
SRC Solutions Pty Ltd*	Rehabilitation Case Management Services	Period Contract	\$16,135	1	C
Bligh Voller Neild*	Provision of Architectural Services	Standing Offer	\$21,311	1	C
International Conservation Services*	Provision of Conservation Consultancy and Services	Standing Offer	\$71,326	2	B
MGT Architects*	Development of a Central Reference Document- Program and Accommodation	\$25,996	\$27,798	3	C
Hughes Trueman*	Engineering Consultancy Services	Standing Offer	\$20,625	1	B
MGT Architects*	Provision of Architectural Design Services	\$167,497.00	\$14,410	3	B
Sustainable Business*	Provision of Energy and Environmental Education Services	\$33,275	\$11,220	2	B
MGT Architects	Design Management of Security Enhancement Projects	\$110,000	\$103,421	3	C
Gilmore Engineers Pty Ltd	Analysis of Perspex Sight Glass	\$17,600	\$17,600	3	C
Ernst & Young*	Financial Assessment and Due Diligence Review prior to the amalgamation of the joint Parliamentary Departments	\$91,300	\$80,300	3	D
Australian Valuation Office	2003/04 Asset Valuation	\$24,200	\$24,200	3	C
Deloitte Touche Tomatsu	Post-Implementation Review of Client Services Group Staffing Plan	\$17,820	\$17,820	3	D
Dimension Data Australia Pty Ltd	Information Technology Consultancy Services	\$33,000	\$33,000	2	C
Gartner Australia Pty Ltd	Hardware & Software Review	\$45,210	\$41,823	2	D
		Total	\$603,282		

* Indicates contracts commissioned before the formation of DPS.

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Key to Consultancy Justification Codes

A	Limited or one time use of specialised skills
B	Requirement for unique areas of expertise
C	Specialist knowledge and/or resources not available from within the Department
D	Need for an independent study
E	Requirement for a change agent or facilitator
F	Requirement for rapid access to the latest technology and experience in its application
G	Limitations on management time

Key to Selection Process

1	Open tender - fully advertised
2	Restricted tender/quotation - not advertised
3	Sole Sourcing arrangement - not advertised

All prices include GST.

5.5 Competitive tendering and contracting

During 2003-04, the three former departments undertook minimal new outsourcing activities because of the impending amalgamation. Nor has there been any new outsourcing since DPS was formed.

However, many activities are routinely outsourced to external providers, under standing offers or contracts for:

- legal assistance;
- internal audit;
- project management;
- maintenance painting;
- heating, ventilation and air conditioning maintenance;
- engineering advice;
- architectural matters;
- employee relations;
- communications;
- transcriptions/audio recordings; and
- specialist trade activities.

5.6 Asset management

Parliament House is valued at \$1.7 billion for insurance purposes and has an intended life of 200 years. The building represents a significant public investment, is a major national and international tourist attraction and is an eminent work of architecture. The building is expected to accommodate growth and to adapt to the changing functional requirements of Parliament.

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In 1987, the Presiding Officers delegated their responsibility for maintenance and capital works at Parliament House to JHD. On 1 February 2004, DPS took responsibility under this delegation.

DPS is responsible for asset management of Parliament House. We have implemented sophisticated asset management systems to ensure that the building fulfils its role as a functional parliamentary building, an office for the executive government and an iconic tourist attraction.

The asset management systems used by DPS include a building management system, a maintenance management system, life cycle management, condition monitoring, 100-, 20- and 5-year asset management plans, performance standards and benchmarking. These systems are used in combination to ensure that appropriate levels of condition and serviceability are maintained in a cost effective manner. The systems are supported by a team of professional engineers, architects and facility managers who continually develop their skills in asset management.

The department uses a series of performance indices to measure asset management performance, including the Building Condition Index (BCI). The performance against these indices is reported separately in Figure 25 in section 3.4.1.

5.7 Accountability

5.7.1 External scrutiny

During 2003–04, JHD, DPL and DPRS were the subject of external performance and compliance audits by the ANAO in relation to their financial statements for the period ending 31 January 2004. These audits were unqualified. The ANAO audit of DPS's financial statements for the period 1 February 2004 to 30 June 2004 also produced an unqualified audit report.

The ANAO audits the compliance of agencies with the *Senate Order for Departmental and Agency Contracts* (the Senate Order) that requires them to list contract details on the Internet. The parliamentary departments are not departments of State, and are therefore not required to comply with the Senate Order. However, all except the Department of the House of Representatives have chosen to do so. The last audit to be completed, for the 2003 calendar year, was tabled on 17 September 2004. No matters of a material nature were identified by the ANAO.

DPS was not subject to any judicial decisions or decisions of administrative tribunals, nor did the Ombudsman consider, or report on, activities of JHD, DPL, DPRS or DPS in 2003–04.

No specific reports, other than those already mentioned, were made to Parliament on the operations of DPS.

PART 5 – MANAGEMENT AND ACCOUNTABILITY

5.7.2 Freedom of Information

While DPS is not subject to the provisions of the *Freedom of Information Act 1982* (the FOI Act), every effort is made to respond in accordance with the intent of the legislation.

DPS maintains documentation on its daily operations, the Parliamentary Library catalogue, a large number of systems manuals and all of the “as-constructed” drawings of Parliament House.

As DPS is not a policy department, it has no policy documents other than those affecting its own operations.

Because DPS is not subject to the FOI Act, no facilities are provided to enable members of the public to obtain physical access to its documents. When inquiries for information are made, such requests are referred to the Director, Governance.

In 2003–04, one request for information was received. The information could not be provided as it was security-sensitive.

5.7.3 Discretionary grants

DPS does not administer any discretionary grant programs.

5.7.4 Advertising costs 2003–04

All Commonwealth departments and agencies are required, under section 311A of the *Commonwealth Electoral Act 1918*, to provide a statement setting out particulars of all amounts over \$1,500 paid to:

- (a) advertising agencies;
- (b) market research organisations;
- (c) polling organisations;
- (d) direct mail organisations; and
- (e) media advertising agencies.

PART 5 – MANAGEMENT AND ACCOUNTABILITY

Figure 33—Advertising costs

Supplier	Item	Cost \$
Around Australia Magazine Pty Ltd	<i>Around Canberra</i> publication	4,025
Australian Capital Tourism Corporation	Counter advertising at the Canberra and Region Visitors Centre	3,150
Bearcage	Revise TV advertisement for Open Day	2,238
Canberra Convention Bureau	Meeting & Incentive Planners' Guide	2,900
HMA Blaze	Recruitment notices	65,933
HMA Blaze	Tender notices	23,524
Sampson Carroll Aust P/L	<i>The Big Book of Australia</i> publication	2,750
The Canberra Times	Floriade Program	2,287
WIN TV	Advertising Open Day	5,550
ZOO	Amend design and text and print promotional brochure	10,321
	Text & image changes and print Visitor Guide Reprint promotional brochure	8,316
		3,492
Total		134,486

No money was paid to any organisation covered in paragraph (b), (c) or (d).

