



PARLIAMENTARY LIBRARY
Annual Report 2002–2003

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ISSN 1038 – 3824

Design, typesetting and printing by Adcorp.green, Canberra #17542



PARLIAMENT OF AUSTRALIA

DEPARTMENT OF THE PARLIAMENTARY LIBRARY

Mr Speaker
Mr President

LETTER OF TRANSMITTAL

I have pleasure in submitting the annual report of the Department of the Parliamentary Library for the year ended 30 June 2003. Subsection 65(c) of the Parliamentary Service Act 1999 requires that the Secretary give a report to the President of the Senate and the Speaker of the House of Representatives, for presentation to each House of the Parliament, on the activities of the Department during the year.

J.W. Templeton
Acting Secretary
27 October 2003

INFORMATION, ANALYSIS AND ADVICE FOR THE PARLIAMENT

Parliament House CANBERRA ACT 2600 web.library@aph.gov.au



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HOW TO USE THIS REPORT

This report uses the same outcome–output structure that was used to present the Department's *Portfolio Budget Statement 2002-03*.

Chapter 1 contains the Secretary's Review for 2002-03.

Chapter 2 contains a corporate overview, which includes:

- major activities
- the department's organisational structure;
- the department's program structure;
- a map of the relationship between program structure and outputs; and
- an explanation of the basis for reporting performance against output groups in this annual report.

Chapters 3 reports on performance against Outputs 1 and 2 and contain information on other key DPL activities.

Interpretation of financial and staffing resources information

The **Appendices** contain the audited Financial Statements for 2002-03, information required under specific legislation, and other useful material.

A guide to terms used in the report is contained on pages ix and x an **index** follows immediately after the appendices.

How to find out more

Annual report contact:

Mr Rob Johnston
Assistant Secretary
Resource Management
Department of the Parliamentary Library
Canberra 2600 ACT
Telephone (02) 6277 2706

For more information about DPL including electronic versions of publications such as *Annual Report 2002-03*, *Strategic Plan 2003-06*, *Business Plan 2003-04*, *Portfolio Budget Statement 2002-03*, the *Parliamentary Handbook* and Information and Research Services papers and products visit the department's web site at www.aph.gov.au/library

GUIDE TO TERMS AND ABBREVIATIONS USED IN THIS REPORT

ANAO	Australian National Audit Office	GDP	General Distribution Product
APS	Australian Public Service	HRD	Human Resource Development
ASL	Average Staffing Level	IDP	Individual Development Plan
ATO	Australian Taxation Office	IFLA	International Federation of Library Associations
ATSI	Aboriginal and Torres Strait Islander	ILS	Integrated Library System
AWA	Australian Workplace Agreement	IRS	Information and Research Services (program)
BCP	Business Continuity Plan	IT	Information Technology
CA	Certified Agreement	LBD	Law and Bills Digest (group)
CEI	Chief Executive's Instruction	LDS	Library Databases Section
CEP	Central Enquiry Point	LSL	Long Service Leave
CM	Collection Management Section	NESB	Non-English Speaking Background
CPA	Commonwealth Public Account	OH&S	Occupational Health and Safety
CRF	Consolidated Revenue Fund	PARLINFO	Parliamentary Information Database
DOFA	Department of Finance and Administration	PBS	Portfolio Budget Statement
DPL	Department of the Parliamentary Library	PES	Parliamentary Executive Service
DPRS	Department of the Parliamentary Reporting Staff	PPA	Politics and Public Administration (group)
EAP	Employee Assistance Program	PPT	Permanent Part Time
ECIR	Economics, Commerce and Industrial Relations (group)	PSA	<i>Parliamentary Service Act 1999</i>
EEO	Equal Employment Opportunity	RMS	Resource Management Services (Program)
ELITE	Electronic Library Information Transfer Environment	SES	Senior Executive Service
EMMU	Electronic Media Monitoring Unit	SP	Social Policy (group)
FADT	Foreign Affairs, Defence and Trade (group)	STATS	Statistics (group)
FCP	Fraud Control Plan	STER	Science, Technology, Environment and Resources (group)
FMA	Financial Management and Accountability (Act)	SWIM	Senior Women in Management
		SWS	Supported Wages Scheme
		TARDIS	Time and Activity Recording Database



GUIDE TO TERMS AND ABBREVIATIONS USED IN THIS REPORT *cont.*

Administered items

Items administered by the department on behalf of the Commonwealth

Appropriation

An authorisation by the Parliament to spend moneys from the Consolidated Revenue Fund

Allowances

Allowances are amounts paid by employers to cover anticipated costs or as compensation for conditions of employment

Assessable income

Gross income including salary and wages, dividends, interest and rent before any deductions are allowed. Assessable income also includes net capital gains, eligible termination payments (ETP) and other amounts that are not ordinarily classed as income

Budget

The Government's expected revenue and expenditure for a financial year

Departmental items

Those items over which the department has control for the provision of its outputs

Outcomes

The results of actions by the Commonwealth on the Australian Community

Outputs

The goods and services the department produces to contribute to the achievement of Outcomes

Special appropriation

Entitlement-based funding for a government program, payment or service—that is, the funding does not necessarily lapse at the end of the financial year

Superflex

Flexible hours of work scheme



CHAPTER 1 – Secretary's Review

SECRETARY'S REVIEW

2002-2003 was a year of great activity for DPL, being the mid-year of the parliamentary cycle when request levels rise to their highest point.

Demand was strong across all facets of Library activity, with work required by Senators and Members experiencing considerable growth.

In an era notable for myriad providers of 'information', the continuing strength of client demand for Library services is a significant measure of the Library's high standing with Senators, Members and parliamentary committees and a public affirmation of the Library's reputation for professionalism, impartiality and confidentiality – values which the Library protects and preserves.

This will be the last Annual Report of the Department of the Parliamentary Library, as the Parliament has decided that the department will be abolished on 31 January 2004 (along with the Department of the Parliamentary Reporting Staff and the Joint House Department) and the functions performed by the three service departments will be incorporated in a new Department of Parliamentary Services from 1 February 2004.

The Parliamentary Library will continue as a function but within a larger administrative entity of the new department.

The changes are the result of the Parliament's consideration, and adoption, of a recommendation by the Parliamentary Service Commissioner, Mr Andrew Podger, who in April 2002 was asked by the Speaker and the then President to review aspects of the Parliamentary administration.

In his final report to the Presiding Officers in September 2002 Mr Podger recommended the abolition of the three separate departments and made four specific recommendations regarding the Parliamentary Library's role and status in the new department, viz

- A senior level position of Parliamentary Librarian be created within the new department to be executive manager of the library function, with independence from the departmental Secretary in respect of the Library's confidential and impartial client service provisions.
- The independence of the Parliamentary Library in respect of the Library's confidential services to Senators, Members and parliamentary committees be granted by a Charter from the Presiding Officers.
- The resources and services to be provided to the Library in the amalgamated department be specified in an annual agreement between the departmental Secretary and Parliamentary Librarian, approved by the Presiding Officers following consideration by the Joint Library Committee.

When the Speaker and the President tabled the Review they invited comment and suggestions from Members, Senators, parliamentary staff and any other interested groups or individuals. The President also provided a copy of the report to the Senate Standing committee on Appropriations and Staffing which, under a continuing resolution of the Senate, must consider proposals for changes to the parliamentary administration.

Following consideration of Mr Podger's report by the Presiding Officers and the Senate Standing Committee on Appropriations and Staffing, the House of Representatives and the Senate both approved resolutions under Section 54 of the *Parliamentary Service Act 1999* giving effect to Mr Podger's recommendations.

The Parliament having made its decision, the primary focus of DPL will now be assisting with the smooth implementation of the changes, while maintaining high levels of services to Senators, Members and parliamentary committees.

The quality of those services was confirmed by the results of DPL's independent Triennial Client Survey, conducted in October and November 2002 by Maitland Tanner and Associates (MTA).

After qualitative interviews with 55 users of Library services, including Senators and Members and their staff and parliamentary staff, MTA reported that, on the whole, clients are very satisfied with DPL services. The MTA report made a number of recommendations as to how the Parliamentary Library could improve its central services to Senators and Members and improve the effectiveness of training provided for Library services. The full MTA report is at Appendix 10.

Implementing the MTA recommendations will be a major priority for the Parliamentary Library in 2003-2004.

Outlook for 2003-2004

The principal issues facing the Parliamentary Library in 2003 and 2004 will be the orderly winding up of the present department and the subsequent transition to being part of a larger, single service department.

The creation and filling of the statutory office of Parliamentary Librarian will be of particular significance, as will the drafting and adoption of a Charter clearly setting out the Library's roles, responsibilities and independence in respect of its confidential services to Senators and Members. Developing appropriate mechanisms for setting resource needs in the new department will also be an important milestone in the journey of change.

Staff of the Parliamentary Library have supported the Parliament enthusiastically and professionally for more than 102 years. Their commitment, skill and dedication will be unchanged, notwithstanding the new overall administrative structures in which the Library will fit.

The Library's vision of being 'the leading resource for the Australian Parliament for information, analysis and advice' will continue to guide and motivate Library staff, as will its mission of 'supporting the parliamentary process by providing Senators and Members with quality information services, analysis and advice'.



CHAPTER 2 – Departmental Overview



ROLE AND FUNCTIONS

The Department of the Parliamentary Library (DPL) is one of five departments which constitute the Parliamentary Service that supports the Parliament.

DPL's vision is to be the resource for the Australian Parliament for information, analysis and advice. DPL's mission is to support the parliamentary process by providing Senators and Members with quality information services, analysis and advice. Its values are excellence in service, professionalism, cost-effectiveness, confidentiality, impartiality, integrity, continuous improvement and mutual support.

The Parliamentary Library has three corporate objectives:

- To ensure client confidence in DPL services as demonstrated by sustained, effective demand for its services over the course of the Parliamentary cycle;
- To provide resources to meet client needs;
- To ensure staff provide quality services;

The department's commitment to providing quality services to clients is embodied in its *Client Service Charter*, reproduced on pages 7 & 8.

DEPARTMENT OF THE PARLIAMENTARY LIBRARY SERVICE CHARTER

This Client Service Charter has been developed to:

- provide clients of the Department of the Parliamentary Library with a clear statement of the commitment of staff to maintain high service levels; and
- define the entitlements and responsibilities of clients.

The Department of the Parliamentary Library (DPL) and its services

Who are we?

The Department of the Parliamentary Library supports the parliamentary process by providing clients with quality information services, and policy analysis and advice.

What do we do?

We provide services tailored to meet the specific needs of Senators, Members, their staff and particularly committees using the Parliamentary Library's combination of specialist staff, collections, networks and access to national and international resources and expertise.

How can you contact us?

Clients may access DPL's services by:

- visiting the Main Library
(2nd Floor Ministerial Wing);
- visiting the Ground Floor Library;
- *telephone*
(02) 6277 2500;
- *voice mail (after hours)*
(02) 6277 2500;
- *fax*
(02) 6277 2599;
- *email*
web.library@aph.gov.au

- *mail*

All correspondence should be addressed to:
Secretary,
Department of the Parliamentary Library,
Parliament House,
Canberra, ACT 2600.

Our Opening Hours

Parliamentary Sitting Weeks

Monday – Thursday 8:30 am – 8:00 pm
Friday 8:30am – 5:00pm

Parliamentary Non-Sitting Weeks

Monday – Friday 8:30am – 5:00 pm

Services and Contact Persons

Individual staff and details of services are identified in the *Guide to Services*. It is issued twice-yearly in print form and is constantly available in an up-to-date electronic version at: http://libis/library_services.asp. Hard copies are can be obtained from DPL's Publications Section. (ext. 2760)

Service Standards

We will:

- provide timely and efficient information services;
- respond to client requests for in-depth investigation of particular issues by identifying and analysing relevant material;
- review major issues being considered by, or likely to be considered by, the Parliament and distribute widely products and services which anticipate client needs arising from those issues;
- select relevant print and electronic material for the collections;
- improve access to services and the collections

- by providing training and resource guides;
- use new technology to provide client products and services cost-effectively; and
- provide access to services and collections in Parliament House and in Electorate Offices.

Service Delivery

Our services will be delivered in the most cost effective and efficient manner depending on deadlines, competing client demands, volume and client requirements.

What you can expect from us

Our services will be:

- confidential;
- timely;
- free from bias;
- responsive;
- accurate;
- courteous; and
- personalised.

How you can help us

You can help by:

- giving us a precise a description as possible of the information or research advice required;
- advising us of the preferred form of response

required (e.g. tape, book, research paper, consultation, newspaper clipping, summary of facts, photocopies, floppy disc);

- telling us the date and time you require the response;
- your preferred method of delivery; and
- only requesting information, analysis and advice in relation to your Parliamentary duties.

Feedback

As part of DPL's commitment to continuous improvement all staff members are interested in feedback on the quality, timeliness, accuracy and relevance of the services provided.

Clients are encouraged to contact individual officers or management with any comments on or suggestions about our services. If you make a complaint the Department will promptly investigate the matter and provide you with details of the results of its enquiries.

Senators and Members are encouraged to raise any issues concerning our services through members of the Joint Library Committee.

Monitoring and Review

DPL will conduct regular evaluations of its services. Reports will be provided to the Joint Library Committee.

Organisational Structure

The joint parliamentary heads of the department are the Presiding Officers of the Parliament, the President of the Senate (Senator the Hon. Paul Calvert) and the Speaker of the House of Representatives (the Hon. Neil Andrew MP). The Secretary of the Department, Mr J.W. Templeton, is responsible under the *Parliamentary Service Act 1999* for the management of the department and is responsible for this task to the Presiding Officers.

The Joint Library Committee

The Senate and the House of Representatives elect their own Library Committees, which meet together as the Joint Library Committee.

The Committee's Terms of Reference are to:

- advise the Presiding Officers on major policy matters relating to the Parliamentary Library's role in assisting Senators and Members fulfil their Chamber, Committee and representational responsibilities;

- advise the Presiding Officers on client service policy, including the types, levels and priorities of services to be provided by the Parliamentary Library and consider both the mechanisms for client service evaluation and the outcomes of such evaluations;
- advise the Presiding Officers on the corporate planning strategy proposed by the Parliamentary Library, prior to the submission of the Department's Corporate Plan to the Presiding Officers for approval;
- assess, and advise the Presiding Officers on, the achievement of the Parliamentary Library's corporate objectives and the effectiveness of its program evaluation practices; and
- consider such other matters as may be referred to the Library Committee from time to time by the Presiding Officers.

The membership of the Joint Library Committee at 30 June 2003 was:

Senator John Tierney
 Senator Penny Wong
 Senator Joe Ludwig
 Senator Nigel Scullion
 Senator Linda Kirk
 Senator Tsebin Tchen
 The Hon Dick Adams, MP
 Mrs Trish Draper, MP
 Mr Laurie Ferguson, MP
 Mr Petro Georgiou, MP
 Ms Kelly Hoare, MP
 Mr Don Randall, MP

Other Members who served on the Committee during 2002-2003 included:

Senator the Hon John Herron
 Senator Sue Mackay
 Senator Ron Boswell
 Senator the Hon Nick Sherry
 Senator the Hon R. Crowley

The Speaker of the House of Representatives, the Hon Neil Andrew, MP chaired the Committee.

Matters considered during 2002-03 included:

- DPL Budget for 2003-04
- *Review of Aspects of the Administration of the Parliament* by Mr Andrew Podger
- DPL *Corporate and Strategic Plan 2002 – 2005*
- access to commercial database services for Senators and Members
- Internet Content Filtering
- Appointment of the Australian Parliamentary Fellow
- monthly reports on the Library's activities.

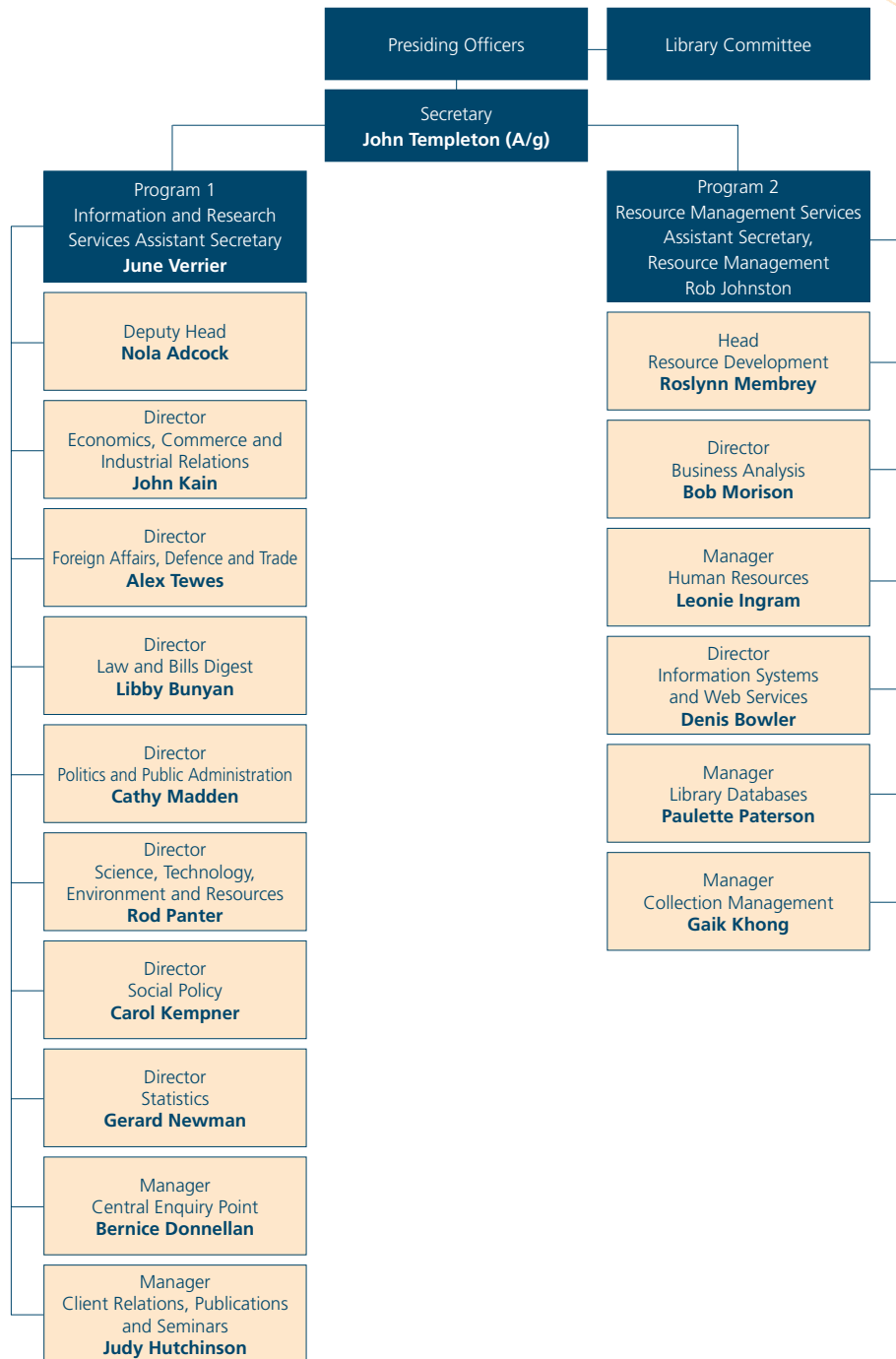
The Department

As at 30 June 2003, the department had two programs: Information and Research Services, and Resource Management Services and 169 employees, the majority involved directly in the provision of client services and the development and maintenance of the Library's information resources.

The department's organisation structure is outlined in *Chart 1*. The relationship between the department's organisational structure and output structure is outlined in *Chart 2*.



**Chart 1 – Department of the Parliamentary Library
Organisational Structure as at 30 June 2003**



Program One - Information and Research Services (IRS)

The objectives of the IRS are to:

- meet the needs of individual Senators and Members for up-to-date information and for high-quality analysis and advice in a timely, impartial and confidential manner
- review major issues before the Parliament through IRS products and seminars
- provide support through Bills Digests
- apply new technology to provide Senators and Members with timely access to electronic information resources
- assist Senators and Members and their staff in the use of electronic information sources and
- manage the Australian Parliamentary Fellowship.

The program has approximately 100 employees comprising information specialists, research specialists and support staff.

Information specialists are professional librarians responsible for identifying, accessing and assembling information, in response to, or in anticipation of, client requests for information on any issue within particular public policy areas. They also have tertiary qualifications in one or more subject areas and/or information skills in a particular field. Research specialists provide oral and written analysis and advice on policy related matters. All have tertiary qualifications at a high level, as well as significant experience in policy analysis and extensive public policy expertise. Together they provide a range of integrated services.

Support staff provide circulation and document supply services, research assistance and generally support the work of the program.

IRS is organised into the nine workgroups set out in *Chart 1*.

The Central Enquiry Point (CEP) is a contact point for short factual information requests requiring a prompt response. Staff on the CEP receive and refer more complex requests to the appropriate individual or subject area for response. In addition, the CEP handles loan requests and requests for specific documents.

The Client Relations, Publications and Seminars unit coordinates and provides editorial quality control for print and electronic publications prepared by client services staff. It also organises seminars involving specialist speakers on topics of interest to the Parliament.

Program Two - Resource Management Services (RMS)

Resource Management Services (RMS) builds and maintains the information resources required by clients and staff, provides electronic media monitoring services and provides cost-effective departmental information technology services and support, and creates the operational environment to support the performance of the department.

Its objectives are to:

- provide quality 24-hour, 7-day a week electronic information services to Senators and Members and parliamentary committees, through the parliamentary network;
- provide effective leadership and direction to assist the department to meet its mission and objectives;
- apply new technology which will improve client service, expand access to electronic resources or enhance DPL productivity;

- secure and maintain adequate resources for the department and ensure those resources are managed efficiently; and
- provide internal departmental services, to enable a cost-effective and efficient client service.

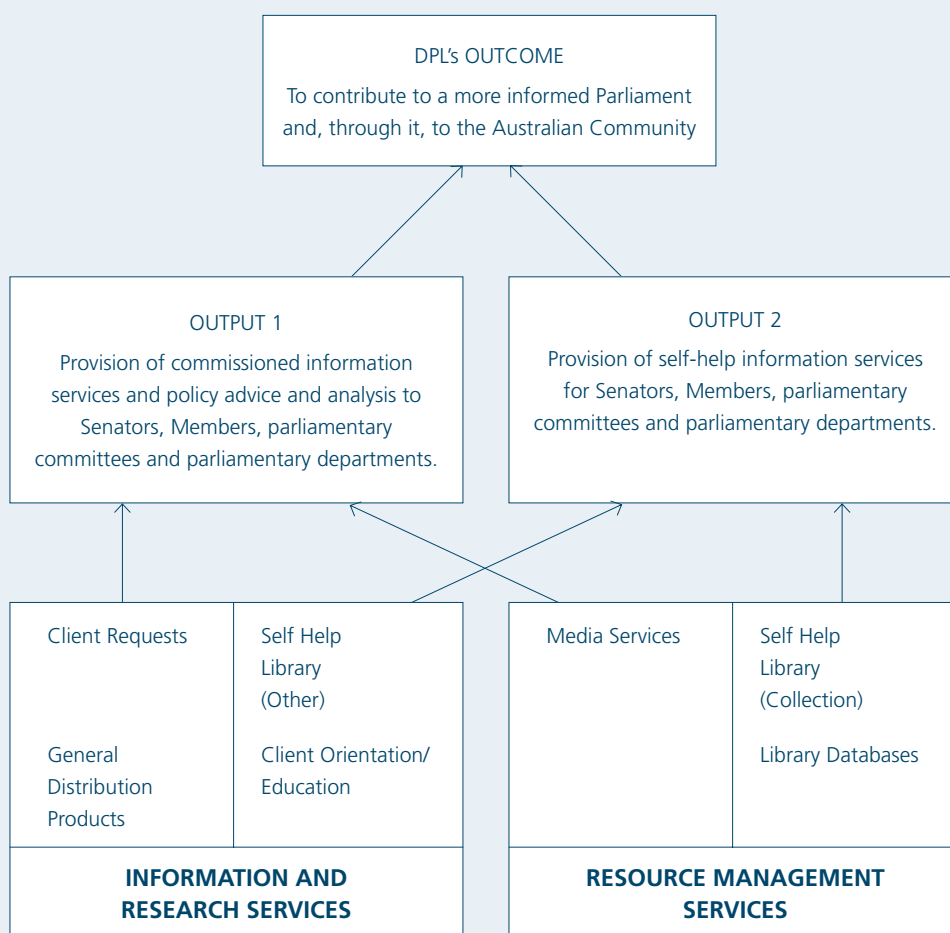
- Information Systems and Web Services;
- Business Analysis and Human Resources;
- Support Services; and
- Electronic Media Monitoring Unit

The program comprises:

- Library Database Services;
- Collection Management Services;

RMS has approximately 70 employees, including librarians, finance, HR, IT and support staff.

Chart 2 – Relationship between Program structure and Output structure



Major Activities During 2002–03

Client Services Survey

Once during the life of each Parliament DPL contracts an independent consultant to carry out a confidential client survey to obtain feedback from Senators and Members about the extent to which they are satisfied with DPL services and to assist in the evaluation of this feedback.

The survey was completed by Maitland Tanner and Associates Pty Ltd and the survey report is reproduced in full at Appendix 10.

Key findings included;

- Clients are very satisfied with DPL services
- The majority of participants rated the DPL 8 or 9 out of 10
- The majority of participants rated the DPL 10 out of 10 for objectivity and confidentiality
- The majority of participants considered the DPL to be their most important information source

Despite the positive nature of these results DPL notes the report's finding that the highly dynamic nature of the service environment in which the department operates means that that client satisfaction does not equate to loyalty.

Publication of the 29th edition of the Parliamentary Handbook

Once during the life of each Parliament DPL publishes the Parliamentary Handbook. The handbook contains biographical information about all current Senators and Members and a wealth of historical material concerning the federal parliament. The 29th edition of the Parliamentary handbook was published in October 2002.

Improvements to the delivery of newspaper clippings

Significant changes to the Library's newspaper clippings service during 2002-03 have provided a more timely and cost-effective service to Senators and Members.

On 16 November 2002 the Library introduced weekend work and 8am starts in the Library Database Services section, which has responsibility for the newspaper clippings database on ParInfo. This provides ParInfo access to weekend news clippings on the day they are published and has distributed the workloads associated with the Newspaper Clippings Database more evenly over a 7-day week.


In January 2003, the Library began to purchase its newspaper clippings, in electronic form, from Media Monitors. The purchase of this service combined with the in-house development of a software loading process mean that the majority of newspaper clippings are now on ParInfo by 9am each day (and progressively added from 8am each day). This is a distinct improvement on July 2002 when, on average, the Library had processed all high priority newspapers for ParInfo by lunchtime each day.

In May 2003 DPL began a process to determine Senators' and Members' needs for news services and to conduct a comparative evaluation of the departments' in-house newspaper clippings database with commercially available services. The outcomes of this process will assist in determining the most appropriate way to deliver timely and cost effective newspaper database services to clients.

Electronic Documents and Records Management

In September 2002, DPL issued a Request for Consultancy Services to review its Electronic Document and Records Management (EDRM) requirements. Project goals were to:

- improve client service delivery through better integration of the systems DPL uses for storing, managing and accessing electronic documents and records; and

- 
- ensure that, as far as practicable, management of electronic documents and records within DPL is consistent with relevant legislative and administrative requirements.

The review was completed in April 2003 by *Solved @ McConchie Pty Ltd* and the final report entitled “Project Discovery”, made a series of recommendations under two main headings:

- *Client Service* recommendations – relating to issues of service provision to Senators, Members and other clients, in conjunction with DPL’s improvements to its *intraNet*; and
- *Workplace* recommendations – focussing largely on internal legal and administrative issues for DPL. A major component relates to improved electronic record-keeping software, particularly capturing E-mail and other electronic content.

DPL has formed a working group to take the EDRM project forward into the design and implementation phases.

Review of information provided to manage client and non-client work

The aim of this review was to assess the adequacy of information provided to the department’s management to assist with decision making process on all aspects of client and administrative work. The review resulted in a revision of the department’s information hierarchy, the establishment of a new data access tool known as Discoverer, and redesigned monthly management reports.

Consultancy to reduce costs in the acquisitions, serials control and collection maintenance operations.

In October 2002 Unilinc Ltd. completed a consultancy to develop a plan to reduce costs and improve the efficiency of the acquisitions, serials control and collection maintenance operations in DPL. After consultation with affected staff as well as specialist staff in the library the Collection Management section was restructured. The restructure had three objectives. The first objective was to improve client services by improving work flow and improving productivity, the second was to add value to material acquired by DPL and the third was to develop a career path and better advancement opportunities for staff in the area. Since the restructure it has been pleasing to note significant improvements in productivity, simplified work processes and a reduction in backlogs.



CHAPTER 3 – Performance

OUTPUT ONE

Provision of commissioned information services, policy advice and analysis to Senators, Members, parliamentary committees and parliamentary departments.

Description

Commissioned services

Commissioned information and research services are tailored responses prepared following requests for information, analysis and advice from individual Senators, Members and their staff. Commissioned services are the predominant activity under Output 1 as is illustrated in the Chart below.

These services cover the spectrum from the quick provision of facts to detailed briefing and analytical activities such as the identification and evaluation of policy options, the identification of objectives for outgoing parliamentary delegations, or the provision of a foundation paper for a committee inquiry. They are provided orally or in writing on a confidential basis and within agreed timeframes.

There was an increase in the proportion of staff time attributable to commissioned work in 2002-03, reflecting a peak in client demand which is typical of the mid-year of the Parliamentary cycle.

General Distribution Products (GDPs)

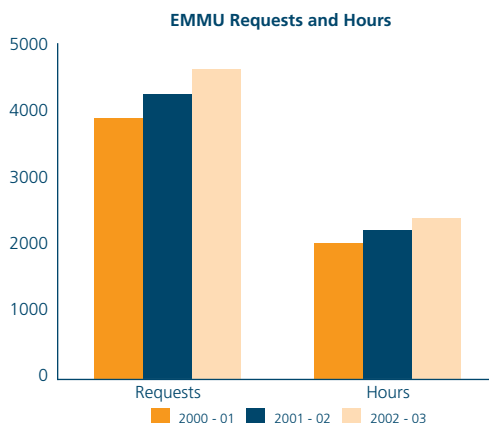
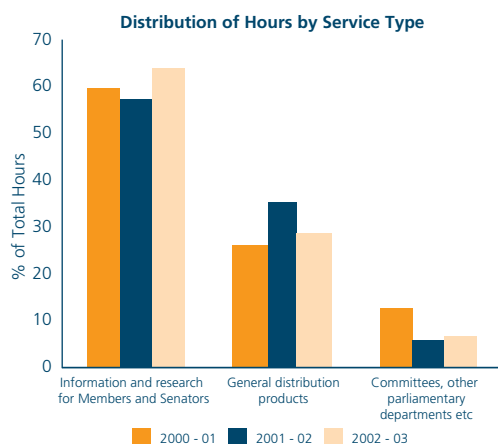
Where strong client demand is anticipated for briefing on specific policy issues, general distribution publications and products are prepared from a parliamentary perspective.

These products take a variety of forms to meet the diverse needs of Senators and Members. They include short written briefs available in hard copy and electronic formats, audio briefs, electronic resource guides, detailed research works and a seminars program.

The department also aims to publish a digest on all new government bills, providing Senators and Members with an independent explanation and commentary on bills as they come before the Parliament.

Media services

Analogue recordings of free-to-air television and radio news and current affairs programs broadcast in Canberra are provided 'on-demand' by the Electronic Media Monitoring Unit (EMMU). Requests to EMMU increased by 8 per cent compared to 2001-02. During 2003-04 the EMMU service will be digitised.



Evaluating Performance

The department's performance in the delivery of Output 1 is assessed against qualitative and quantitative measures. Indicators of the level of client satisfaction with the quality of services include a range of formal and less formal sources ranging from an external, independent, client services survey undertaken once in the life of each Parliament, client feedback, client visits, forums and the Joint Library Committee.

Client Services Survey

An important base for assessing departmental performance is the confidential survey of Senators and Members which is undertaken during each parliament by an independent consultant. The survey of clients in the 40th Parliament was completed in 2002-03 by Maitland Tanner and Associates Pty Ltd and the full report is reproduced at Appendix 10.

The survey addressed a range of client service issues and concluded that the key satisfaction drivers are consistency, subject expertise, professionalism and timeliness. Key findings specifically on client satisfaction with Output 1 services were that:

- Clients are very satisfied with DPL services
- The majority of participants rated the DPL 8-9 out of 10
- Most users rated DPL 10 out of 10 for objectivity and confidentiality
- The majority of participants considered the DPL to be their most important information source.

Quality of service indicators

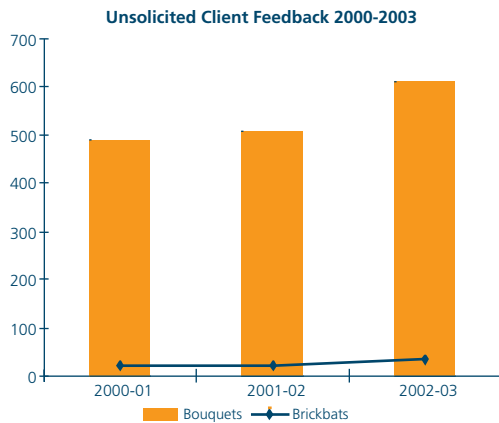
Performance Indicator	Key Outcomes
High client satisfaction Percentage and number of clients satisfied that services are tailored to meet their needs in a timely, confidential and impartial manner.	The majority of participants (58 out of 61) in the 2002-03 Client Services Survey were very satisfied with the DPL's services 95 per cent of unsolicited client feedback was positive
High client satisfaction Staff are knowledgeable, able to anticipate client needs, approachable and responsive	The 2002-03 Client Services Survey indicated that DPL's clients value consistent, high quality interaction with DPL staff.

Unsolicited client feedback

Output 1 quality is also monitored by collecting, recording and analysing unsolicited user feedback.

Over 2002-03, there was further growth in unsolicited positive and negative feedback ('bouquets and brickbats'), a trend evident over the past three years as illustrated in the accompanying chart. Positive feedback overwhelmingly exceeded negative feedback, which was consistent with the results of the 2002 client services survey.

Over two thirds of this feedback related to commissioned requests (including media services) with the remainder concerned with general distribution papers.



Positive feedback included comments on the speed, clarity, brevity, accuracy, efficiency, objectivity and timeliness of responses to client requests. As well, DPL's general distribution products were cited in parliamentary debates and the media.

Negative feedback mainly reflected concerns over technology with 35 per cent of brickbats attributed to a single problem with the Alert service when changes were made to the Parliament's technology infrastructure. Other brickbats concerned timeliness, perceived bias and deficiencies in communication. Negative feedback is taken extremely seriously, followed up with the client in question, and contributes to a continuing review of work practices.

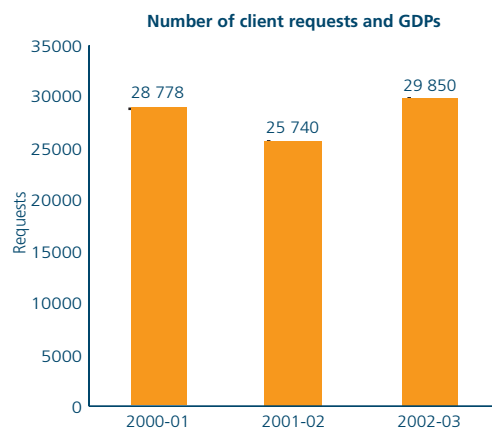
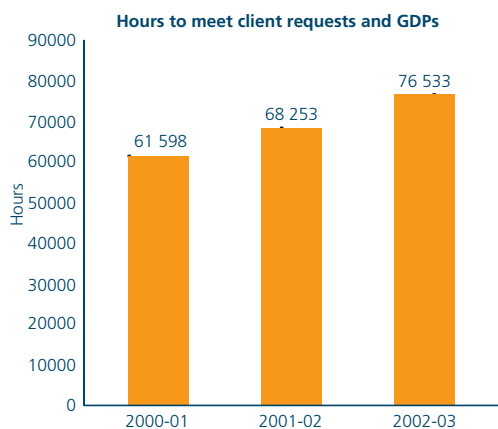
Feedback from client visits

The Head or Deputy Head of the Information and Research Services Program endeavour to meet every Senator and Member once in the life of a parliament to seek one-to-one feedback. This has been of significant assistance in broadening the clients' understanding of the range of services available to them, how best to use them and to elicit forthright feedback. It has facilitated some fine tuning of service delivery and where warranted, these visits have been followed up with targeting client training and other client support initiatives.

The deliberations of the Joint Library Committee continued to provide valued feedback.

Quantity of service indicators

Performance Indicator	Key Outcomes
Percentage change and number of requests or transactions handled by type of request	16 per cent increase in the number of requests since 2001-02.
Percentage change and number of hours spent on requests	12 per cent increase in the number of hours spent responding to requests and compiling GDPs since 2001-02



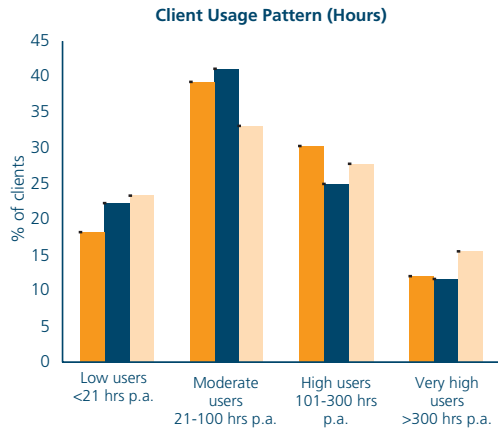
Client Demand

As anticipated at this stage of the parliamentary cycle, client service demand was strong over 2002-03, with the number of client requests/transactions rising by nearly 16 per cent. Hours spent responding to client requests and compiling GDPs rose by 12 per cent in 2002-03. This suggests a slight increase in the average duration of response times, continuing a longer term trend evident for some years now as clients become more accustomed to using DPL's self-help electronic databases and other electronic sources for satisfying their 'quick search' information needs.

There has been a pleasing increase in the proportion of clients considered strong users of Output 1 services. The proportion of 'high' and 'very high' users increased by 7 per cent over 2002-03 to in excess of 43 per cent of total users. In contrast, some 33 per cent of clients were 'moderate' users compared with over 41 per cent in 2001-02. The 'low' user group increased slightly (by 1 per cent).

Price and cost indicators

Over the previous year there was a 9.8 per cent increase in the cost per request and a 9.2 per cent decrease in the cost per hour for Output 1. This increase in the cost per request appears to reflect the growth in demand for more detailed analysis assessment and investigation and a decline in the demand for quick, factual responses.



Performance Indicator		Key Outcomes	
Estimated unit cost per client request:		Actual unit cost per client request:	
2001-02	2002-03	2001-02	2002-03
\$258 per hour	\$243 per hour	\$238 per hour	\$219 per hour
\$499 per request	\$578 per request	\$510 per request	\$560 per request

Key issues

Responses to the Client Services Survey

The Maitland Tanner 2002-03 Client Service Survey's key recommendations for Output 1 were addressed during several meetings of management and staff.

- **Contextual training**

DPL commenced targeting its training to smaller groups of clients. Planning is underway to involve the staff of Senators and Members to assist DPL in identifying subjects of interest and approaches to training which will best meet their requirements.

- **Publications**

Only the Bills Digests and *This Sitting Week* were readily identifiable publications according to the client services survey. In response, a working party has been formed to simplify the number of types of publications and improve the accessibility of General Distribution Products to clients.

- **Client management**

The client services survey identified DPL's client base as satisfied but not necessarily loyal and suggested that the needs of specific groups of clients be identified and addressed. Because this recommendation runs counter to an earlier evaluation finding—to treat each Senator and Member as a separate business and tailor services accordingly, DPL will examine and test the claims of both approaches and develop a market plan to address these issues.

Enhanced Client Services

- **Outreach**

Outreach is DPL's proactive client service which provides dedicated support for new Senators and Members, contextual training for Senators and

Members staff and the promotion of DPL services. A series of strategies has been developed to provide direct contact with clients and provide an opportunity for extension servicing and feedback. These include:

- Heads' calls
- Contact officers for the life of the Parliament
- Electorate office awareness. In 2002–03 more effort was made to assist Senators' and Members' staff in electorate offices. This included online training, tip sheets and calls on electorate offices by staff in the area for other purposes such as a conference.

- **New presentations of information and analysis**

With an aim to continue the goal to provide briefings to Senators and Members through as broad a range of means as possible, the following initiatives were established in 2002–03:

- *Mapping*: A map resource centre within DPL was created to enhance the presentation of DPL publications and to present information and research in a visual format for individual requests from Senators and Members. An expert in the use of map software was employed for a period to build up the resources and to train sixteen staff across a range of subject specialities in using this medium to convey information and research. Australian, international and special feature maps of various sizes and levels of detail are delivered in print and electronic formats. Examples include a map outlining the occurrence of SARS and maps to monitor developments during the Iraq war. Thematic maps of electoral divisions derived from a wide range of census variables and estimated House of Representatives votes can also be mapped. With electoral redistributions underway in Queensland and South Australia, an electoral boundary mapping system was provided to assist Senators and Members.

- *Audio Briefs*: Following the successful trial of Audio Briefs in 2001–02, they became a mainstream product in 2002–03 with the production of five CDs containing 13 recordings of analysis of issues by DPL research specialists.

- *Oral Briefings*: Much greater emphasis has been placed on subject specialist staff providing Senators and Members with oral briefings in response to their requests for information, analysis and advice. These briefings provide an opportunity for focussed discussion on the subjects of interest.

- **Party specific briefings**

Throughout the year, tailored orientation sessions were offered on request to groups of clients, with several large groups requesting sessions on specific issues. These sessions were well-received and complement the findings of the Maitland Tanner client services survey which re-inforced the importance of contextual training for clients. Clients are encouraged to seek assistance accessing and understanding all of the department's services either as part of a group or as individuals.

- **New expertise**

Staff recruitment in 2002-03 brought new expertise in new areas and areas of high demand including domestic security, immigration and people trafficking.

- **Focus on new and emerging issues**

To highlight the legislative program, DPL's client newsletter, *This Sitting Week*, now carries a list of Bills Digests which have been prepared for legislation which is scheduled for debate and links to related papers produced by the department or developments such as a High Court decision. Program 1 senior management commenced rigorous fortnightly discussions to identify new and emerging issues and the need for inter-group collaboration on client requests and their resource implications.

- **The Parliamentary Handbook**

The 29th edition of the Parliamentary Handbook was launched in December 2002 and provides a wealth of information about the Parliament, Senators and Members, ministries and shadow ministries, elections and electorates. The various sections of the new edition were colour-coded for ease of use and the referendums section was extended to include the full text of each referendum question. As with each edition of the Handbook, the biographies, lists, tables and introductory text were updated and substantially revised. In the online edition of the Handbook, the biographies of Senators and Members are updated daily, other lists are updated as they occur and statistical tables and historical lists are updated periodically.

- **Support for overseas parliaments**

DPL received 110 visitors from overseas parliaments who were provided with a comprehensive introduction to our services. In addition to requests for information received from overseas parliaments, DPL maintained ongoing support to the United Nations Development Program in Fiji and the Centre for Democratic Institutions program with the Indonesian Parliament, and to a range of parliaments through participation at a senior officer level in the International Federation of Library Associations. This assistance is highly valued and is growing, often on a reciprocal basis.



Succession Planning

Succession planning and the corresponding challenge of developing intellectual capital maintenance and drawdown was again recognised as a strategic priority in an organisation with DPL's age profile (75 per cent of DPL staff are aged over 40 compared to the 2002 APS average of 54 per cent) but options for response are constrained. Planning was begun, however, to consider flexible retirement options such as providing

part-time arrangements for highly valued staff with extensive parliamentary experience. DPL again experienced difficulty in recruiting some staff with particular expertise due to salary levels not being competitive and the reluctance of other departments to release staff for short-term secondments to DPL.

Four ongoing DPL staff were given leave without pay for professional development opportunities or for personal reasons.

OUTPUT TWO

Provision of self-help information services for Senators, Members, parliamentary committees and parliamentary departments.

Description

The department's self-help services provide clients with access to DPL's electronic products 24 hours a day 7 days a week through the parliamentary computing network using the ParInfo databases and DPL's Internet and [intraNet](#) sites.

Specific self help services include DPL databases on ParInfo including, selected newspaper clippings and journal articles as well as relevant press releases, radio and TV program notes and transcripts, DPL publications and DPL's catalogue of its own collection. Other databases available directly to clients include ABS@Parliament, Proquest and Economist Intelligence Unit Country Reports.

To help clients effectively use self-help services, DPL provides orientation sessions, training courses, and individual tuition and tip sheets.

Evaluating Performance

To measure access to self help services DPL relies on usage data logged whenever ParInfo or the Internet is accessed. DPL has been refining data collection processes over the past year as there have been some difficulties in collecting accurate and consistent data as various services have come online. The process of collecting this data will continue to be developed in future years.

Changes to the search interface were launched by DPRS in March 2003. Early indicators are that the improved search interface is encouraging a higher usage rate of both ParInfo and Internet/[intraNet](#) based services. Efforts to market the service will be increased in 2003-04.

Quality

Performance Indicator	Key Outcomes
High client satisfaction. Percentage and number of clients satisfied with: range of products, timeliness, relevant material, accessibility and ability to find what they are looking for.	The Client Services survey conducted by Maitland Tanner in 2002 (see full report at Appendix ?) comments that clients are low users of self help services partly because they are unaware of the extent of the services available and partly because they find the search interface difficult to navigate.

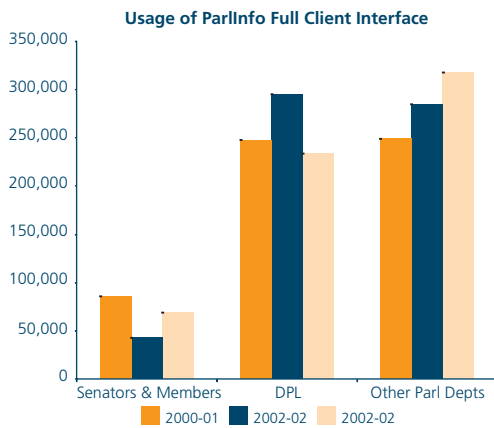
Quantity

Usage of Library Databases

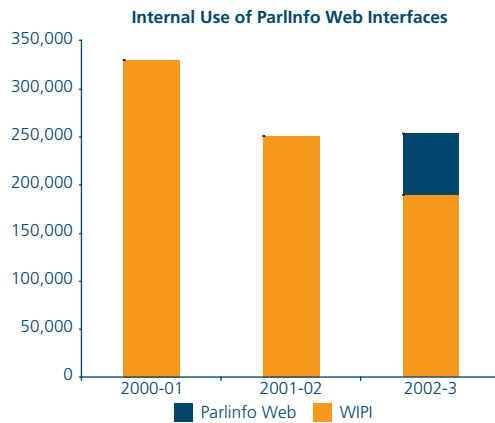
Performance Indicator	Key Outcomes
Percentage change and number of external ¹ client accesses to information.	386288 external searches of ParInfo using the full client interface (18.00% increase over 2001-02).

The chart below includes data for all users of ParInfo Full Client. Usage by Senators and Members and parliamentary departments has increased as clients make more use of self-help services.

During 2002-03 DPRS launched ParInfo Web, a much simpler search interface. This has had two benefits for DPL. Firstly, usage of DPL databases has increased since ParInfo Web was launched in March 2003 and clients have found it much easier to access than ParInfo Full Client. Secondly, usage data can now be logged by client groupings. In previous years data has only been provided which allows DPL to identify users who are either inside or outside the parliamentary computing environment.



For purposes of comparison with previous years DPL will continue to report on internal users of the web interface to ParInfo. Therefore the following chart includes ParInfo Web and web interface figures.



While internal use remained static in 2002-03, external use of DPL's web pages has shown a different pattern. During the 2000-01 election year the number of external hits totalled 3,696,533. This grew to 3,776,498 in 2001-02 and dropped to 3,022,225 in 2002-03. The consistently high usage rate of DPL's Internet pages which contain a wide variety of information relating to parliament and parliamentary business, is part of DPL's wider role in the community.

¹ "External accesses" are defined as access made by people other than DPL staff.

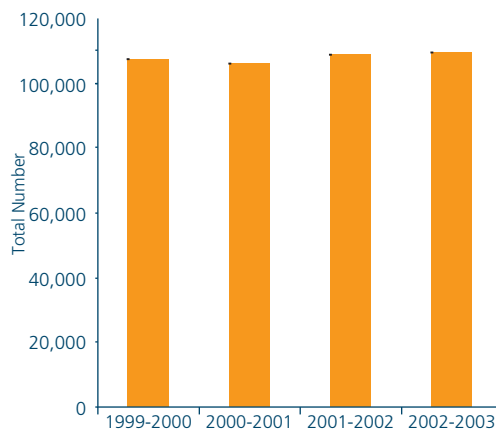
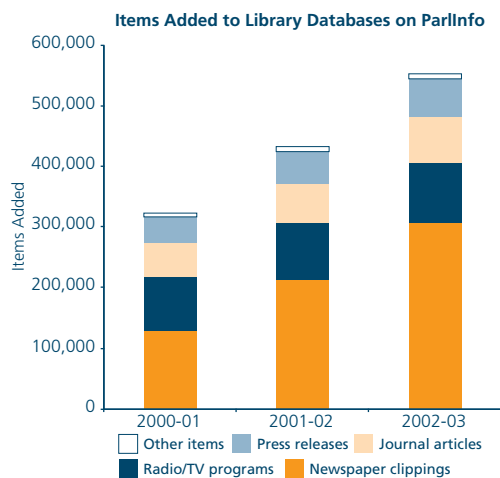
Growth in Library Resources

Performance Indicator	Key Outcomes
Percentage change and number of resources added to Library databases.	<ul style="list-style-type: none"> 120 558 items added to ParlInfo databases (10.8% more items added than in 2001-02)

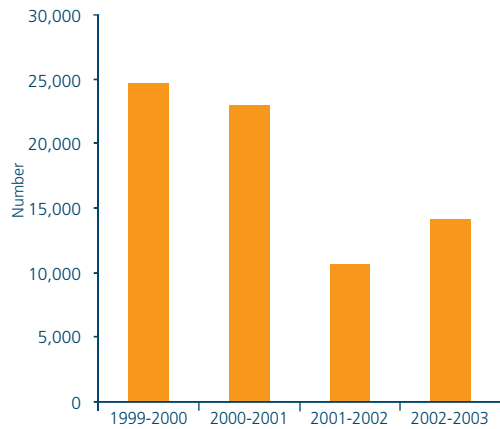
DPL continues to build the library's databases by selecting, loading and indexing any item that is considered to be of relevance to the work of the parliament. As this resource builds, clients will be provided with access to a comprehensive, accurate and reliable resource designed particularly to meet their information needs.

Growth in Library Collection

DPL's collection is constantly updated. New material is chosen while outdated, damaged and redundant material is discarded if it is no longer required by clients or specialist staff. DPL aims to keep the collection at around 110,000 volumes.



Books Borrowed



Clients of DPL require access to accurate and up-to-date material. Increasingly most of this material can be found electronically. Thus it is not surprising to see book borrowings trending downwards in recent years. DPL expects that book borrowings will continue to fall in future years.

Price of Output 2

Performance Indicator	Key Outcomes
Estimated price \$5,727,000	Actual Price \$5,435,000

DPL continues to monitor the cost of this activity. During 2002-03 changes were made to staffing and to workflow procedures which have resulted in continued growth in the size and usage of the library databases while reducing costs. Further work in this area will continue in 2003-04.



Appendices



Appendix 1 – Financial Statements

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INDEPENDENT AUDIT REPORT

To the President of the Senate and the Speaker of the House of Representatives

Scope

I have audited the financial statements of Department of the Parliamentary Library for the year ended 30 June 2003. The financial statements comprise:

- Statement by the Chief Executive;
- Statements of Financial Performance, Financial Position and Cash Flows;
- Schedules of Contingencies and Commitments; and
- Notes to and forming part of the Financial Statements.

The Department's Chief Executive is responsible for the preparation and presentation of the financial statements and the information they contain. I have conducted an independent audit of the financial statements in order to express an opinion on them to you, the President of the Senate and the Speaker of the House of Representatives.

The audit has been conducted in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards, to provide reasonable assurance as to whether the financial statements are free of material misstatement. Audit procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Accounting Standards and other mandatory professional reporting requirements in Australia and statutory requirements so as to present a view which is consistent with my understanding of the Department's financial position, its financial performance and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

GPO Box 707 CANBERRA ACT 2601
Centenary House 19 National Circuit
BARTON ACT
Phone (02) 6203 7300 Fax (02) 6203 7777

Audit Opinion

In my opinion the financial statements:

- have been prepared in accordance with Finance Minister's Orders made under the *Financial Management and Accountability Act 1997*; and
- give a true and fair view, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia and the Finance Minister's Orders, of the financial position of the Department as at 30 June 2003, and its financial performance and cash flows for the year then ended.

Australian National Audit Office



Rebecca Reilly
Acting Executive Director

Delegate of the Auditor-General

Canberra
25 July 2003

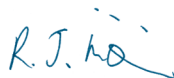
**Department of the Parliamentary Library
Statement by the Chief Executive and Chief Finance Officer**

Certification

In our opinion, the attached financial statements for the year ended 30 June 2003 give a true and fair view of the matters required by the Finance Minister's Orders made under the *Financial Management and Accountability Act 1997*.



J.W. Templeton
Acting Secretary
25 July 2003



R.J. Morison
Chief Finance Officer
25 July 2003

DEPARTMENT OF THE PARLIAMENTARY LIBRARY

STATEMENT OF FINANCIAL PERFORMANCE

For The Year Ended 30 June 2003

	Notes	2002-03 \$'000	2001-02 \$'000
Revenues from ordinary activities			
Revenues from government	4A	21,647	21,345
Sale of goods and services	4B	7	17
Interest	4C	-	197
Revenue from sale of assets	4D	45	26
Other	4E	38	324
Total revenues from ordinary activities		21,737	21,909
Expenses from ordinary activities			
Employees	5A	11,402	10,593
Suppliers	5B	7,288	7,305
Depreciation and amortisation	5C	2,253	1,905
Value of assets sold	4D	337	54
Write-down of assets	5D	144	-
Other	5E	6	-
Total expenses from ordinary activities		21,430	19,857
Net Operating surplus/(deficit) from ordinary activities		307	2,052
Net surplus/(deficit)		307	2,052
Net surplus/(deficit) attributable to the Commonwealth		307	2,052
Net credit/(debit) to asset revaluation reserve		-	(211)
Total revenues, expenses and valuation adjustments attributable to the Commonwealth and recognised directly in equity		-	(211)
Total changes in equity other than those resulting from transactions with owners as owners		307	1,841

The above statement should be read in conjunction with the accompanying notes.

DEPARTMENT OF THE PARLIAMENTARY LIBRARY

STATEMENT OF FINANCIAL POSITION

As at 30 June 2003

	Notes	2002-03 \$'000	2001-02 \$'000
ASSETS			
Financial assets			
Cash	6A	3,262	331
Receivables	6B	77	208
Investments	6C	-	2,800
Total financial assets		3,339	3,339
Non-financial assets			
Plant and equipment, library collection	7A, 7B	8,623	8,972
Intangibles	7C	843	933
Other	7E	445	320
Total non-financial assets		9,911	10,225
Total assets		13,250	13,564
LIABILITIES			
Provisions			
Employees	8A	4,398	4,163
Capital use charge	8B	-	27
Total provisions		4,398	4,190
Payables			
Suppliers	8C	134	115
Total payables		134	115
Total liabilities		4,532	4,305
NET ASSETS		8,718	9,259
EQUITY			
Parent entity interest			
Contributed equity	9	77	90
Reserves	9	4,772	4,772
Retained surpluses/(accumulated deficits)	9	3,869	4,397
Total equity		8,718	9,259
Current assets		3,784	3,659
Non-current assets		9,466	9,905
Current liabilities		2,052	1,634
Non-current liabilities		2,480	2,671

The above statement should be read in conjunction with the accompanying notes.

DEPARTMENT OF THE PARLIAMENTARY LIBRARY

STATEMENT OF CASH FLOWS

For The Year Ended 30 June 2003

	Notes	2002-03 \$'000	2001-02 \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations		17,522	17,303
Sale of goods and services		49	8
Interest		28	227
GST refunds from ATO		496	485
Total cash received		18,095	18,023
Cash used			
Employees		11,222	10,504
Suppliers		3,658	4,204
Total cash used		14,880	14,708
Net cash from /(used by) operating activities	10	3,215	3,315
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of plant and equipment		39	39
Proceeds from maturity of term deposits		2,800	11,785
Total cash received		2,839	11,824
Cash used			
Purchase of plant and equipment, library collection		1,947	2,626
Purchase of intangibles		301	137
Purchase of term deposits		-	11,050
Total cash used		2,248	13,813
Net cash from /(used by) investing activities		591	(1,989)
FINANCING ACTIVITIES			
Cash used			
Capital use charge paid		862	994
Return of contributed equity		13	-
Net cash from /(used by) financing activities		(875)	(994)
Net increase/(decrease) in cash held		2,931	332
Cash at the beginning of the reporting period		331	(1)
Cash at the end of the reporting period		3,262	331

The above statement should be read in conjunction with the accompanying notes.

DEPARTMENT OF THE PARLIAMENTARY LIBRARY

SCHEDULE OF COMMITMENTS

As at 30 June 2003

BY TYPE	2002-03	2001-02
	\$'000	\$'000
CAPITAL COMMITMENTS		
Plant and equipment, library collection (1)	201	53
Total capital commitments	201	53
OTHER COMMITMENTS		
Operating leases (2)	21	24
Other commitments (3)	674	1,348
Total other commitments	695	1,372
COMMITMENTS RECEIVABLE	81	-
Net commitments	815	1,425
BY MATURITY		
Capital Commitments		
One year or less	201	53
From one to five years	-	-
Over five years	-	-
Operating lease commitments		
One year or less	16	16
From one to five years	5	8
Over five years	-	-
Other commitments		
One year or less	674	739
From one to five years	-	609
Over five years	-	-
Commitments receivable		
One year or less	81	-
Net commitments by maturity	815	1,425

N.B. Commitments are GST inclusive where relevant. GST recoveries in relation to the commitments are shown as commitments receivable.

- (1) Plant and equipment commitments are primarily orders for purchases of furniture & fittings and IT equipment.
- (2) Operating leases included are effectively non-cancellable and comprise agreements for the provision of motor vehicles to a) a senior executive officer and b) a general vehicle for administrative use. No contingent rentals exist, and there are no renewal or purchase options available to the Department.
- (3) Other commitments are a contract for the provision of processing services.

The above schedule should be read in conjunction with the accompanying notes.

DEPARTMENT OF THE PARLIAMENTARY LIBRARY

SCHEDULE OF CONTINGENCIES

As at 30 June 2003

	2002-03	2001-02
	\$'000	\$'000
CONTINGENT LOSSES		
Claims for damages/costs	<u>0</u>	<u>0</u>
CONTINGENT GAINS		
Claims for damages/costs	<u>0</u>	<u>0</u>
<i>Net contingencies</i>	<u>0</u>	<u>0</u>

The above schedule should be read in conjunction with the accompanying notes.



Department of the Parliamentary Library
Notes to and forming part of the financial statements
For the year ended 30 June 2003

Contents

Note 1	Departmental Structure And Objectives
Note 2	Statement Of Significant Accounting Policies
Note 3	Events Occurring After Balance Date
Note 4	Operating Revenues
Note 5	Operating Expenses
Note 6	Financial Assets
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Note 8	Provisions And Payables
Note 9	Equity
Note 10	Cash Flow Reconciliation
Note 11	Departmental Appropriation
Note 12	Trust Moneys And Special Accounts
Note 13	Executive Remuneration
Note 14	Collection Development Expenditure
Note 15	Services Provided By Auditors
Note 16	Material Resources Received Free Of Charge
Note 17	Act Of Grace Payments, Waivers And Write-offs
Note 18	Average Staffing Levels
Note 19	Reporting Of Outcomes
Note 20	Financial Instruments
Note 21	Possible Future Restructuring

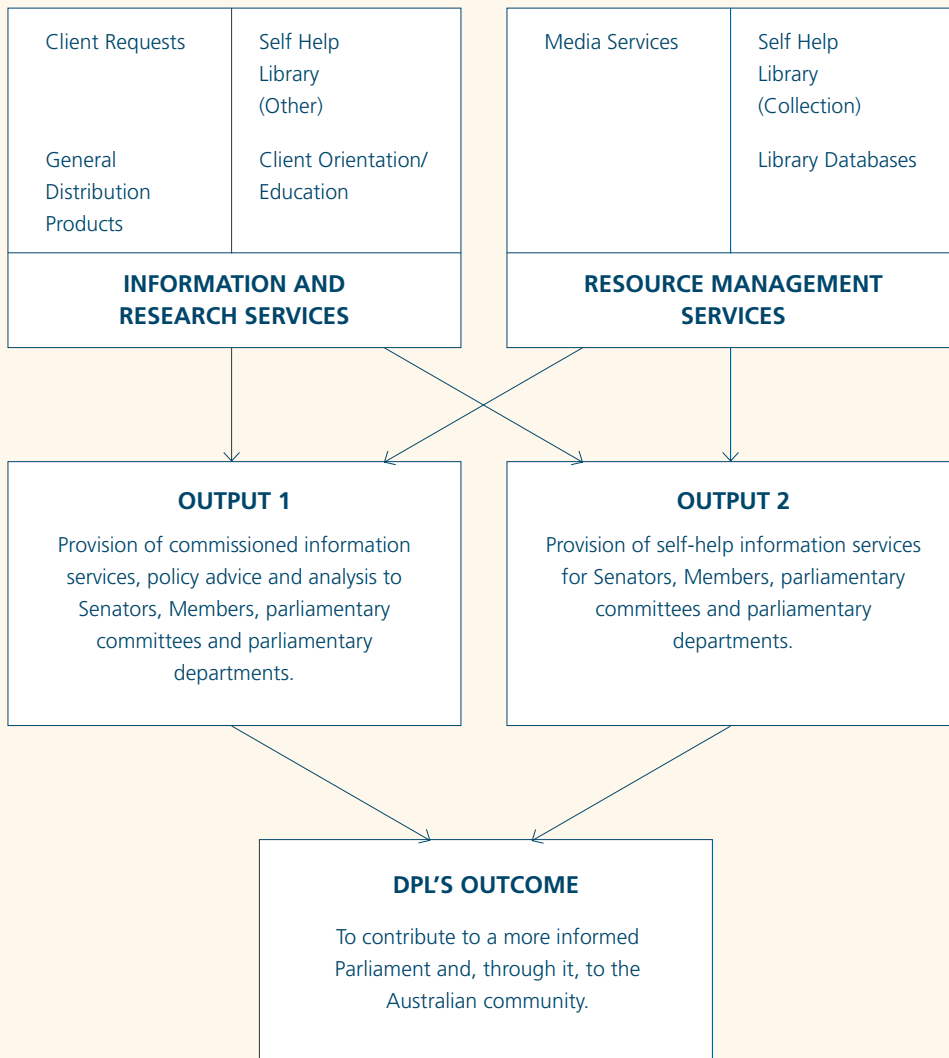
DEPARTMENT OF THE PARLIAMENTARY LIBRARY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For The Year Ended 30 June 2003

NOTE 1 – Departmental Structure And Objectives

Appropriations are received on an outcome and outputs basis, whereas output activities are provided and managed on a program basis as shown below.



Vision

The Department's vision is to be the leading resource for the Australian Parliament for information, analysis and advice.

Mission

The Department's mission is to support the parliamentary process by providing Senators and Members with quality information services, analysis and advice.

Values

The Department's values include:

Personal

- professionalism
- confidentiality
- impartiality; and
- integrity

Organisational

- excellence in service
- continuous improvement
- cost effectiveness; and
- mutual support

Corporate objectives

The Department's key corporate objectives include:

- to ensure client confidence in DPL services as demonstrated by increased usage;
- to provide resources to meet client needs; and
- to ensure staff provide quality services.

NOTE 2 – Statement of Significant Accounting Policies

(a) Basis of accounting

The financial statements are required by section 49 of the *Financial Management and Accountability Act 1997* and are a general purpose financial report.

The statements have been prepared in accordance with:

- Finance Minister's Orders (being the *Financial Management and Accountability (Financial Statements for reporting periods ending on or after 30 June 2003) Orders*);
- Australian Accounting Standards and Accounting Interpretations issued by the Australian Accounting Standards Board; and
- Consensus Views of the Urgent Issues Group.

The Statements of Financial Performance and Financial Position have been prepared on an accrual basis and are in accordance with the historical cost convention, except for certain assets which, as noted, are at valuation. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

Assets and liabilities are recognised in the Statement of Financial Position when and only when it is probable that future economic benefits will flow and the amounts of the assets or liabilities can be reliably measured. Assets and liabilities arising under agreements equally proportionately unperformed are however not recognised unless required by an Accounting Standard. Liabilities and assets which are unrecognised are reported in the Schedule of Commitments and the Schedule of Contingencies.

Revenues and expenses are recognised in the Statement of Financial Performance when and only when the flow or consumption or loss of economic benefits has occurred and can be reliably measured.

The continued existence of the Department in its present form, and with its present programs, is dependent on continuing appropriations by

Parliament for the Department's administration and programs (see also Note 21).

(b) Changes in accounting policy

The accounting policies used in the preparation of these financial statements are consistent with those used in 2001-02, except in respect of the imposition of an impairment test for non-current assets carried at cost (refer to Note 2(p)).

(c) Rounding

Amounts have been rounded to the nearest \$1,000 except in relation to the following:

- act of grace payments and waivers;
- remuneration of executives;
- remuneration of auditors; and
- appropriation note disclosures.

(d) Agency and administered items

Agency (ie-departmental) assets, liabilities, revenues and expenses are those items that are financially controlled by the Department. They are used by the Department in producing its outputs, including:

- property, plant and equipment used in providing goods and services;
- liabilities for employee entitlements;
- revenues from appropriations and from user charging where the proceeds are deemed appropriated under section 31 of the *Financial Management and Accountability Act 1997*; and
- employee, supplier and depreciation expenses incurred in producing the Department's outputs.

Administered items are those items that are controlled by the Commonwealth and managed in a fiduciary capacity by the Department.

The Department does not have any administered functions.

(e) Reporting by outcomes

DPL has only one outcome. A comparison of budget and actual figures by outputs, and an outline of the output costing methodology, is presented in Note 19.

(f) Revenues from government

The full amount of the appropriation for departmental outputs for the year is recognised as revenue.

(g) Other revenue

Revenue from the sale of goods and services is recognised upon their delivery to customers.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Revenue from disposal of non-current assets is recognised when notification of the sale price is received from the selling agent.

(h) Transactions with the Commonwealth as Owner

Equity injections

From 1 July 2002 amounts of appropriations designated as equity injections are recognised directly in Contributed Equity as at 1 July or later date of effect of the appropriation.

The Department did not have any such injections during 2001-2002 or 2002-2003.

Capital Usage Charge

A capital usage charge was imposed by the Commonwealth on the net assets of the Department. The charge was adjusted to take account of asset gifts and revaluation increments during the financial year. The charge is accounted for in the statements as a dividend to Government.

In accordance with the recommendations of a review of Budget Estimates and Framework, the Government has decided that the charge will not operate after 30 June 2003. As 2002-2003 is the final year that the charge will operate, it has been set at a level that ensures Budget neutrality. Last year it was set at 11% of net assets.

Return of contributed equity

In 2002-2003 the Department returned \$13,000 to the Official Public Account. The \$13,000 represented interest that the Department was not able to retain, given the cessation of the Agency Banking Incentive Scheme. It has been accounted for in accordance with Finance Brief 16 'Accounting for Returns of Cash to the official Public Account'.

(i) Taxation

The Department's activities in 2002-2003 were exempt from all forms of taxation except for fringe benefits tax, the goods and services tax, superannuation guarantee levy and import duties.

Revenues, expenses and assets are recognised net of GST except where the amount of GST incurred is not recovered from the Australian Taxation Office and except for receivables and payables.

(j) Insurance

The Department has insured for risks through the Commonwealth's insurable risk managed fund, called 'Comcover'. Workers compensation is insured through Comcare Australia. The Department carries no other insurance, apart from ad hoc travel insurance for official travel overseas, and, in accordance with Commonwealth policy, losses are expensed as they are incurred.

(k) Leases

A distinction is made between finance leases (which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of leased non-current assets) and operating leases (under which the lessor effectively retains substantially all such risks and benefits). The Department has not financed any purchases with a finance lease.

Operating lease payments are expensed on a basis which is representative of the pattern of benefits derived from the leased assets.

(l) Cash

Cash means notes and coins held and any deposits held at call with a bank or financial institution.

(m) Term Deposit

Term Deposit means investments held at market rates with the Reserve Bank of Australia.

(n) Financial instruments

Accounting policies for financial instruments are stated at Note 20.

(o) Receivables

A provision is raised if necessary for any doubtful debts based on a review of all outstanding accounts as at 30 June 2003. Bad debts are written off in the year they are identified.

(p) Property, plant and equipment

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than the threshold limits, which are expensed in the year of acquisition (other than where they form part of a group of similar items which, when taken as a group, have a material cost). Threshold limits applied are shown in the tables included later in this Note 2(p). All monographs added to the collection are capitalised regardless of their individual value as they are regarded as part of a group of similar items significant in total.

The following assets, not individually over the asset threshold, are considered material as a group because the group cost is \$20,000 or more:

Chairs; desks; work stations; filing cabinets; computer monitors; bookcases; mobile storage units; and tables.

These groups have been capitalised.

Valuation policy

Plant and equipment are carried at cost and at valuation. Plant and equipment are being revalued progressively. Revaluations undertaken up to 30 June 2002 were done on a deprival basis; revaluations since that date are at fair value. No revaluation was due in 2002-2003. Therefore, in accordance with the transitional provisions of Accounting Standard AASB 1041 'Revaluation of Non-Current Assets', the "deprival" method of valuation continues to be the basis for valuing assets in these financial statements. This means that plant and equipment are measured at their depreciated replacement cost.

Under the deprival methodology, where assets are held which would not be replaced or are surplus to requirements then measurement is at net realisable value. From 1 July 2002, this recoverable amount test no longer applies where the primary purpose of the asset is not the generation of net cash inflows. At 30 June 2003, the Department had no assets valued at net realisable value.

Assets in each class acquired after the commencement of a progressive revaluation cycle are at cost and will remain at cost until the class is next revalued.

All plant and equipment was revalued at officer's valuation, with assistance from the Australian Valuation Office, using the deprival method as at

30 June 2002. The next revaluation is scheduled in 2004-2005.

The valuation of the library collection reflects the valuation carried out as at 30 June 2001.

As stated above, Accounting Standard AASB 1041 requires a transition to fair value, being the value at which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction (ie by reference to the market). The Department has no reason to believe that reference to fair value would yield significantly different disclosures compared to deprival value at 30 June 2003. The revaluations of plant and equipment and library collection to fair value will be completed in 2004-2005.

Depreciation/amortisation policy

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner that reflects the consumption of their service potential. DPL uses the straight-line method of depreciation/amortisation.

Depreciation/amortisation is provided for monthly, using rates and methods that are reviewed annually. Residual values are normally estimated at zero.

Depreciation/amortisation periods are:

Asset type	No. of years depreciated/ amortised	Capitalisation threshold \$
Computing, plant and office equipment	3-20	1,000*
Furniture and fittings	10-30	1,000*
Library collection	3-30	1

* Subject to the grouping policy detailed above.

Intangibles

The Department's intangible assets comprise internally developed software and software which has been purchased. These assets are carried at cost. Actual costs, including salary and related direct costs of DPL staff, have been included in the total cost of internally developed software and enhancements.

As with plant and equipment, the recoverable amount test no longer applies to assets whose primary purpose is not the generation of cash inflows. However, such assets, if carried at cost, must be assessed for indications of impairment in accordance with Schedule 1 to the Finance Minister's Orders. The carrying amount of impaired assets must be written down to the higher of its net market selling price or depreciated replacement cost. All software assets have been assessed for impairment and none have been found to be impaired.

Information files and subject group files have not been capitalised in the accounts, because of an inability to reliably measure their value. The Department estimates the replacement cost of these files to be in the order of \$2,000,000.

Depreciation/amortisation periods are:

Asset type	No. of years depreciated/ amortised	Capitalisation threshold \$
Mainframe software	5	20,000 if internally developed; 1,000 if externally acquired
PC-based software	3	As above

The aggregate amount of depreciation/amortisation allocated for each class of asset during the reporting period is disclosed in note 5C.

(q) Employee benefits

Liabilities for services rendered by employees are recognised at the reporting date to the extent that they have not been settled.

Liabilities for wages and salaries (including non-monetary benefits) and annual leave are measured at their nominal amounts. Other employee benefits expected to be settled within 12 months of the reporting date are also measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

All other employee benefit liabilities are measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

For the provision for long service leave, this measurement has been made using the shorthand methodology provided by the Australian Government Actuary.

The non-current portion of the liability for long service leave is recognised and measured at the present value of the estimated future cash flows

to be made in respect of all employees as at 30 June 2003. In determining the present value of the liability, the Department has taken into account attrition rates and pay increases through promotion and inflation.

Liabilities for annual leave and long service leave take into account both the value of the leave salary and associated employer superannuation contributions (to the extent that leave is likely to be taken during service rather than paid out on termination).

In accordance with Accounting Standard AASB 1028 *'Employee Benefits'*, a liability for employee benefits in the form of compensated absences is recognised in accrued salaries as at 30 June 2003. These compensated absences arise when employees render service that entitles them to future compensated absences in accordance with the Department's *Certified Agreement 2002-2005*.

Staff of the Department are mainly members of the Commonwealth Superannuation Scheme and the Public Sector Superannuation Scheme. The liability for those superannuation benefits is recognised in the financial statements of the Commonwealth and is settled by the Commonwealth in due course.

For those schemes, the Department makes employer contributions to the Commonwealth at rates determined by an actuary to be sufficient to meet the cost to the Commonwealth of the superannuation entitlements of the Department's employees.

For staff who are members of the Australian Government Employees Superannuation Trust, the Department's employer contributions are in accordance with prescribed amounts under superannuation guarantee legislation.

(r) Foreign currency

Foreign currency transactions occurring during the year were converted to Australian dollars at the rates of exchange prevailing at the date of each transaction. Where foreign currency transactions have been included in the calculation of accrued expenditure as at 30 June 2003, exchange rates at balance date were used to convert the amounts into Australian dollars. Associated currency gains and losses are not material.

(s) Resources received free of charge

Material resources received free of charge are recognised as revenue when and only when a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of these resources is recognised as an expense.

(t) Trust moneys and special accounts

The Comcare Trust Account operates principally for the purpose of receiving from COMCARE amounts payable to employees under a determination pursuant to the *Safety, Rehabilitation and Compensation Act 1988*. Until a determination is made by COMCARE, the Department makes payments in the nature of salary to the employee. Funds received from COMCARE are deposited into an administered (COMCARE) receipts account as special public monies. Upon receiving a determination, the funds are transferred through an administered (COMCARE) payments account to the Department to reimburse it for the expenditure incurred.

The Department has two special accounts: 'Services for Other Government and Non-Agency Bodies' and 'Other Trust Moneys'.

Further details on the trust account and special accounts are disclosed in Note 12.

NOTE 3 – Events Occurring After Balance Date

No events occurred after balance date that required an adjustment to or disclosure in the financial statements.

NOTE 4 – Operating Revenues

	2002-03 \$'000	2001-02 \$'000
Note 4A - Revenues from Government		
Appropriations for outputs	17,522	17,303
Resources received free of charge	4,125	4,042
Total	21,647	21,345

Note 4B – Sale of Goods and Services

Goods and services	7	17
Goods and services were sold as follows:		
Related entities (Commonwealth Government)	1	1
External entities	6	16
Total	7	17

Note 4C – Interest

Interest on deposits	-	197
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The reduction is due to changes in the Commonwealth's Agency Banking Incentive Scheme

Note 4D – Net Gains from Sales of Assets

Plant & Equipment

Proceeds from disposal	45	26
Net book value at disposal	158	47
Expenses from sale	9	7
Net gain/(loss)	(122)	(28)

Collection

Proceeds from disposal	-	-
Net book value at disposal	170	-
Net gain/(loss)	(170)	-
Total proceeds from disposal	45	26
Total value of assets disposed	328	47
Total expenses from sale	9	7
Total net gain/(loss) from disposal of assets	(292)	(28)

	2002-03	2001-02
	\$'000	\$'000
Note 4E – Other		
Grouped assets brought to account	38	324
 NOTE 5 – Operating Expenses		
Note 5A – Employee Expenses		
Wages and salaries	7,961	7,430
Superannuation	1,508	1,565
Leave and other entitlements	1,247	1,120
Separations and redundancies	238	67
Other employee related expenses	364	327
Total employee benefits expense	11,318	10,509
Workers compensation premiums	84	84
Total	11,402	10,593
 Note 5B – Supplier Expenses		
Goods from related entities	61	52
Goods from external entities	983	1,264
Services from related entities	5,017	4,732
Services from external entities	1,213	1,243
Operating lease rentals	14	14
Total	7,288	7,305
 Note 5C – Depreciation and Amortisation		
Depreciation of plant and equipment	837	692
Depreciation of library collection	1,025	744
Amortisation of intangibles	391	469
Total	2,253	1,905
 Note 5D – Write down of assets		
Provision for collection losses expense	144	-
 Note 5E – Other		
Interest	5	-
Net foreign exchange losses	1	-
	6	-
Total Operating Expenses	21,430	19,857

NOTE 6 – Financial Assets

	2002-03	2001-02
	\$'000	\$'000
Note 6A – Cash		
Cash on hand	2	2
Cash at bank	3,260	329
	3,262	331
Note 6B - Receivables		
GST receivable	76	132
Goods and services	1	43
Interest	-	33
	77	208
Receivables (gross) which are overdue are aged as follows:		
Current	77	208
Overdue by:		
Less than 30 days	-	-
30 to 60 days	-	-
60 to 90 days	-	-
more than 90 days	-	-
Total receivables (gross)	77	208
All receivables are current assets.		
Note 6C - Investments		
Term deposits at the Reserve Bank of Australia	-	2,800
	-	2,800

NOTE 7 – Non-financial Assets

	2002-03	2001-02
Note 7A - Plant and Equipment	\$'000	\$'000
Computing, plant and office equipment – at 2002 valuation	2,611	3,491
Less accumulated depreciation	<u>(1,461)</u>	<u>(1,454)</u>
Carrying amount	1150	2,037
Computing, plant and office equipment – at cost	303	-
Less accumulated depreciation	<u>(35)</u>	<u>-</u>
Carrying amount	268	-
Furniture and fittings – at 2002 valuation	2,009	1,883
Less accumulated depreciation	<u>(1,004)</u>	<u>(875)</u>
Carrying amount	1,005	1,008
Furniture and fittings – at cost	68	-
Less accumulated depreciation	<u>(3)</u>	<u>-</u>
Carrying amount	65	-
Assets under construction – at cost	5	27
Plant and Equipment	<u>2,493</u>	<u>3,072</u>
Note 7B - Library Collection		
Library collection - at 2001 valuation	7,482	7,767
Less accumulated depreciation	<u>(3,500)</u>	<u>(2,969)</u>
Carrying amount	3,982	4,798
Library collection - at cost	2,828	1,260
Less accumulated depreciation	<u>(469)</u>	<u>(91)</u>
Carrying amount	2,359	1,169
Total	6,341	5,967
Less provision for future stocktakes	<u>(211)</u>	<u>(67)</u>
Total Library Collection	<u>6,130</u>	<u>5,900</u>

		2002-03		2001-02
Note 7C - Intangibles	\$'000	\$'000	\$'000	\$'000
Software - at cost	2,589		2,325	
Less accumulated amortisation	(1,784)		(1,392)	
Carrying amount		805		933
Software under development – at cost		38		-
Total Intangibles		843		933

Note 7D - Analysis of Plant and Equipment, Library Collection and Intangibles

Table A – Reconciliation of opening and closing balances for all assets	Plant and equipment \$'000	Library Collection \$'000	Intangibles \$'000	Total \$'000
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As at 1 July 2002

Gross book value	5,401	9,027	2,325	16,753
Accumulated dep'n, amortisation	(2,329)	(3,060)	(1,392)	(6,781)
Provision for future stocktakes	-	(67)	-	(67)
Net book value	3,072	5,900	933	9,905

Additions	378	1,569	301	2,248
Dep'n, amortisation expense	(837)	(1,025)	(391)	(2,253)
Grouped assets brought to account	38			38
Write-down of assets	-	(144)	-	(144)
Disposals	(158)	(170)	-	(328)

As at 30 June 2003

Gross book value	4,996	10,310	2,627	17,933
Accumulated dep'n, amortisation	(2,503)	(3,969)	(1,784)	(8,256)
Provision for future stocktakes	-	(211)	-	(211)
Net book value	2,493	6,130	843	9,466

Note 7D - Analysis of plant and equipment, library collection and intangibles – continued

Table B – Assets at valuation	Plant and equipment \$'000	Library Collection \$'000	Intangibles \$'000	Total \$'000
As at 30 June 2003				
Gross value	4,620	7,482	-	12,102
Accumulated depreciation/amortisation	(2,465)	(3,500)	-	(5,965)
Net book value	2,155	3,982	-	6,137

As at 30 June 2002

Gross value	5,373	7,767	-	13,140
Accumulated depreciation/amortisation	(2,329)	(2,969)	-	(5,298)
Net book value	3,044	4,798	-	7,842

Table C – Assets under construction, software under development	Plant and equipment \$'000	Library Collection \$'000	Intangibles \$'000	Total \$'000
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Gross value as at 30 June 2003	5	-	38	43
Gross value as at 30 June 2002	27	-	-	27

2002-03 2001-02
\$'000 \$'000

Note 7E – Other

Prepayments		445	320
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NOTE 8 – Provisions And Payables

	2002-03	2001-02
	\$'000	\$'000
Note 8A - Employee Provisions		
Salaries	361	369
Separations & redundancies	37	-
Annual leave	1,127	1,101
Long service leave	2,873	2,693
Total	4,398	4,163
Current	1,918	1,492
Non-current	2,480	2,671
	4,398	4,163

Note 8B – Capital use charge (CUC) provision

Balance owing 1 July	27	6
CUC provided during the year	835	1,015
CUC paid	862	994
Balance owing 30 June	-	27

All payables are current liabilities.

Note 8C – Payables

Trade creditors	81	36
Accrued expenses	53	79
	134	115

All payables are current liabilities.

NOTE 9 – Equity

Analysis of Equity

Item	Accumulated Results		Asset Revaluation Reserves		Total Reserves		Contributed Equity		TOTAL EQUITY	
	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000
Opening balance as at 1 July	4,397	3,360	4,772	4,983	4,772	4,983	90	90	9,259	8,433
Net surplus/deficit	307	2052	-	-	-	-	-	-	307	2,052
Net revaluation increment/(decrement)	-	-	-	(211)	-	(211)	-	-	-	(211)
Transactions with owner:										
Returns on Capital										
- Capital use charge (CUC)	(835)	(1,015)	-	-	-	-	-	-	(835)	(1,015)
Returns of Capital										
- Return of contributed equity (cessation of Agency Banking Incentive Scheme)	-	-	-	-	-	-	(13)	-	(13)	-
Closing balance as at 30 June	3,869	4,397	4,772	4,772	4,772	4,772	77	90	8,718	9,259
Total equity attributable to the Commonwealth	3,869	4,397	4,772	4,772	4,772	4,772	77	90	8,718	9,259

NOTE 10 – Cash Flow Reconciliation

Reconciliation of Cash per Statement of Financial Position to Statement of Cash Flows

	2002-03	2001-02
	\$'000	\$'000
Cash at year end per Statement of Cash Flows	3,262	331
Statement of Financial Position	3,262	331
Reconciliation of net cost of services to net cash provided by operating activities:		
Net surplus (deficit)	307	2,052
Depreciation / Amortisation	2,253	1,905
Net loss on disposal of assets (incl s.31 receipts)	292	21
Write down of assets	144	-
Grouped assets brought to account	(38)	-
Decrease/(Increase) in receivables	131	(95)
Decrease/(Increase) in prepayments	(125)	160
Increase/(Decrease) in employee liabilities	235	8
Increase/(Decrease) in creditors	16	(118)
Increase/(Decrease) in other liabilities	-	(618)
Net cash provided by operating activities	3,215	3,315

NOTE 11 – Departmental Appropriation

Cash Acquittal of Appropriations from Appropriation (Parliamentary Departments) Acts

	Departmental Outputs	Total
	2002-03	2002-03
	\$	\$
Year ended 30 June 2003		
Balance carried from previous year	3,130,788	3,130,788
Appropriation for reporting period (Budget)	17,522,000	17,522,000
Appropriation for reporting period (Additional Estimates)	-	-
Annotations to 'net appropriations' (FMA s.31)	116,098	116,098
GST credits (FMA s.30A)	600,069	600,069
Available for payments	21,368,955	21,368,955
Payments during the year	18,038,568	18,038,568
Balance carried forward to next year	3,330,387	3,330,387
Represented by:		
Cash	3,262,000	3,262,000
Net GST receivables	76,258	76,258
Payables – trade creditors GST portion	(7,871)	(7,871)
	3,330,387	3,330,387

Cash Acquittal of Appropriations from Appropriation (Parliamentary Departments) Acts *Cont.*

	Departmental Outputs 2002-03 \$	Total 2002-03 \$
Year ended 30 June 2002		
Balance carried from previous year	3,534,000	3,534,000
Appropriation for reporting period (Budget)	16,829,000	16,829,000
Appropriation for reporting period (Additional Estimates)	474,000	474,000
Annotations to 'net appropriations' (FMA s.31)	273,364	273,364
GST credits (FMA s.30A)	484,546	484,546
Available for payments	21,594,910	21,594,910
Payments during the year	<u>18,464,122</u>	<u>18,464,122</u>
Balance carried forward to next year	<u>3,130,788</u>	<u>3,130,788</u>
Represented by:		
Cash	330,788	330,788
Investments	<u>2,800,000</u>	<u>2,800,000</u>
	<u>3,130,788</u>	<u>3,130,788</u>

NOTE 12 – Trust Moneys And Special Accounts

a) Comcare Trust Account

Purpose – Moneys held in trust and advanced to DPL by Comcare for the purpose of distributing compensation payments made in accordance with the *Safety, Rehabilitation and Compensation Act 1998*.

The following table shows the composition of the Trust Account balance at the end of the period:

	2002-03 \$	2001-02 \$
Balance carried forward from previous year	21,580	2,642
- receipts during the year	<u>11,833</u>	40,096
- available for payment	33,413	42,738
- payments made during the year	<u>29,907</u>	(21,158)
Balance carried forward to next year	3,506	21,580

b) Services for Other Governments and Non-Agency Bodies Special Account

This account was established for expenditure in connection with services performed on behalf of other Governments and bodies that are not agencies under the *Financial Management & Accountability Act 1997*. For the periods ended 30 June 2003 and 30 June 2002, this special account had a \$Nil balance and there were no transactions debited or credited.

c) Other Trust Moneys Special Account

This account was established for expenditure of moneys temporarily held on trust or otherwise for the benefit of a person other than the Commonwealth. For the periods ended 30 June 2003 and 30 June 2002, this special account had a \$Nil balance and there were no transactions debited or credited.

NOTE 13 – Executive Remuneration

	2002-03	2001-02
The number of executive officers whose total remuneration exceeds \$100,000:	Number	Number
\$130,000 to \$139,999		1
\$140,000 to \$149,999	1	1
\$160,000 to \$169,999	1	
The aggregate amount of remuneration for executive officers shown above (including performance pay).	\$311,363	\$277,850

The above figures include employer superannuation contributions paid by the Department to Comsuper at an actuarially determined average rate set for all DPL staff. Remuneration actually received from the Commonwealth by individual executive officers may differ significantly from the average payments made.

The Department also reimburses the Department of the Parliamentary Reporting Staff 25% of the cost of its joint department head.

NOTE 14 – Collection Development Expenditure

As the annual expenditure for purposes of information resources development is a significant proportion of the Department's total supplier expenses, more detailed disclosure of this item is below:

Class of purchase

	2002-03	2001-02
	\$'000	\$'000
Expensed:		
Serials	740	930
External databases	338	318
News services	75	1
Other information resources	82	141
Capitalised:		
Reference serials	265	322
Monographs	368	225
General distribution products for Senators and Members	936	706
	2,804	2,643

The library collection depreciation expense is at Note 7D.

NOTE 15 – Services Provided By Auditors

a) External Audit Services

The fair value of services provided by the Auditor-General for the 2002-2003 financial statement audit was \$55,000 (\$55,000 for the 2001-2002 financial statement audit).

These services in 2002-2003 (and 2001-2002) were provided free of charge. No other services were provided to the Department by the Auditor-General.

b) Internal Audit Services

Internal audit services are provided by Deloitte Touche Tohmatsu. During 2002-2003 they were paid \$47,163 for those services (2001-2002: \$7,134). No other services were provided by Deloitte Touche Tohmatsu.

NOTE 16 – Material Resources Received Free Of Charge

During the financial year, a number of Commonwealth departments and agencies provided services to the Department without charge. Expenditure for these services was met from those departments' appropriations.

In determining the cost of resources provided to, or received from, other Commonwealth departments and agencies free of charge, provision has been made for the costs directly related to the institution of Parliament, Senators and Members to be deducted from actual costs. The material services received were as follows:

	Value Provided 2002-03 \$'000	Value Provided 2001-02 \$'000
Australian National Audit Office (Note 15)		
Auditing services as required by the <i>Financial Management and Accountability Act 1997</i>	55	55
Department of the Senate		
The provision of copies of Bills, Notice Papers, Journals, and parliamentary papers	16	19
The provision of security services	171	153
Department of the House of Representatives		
The provision of copies of Bills, Notice Papers, Votes and Proceedings and parliamentary papers	8	78
The provision of security services	125	122
Department of the Parliamentary Reporting Staff		
The supply of Hansard and transcription services	36	15
The training for and maintenance of small computerised systems and sound and vision equipment, and provision of a range of computing and sound and vision services	1,613	1,567
The provision and maintenance of and payment for most of the Department's telephone and telecommunications services	389	333

	Value Provided 2002-03 \$'000	Value Provided 2001-02 \$'000
Joint House Department		
The provision of office accommodation	1,651	1,653
The provision of housekeeping services		
The provision of engineering services		
Capital works		
National Library of Australia		
The provision of original and photocopied documentary material	61	47
	4,125	4,042

NOTE 17 – Act of Grace Payments, Waivers and Write-offs

No 'Act of Grace' payments were made during the reporting period. (2002: No payments made.)

No waivers of amounts owing to the Commonwealth were made pursuant to subsection 34(1) of the *Financial Management and Accountability Act 1997*. (2002: No waivers made.)

No waivers of amounts owing to the Commonwealth were made pursuant to subsection 37A of the *Fauna and Flora Act 1985*. (2002: No waivers made.)

No payments were made under the 'Defective Administration Scheme' during the reporting period. (2002: No payments made.)

NOTE 18 – Average Staffing Levels

Average staffing levels by program and in total during the year were as follows:

	2002-03	2001-02
Program 1: Information and Research Services	103	98
Program 2: Resource Management Services	66	66
Total	169	164

Note 19 – Reporting of Outcomes

The Department's costings are based on an activity based costing model. Where possible, costs are applied directly to the service they relate to. Labour costs are allocated to services based on daily records of how staff members spend their time. Overhead costs are allocated to services based on the most appropriate driver of those costs.

Note 19A – Net Cost of Outcome Delivery

	Outcome 1		Total	
	Actual \$'000	Budget \$'000	Actual \$'000	Budget \$'000
Departmental expenses	21,430	21,488	21,430	21,488
Other external Departmental revenues				
- Sale of publications, subscriptions	7	4	7	4
- Revenue from disposal of assets	45	8	45	8
- Other	38	3	38	3
Net cost of Budget outcome	21,340	21,473	21,340	21,473

Note 19B – Major Departmental Revenues and Expenses by Output

	Output 1		Output 2		Total	
	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000
Departmental expenses:						
Employees	8,551	7,551	2,851	3,042	11,402	10,593
Suppliers	5,466	5,207	1,822	2,098	7,288	7,305
Depreciation and amortisation	1,690	1,358	563	547	2,253	1,905
Value of assets sold	253	38	84	16	337	54
Write-down of assets	108	-	36	-	144	-
Other expenses	4	-	2	-	6	-
Total Departmental expenses	16,072	14,154	5,358	5,703	21,430	19,857
Funded by:						
Revenues from Government	16,235	15,217	5,412	6,128	21,647	21,345
Sale of publications, subscriptions	5	12	2	5	7	17
Revenue from disposal of assets	34	19	11	7	45	26
Other non-taxation revenues	28	371	10	150	38	521
Total Departmental revenues	16,302	15,619	5,435	6,290	21,737	21,909

NOTE 20 – Financial Instruments

Note 20A – Terms, Conditions and Accounting Policies

Financial Instrument	Notes	Accounting Policies and Methods (including recognition criteria and measurement basis)	Nature of Underlying Instrument (including significant terms & conditions affecting the amount, timing and certainty of cash flows)
Financial Assets			
Cash	6A	<p>Financial assets are recognised when control over future economic benefits is established and the amount of the benefit can be reliably measured.</p> <p>Cash is recognised at its nominal amounts. Interest is credited to revenue as it accrues.</p>	<p>Moneys in the Department's bank accounts are swept into the Official Public Account nightly. Changes in the Agency Banking Incentive Scheme have resulted in a NIL interest rate for the year.</p>
Receivables for goods and services	6B	<p>These receivables are recognised at the nominal amounts due less any provision for bad and doubtful debts. Collectability of debts is reviewed at balance date. Provisions are made when collection of the debt is judged to be less likely rather than more likely.</p>	<p>All receivables are with entities external to the Commonwealth. Credit terms are net 30 days. (2002:30 days).</p>
Interest receivable	6B	<p>Interest is accrued as it is earned.</p>	<p>The cessation of the Agency Banking Incentive Scheme means that interest receivable is \$Nil (2002:\$33,000).</p>
Term deposits	6C	<p>Term deposits are recognised at cost. Interest is accrued as it is earned.</p>	<p>Term deposits are with the Reserve Bank of Australia and earn an effective interest rate of Nil% (2002:4.4%).</p>

Note 20A – Terms, conditions and Accounting Policies *cont.*

Financial Instrument	Notes	Accounting Policies and Methods (including recognition criteria and measurement basis)	Nature of Underlying Instrument (including significant terms & conditions affecting the amount, timing and certainty of cash flows)
Financial Liabilities			
		Financial liabilities are recognised when a present obligation to another party is entered into and the amount of the liability can be reliably measured.	
CUC provision	8B	This payable is recognised as the amount outstanding on the estimated amount to be paid in accordance with calculations outlined by the Department of Finance and Administration.	As outlined in Note 2(h), the Government has decided that the charge will not operate after 30 June 2003, and that the amount payable as at 30 June 2003 should be \$Nil (2002:\$27,000).
Trade creditors	8C	Creditors and accruals are recognised at their nominal amounts, being the amounts at which liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).	All creditors are entities that are not part of the Commonwealth legal entity. Settlement is usually made as per contractual terms or else on net 30 days.
Unrecognised financial liabilities			
Indemnities		The maximum amount payable under any indemnities given is disclosed in the Schedule of Contingencies. At the reporting date, there were no indemnities.	

Note 20B – Interest rate risk

Financial Instrument	Notes	Floating Interest Rate		Fixed Interest Rate Maturing in				Non-Interest Bearing		Total		Weighted Average Effective Interest Rate		
		2003 \$'000	2002 \$'000	1 year or less	1 to 5 years	> 5 years	2002 \$'000	2003 \$'000	2002 \$'000	2003 \$'000	2002 \$'000		2003 \$'000	
Financial Assets														
Cash at bank	6A	-	329	-	-	-	-	-	3,262	-	3,262	329	-	4.4%
Receivables for goods and services	6B	-	-	-	-	-	-	1	43	1	43	-	-	-
Interest receivable	6B	-	-	-	-	-	-	-	33	-	33	-	-	-
Term deposits	6C	-	-	2,800	-	-	-	-	-	-	-	2,800	-	4.4%
Total		-	329	-	2,800	-	-	-	3,263	76	3,263	3,205	-	
Total Assets											13,250	13,564		
Financial Liabilities														
CUC provision	8B	-	-	-	-	-	-	-	-	27	-	27	-	-
Trade creditors	8C	-	-	-	-	-	-	-	81	36	81	36	-	-
Total		-	-	-	-	-	-	-	81	63	81	63	-	-
Total Liabilities											4,532	4,305		
Unrecognised Indemnity		-	-	-	-	-	-	-	-	-	-	-	-	-

Note 20C - Net Fair Values of Financial Assets and Liabilities

The net fair value of each class of financial assets and liabilities equal the carrying amounts for both the current and previous financial years.

Note 20D – Credit Risk Exposures

The Department's maximum exposures to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as indicated in the Statement of Financial Performance.

The Department has no significant exposures to any concentrations of credit risk.

**NOTE 21 –
*Possible Future Restructuring***

A contingency exists with respect to the future operation of the Department in its current form.

In October 2002, a report titled *'Review of Aspects of the Administration of the Parliament'* (the Podger Report) was tabled in both Houses of the Parliament of Australia. That report recommended, inter alia, that the three joint parliamentary departments (the Department of the Parliamentary Library, the Department of the Parliamentary Reporting Staff and the Joint House Department) be amalgamated into one service department. The report also made a number

of recommendations relating to the role and responsibilities of the Parliamentary Library in a new single department. The proposed restructure was estimated to save, after start-up costs, between \$5 million and \$10 million per annum across the three joint service departments.

The report was referred to the Senate Standing Committee on Staffing and Appropriations, which considers proposals for changes to the parliamentary administration. On 23 June 2003, that Committee tabled a report in the Senate that recommended that the three joint departments be abolished and a new 'Department of Parliamentary Services' be created. The Committee also recommended that the independence of the Parliamentary Library within the new joint service department be reinforced. The Presiding Officers of the Parliament have accepted the recommendations.

For the restructure to proceed, resolutions would have to be passed by both Houses of the Parliament. It is possible that those resolutions will be introduced in each House early in the Spring 2003 sittings.

The shape, size and staffing of any new department would determine both the nature and size of future contingencies. For the Department of the Parliamentary Library, they are not possible to estimate at this stage.

Appendix 2 – *Management of Human Resources*

The Australian Industrial Relations Commission certified DPL's third Agreement (the *DPL Certified Agreement 2002-2005*) on 6 August 2002.

The CA introduces a new salary advancement process for those not at the top of the range for their classification, based on performance appraisal against specified advancement criteria. These criteria, set out in a more comprehensive performance communication scheme, were developed by a Salary Advancement Working Group in consultation with staff. The broader scheme was endorsed by DPL's Consultative Committee in April 2003. Training and development needs of employees continue to be addressed by supervisors through DPL's performance communication scheme.

The CA also provides the basis for a change of business day(s) away from Monday – Friday, allowing for normal working day(s) to be on a weekend, either as required by DPL or requested by a member of staff. No existing DPL employee will be required to work on a Saturday or Sunday unless they elect to do so, or apply for a vacancy that requires such work. A dedicated team in the Library Database Services Section commenced regular weekend work on 16 November 2003, thus improving more timely newspaper clippings to clients.

DPL has a small number of employees covered by Australian Workplace Agreements.

DPL continues to support professional development and training that furthers the objectives of DPL through access to bursaries and studybank arrangements. Six bursaries were awarded and studybank assistance provided to 16 employees. Expenditure on career development and training during 2002-2003 (including salaries) was \$478,444 and the average number of formal training days per person was 4.69.

Ongoing staffing levels remained stable during the year, with the department experiencing a similar level of ongoing recruitment to that of previous years (8 in 2001-2002, 16 in 2000-01). Fifteen ongoing employees were engaged during 2002-2003, of whom 9 were women. Twelve ongoing employees left DPL during the year. The department continues to encourage and support staff rotations and mobility – both within the Parliamentary Service and with the APS – as a means to maintaining a high quality workforce.

Details of the numbers of employees, including in each of the designated EEO categories as at 30 June 2003 is set out in Appendix 2(a) tables 1 to 6.

Employee consultation

The CA endorses DPL's commitment under the *Parliamentary Service Act 1999* to communicating and consulting with employees on matters that affect their workplace. DPL's Consultative Committee, comprising management, elected staff representatives and union nominated representatives, meets each quarter, while program sub-committees meet on a monthly basis.

DPL employees covered by CA or AWA by SES and non-SES		
	SES	NON-SES
Certified Agreement	-	161
Australian Workplace Agreement	2	8

Workplace Diversity

DPL released a new *Workplace Diversity Program (2003-2005)* on 1 May 2003. The Program maintains the department's commitment to a workplace that is free from discrimination and recognises workplace diversity to be a vital key to organisational success, and an integral component of effective people management and service delivery.

Appendix 2a, table 6 details statistics for workplace diversity groups within the department. It shows that 54% of employees are female, 14% identify issues of race or ethnicity, and 4% have declared disabilities.

There were no incidents of sexual or other harassment or EEO-related complaints reported during the year.

Commonwealth Disability Strategy

DPL has two roles as identified in the CDS: as a provider of services and an employer. DPL's performance in these two roles has effectively achieved the Government's desired outcomes for people with disabilities.

- *Provider:* DPL provides a range of services to Senators and Members, parliamentary committees, other parliamentary departments and staff. In addition to the formal evaluation of these services through the independent Client Service Survey and other methods, which have not highlighted significant issues,

the department has adopted a continuous improvement program to examine critically its full range of services and procedures.

Parliament House's and DPL's websites comply with the requirements of both W3C Level AA rating and the National Office of Information Economy's revised Guide to Minimum Web Site Standards. DPL also complies with regular *Vision Australia* checks. DPL responds promptly to any issues raised about accessibility for people with disabilities.

- *Employer:* The department's employment policies and procedures comply with the requirements of the *Disability Discrimination Act 1992*. DPL's Workplace Diversity Program provides measures to assist staff who have special needs and all policies and procedures are communicated in a manner that is responsive to the needs of employees. Recruitment information for potential job applicants is available on request in accessible formats. Staff development programs take account of the needs of people with disabilities and 'reasonable adjustment' principles are followed in the recruitment and management of staff. DPL has in place a number of mechanisms to deal with complaints, including Workplace Harassment Contact Officials and an Employee Assistance Program, and all staff have access to formal and informal complaints/grievance mechanisms.

APPENDIX 2a – Staffing Overview

Table 1 – Employment Statistics

	2001-2002	2002-2003
ASL for year ending 30 June	164.0	169.0
DPL ongoing employees at DPL	143	142
Other Parliamentary Service ongoing employees at DPL	1	-
APS ongoing employees at DPL	1	3
Inoperative employees (long term)	11	16
Contractors at 30 June	3	5
Non-ongoing employees	26	24
Non-ongoing employees engaged	40	21
Non-ongoing employees terminated	34	23
Ongoing part time employees	18	20
Non-ongoing part time employees	9	5
Ongoing employees engaged	8	9
Moves and promotions from other agencies	2	7
Internal Promotions	10	6
Promotions reviewable	6	4
Selection reviews lodged	-	-
Reviews withdrawn	-	-
Other reviews lodged	-	-
Resigned, retired or deceased ongoing employees	9	10
Moved/promoted to other agencies	9	2
SES	2	2

Note:

1. Long term inoperatives not included in 'DPL ongoing employees at DPL'.
2. For table purposes only, APS ongoing employees at DPL are included in statistics ongoing employees at DPL

Table 2 – Total Operative Employees² by Program at 30 June 2003

Classification	Program 1		Program 2		Total	
	IRS ¹		RMS			
	OE ³	NOE ³	OE ³	NOE ³	OE ³	NOE ³
Statutory Officer	-	-	-	-	-	-
SES Band 1	1	-	1	-	2	-
PE2	8	-	3	-	11	-
PE1	54	10	9	-	63	10
PS6	10	1	10	2	20	3
PS5	-	-	4	-	4	-
PS4	1	1	10	1	11	2
PS3	8	-	10	1	18	1
PS2	6	2	9	3	15	5
PS1	-	1	1	2	1	3
	88	15	57	9	145	24
Total at 30 June	103		66		169	
Initial 2002-2003						
ASL budget	105		62		167	
Actual 2002-2003						
ASL	103.0		66.0		169.0	

Note:

1. Includes Australian Parliamentary Fellow in IRS.
2. Excludes long term inoperatives (maternity leave, secondment, etc).
3. Ongoing employees (OEs) and non-ongoing employees (NOEs).

Table 3 – Recruitment of Ongoing Employees

	Employment	Employment	Promotions		Moves		Engagements		
	Opportunities	Opportunities							
	Advertised	Filled	M	F	M	F	M	F	%
	2002 - 2003	2002 - 2003							F
Statutory									
Officer	-	-	-	-	-	-	-	-	-
SES	-	-	-	-	-	-	-	-	-
PE2	1	1	-	-	1	-	-	-	0%
PE1	1	7	1	3	1	-	-	2	71%
PS6	1	6	1	1	1	1	-	2	67%
PS5	3	3	-	1	-	-	-	2	100%
PS4	3	3	-	1	-	-	1	1	67%
PS3	2	2	-	1	-	-	-	1	100%
PS2	1	-	-	-	-	-	-	-	-
PS1	-	-	-	-	-	-	-	-	-
Total	12	22	2	7	3	1	1	8	73%
2002-2003			22%	78%	75%	25%	11%	89%	
Total	26	20	3	9	-	-	2	6	75%
2001-2002			25%	75%	-	-	25%	75%	

Note:

1. Excludes Australian Parliamentary Fellow and non-ongoing employees.
2. 6 of the 9 promotions were internal promotions.

Table 4 – Ongoing Employees by Age at 30 June 2003²

Age Bracket	2002				2003			
	Male	Female	Total	%	Male	Female	Total	%
Under 21 years	-	-	-	-	-	-	-	-
21–30 years	3	9	12	8%	2	7	9	5%
31–40 years	15	11	26	17%	18	11	29	18%
41–50 years	28	30	58	37%	28	30	58	36%
51–60 years	23	33	56	36%	23	36	59	37%
Over 60 years	2	2	4	2%	4	2	6	4%
Total	71	85	156	100%	75	86	161	100%

Note:

1. 76% of employees (73% of males and 79% of females) are over age 40 (2002 = 76%, 75% and 76% respectively).
2. Includes inoperatives and APS ongoing employees at DPL.

Table 5 – Ongoing Employees by Length of Service at 30 June 2003³

Years of Service ⁴	2002				2003			
	Male	Female	Total	%	Male	Female	Total	%
Less than one year's service	2	2	4	3%	2	2	4	3%
1–4 years	8	16	24	15%	7	18	25	16%
5–9 years	11	9	20	13%	12	8	20	12%
10–14 years	8	17	25	16%	8	14	22	14%
15–19 years	9	22	31	20%	10	26	36	22%
20–29 years	25	16	41	26%	26	13	39	24%
30 years and more service	8	3	11	7%	10	5	15	9%
TOTALS	71	85	156	100%	75	86	161	100%

Notes:

1. 70% of employees (72% of males and 67% of females) have ten years' service or more (2002 = 69%, 70% and 68% respectively).
2. 34% of employees (48% of males and 21% of females) have twenty years' service or more (2002 = 33%, 46% and 22% respectively).
3. Includes inoperatives and APS ongoing employees at DPL.
4. Includes previous APS service.

Table 6 – Representation of Workplace Diversity Groups for Employees at 30 June 2003³

Occupational Group % ¹	Employees	Gender		Indigenous Australians	Race or Ethnicity		Disability PWD ²	
		Male No	Female No %		No	% ¹	No	% ¹
Statutory Officer	-	-	-	-	-	-	-	-
SES	2	1	1 50%	-	-	*	*	* *
PE1-2	99	61	38 39%	-	-	8	8%	* *
PS1-6	84	23	61 72%	-	-	18	21%	4 5%
TOTAL	185	85	100 54%	-	-	26	14%	7 4%

Note:

1. Workplace Diversity information is supplied voluntarily. 82% of employees responded to the last survey, conducted in June 2000.
2. *For privacy reasons, small numbers are not shown separately.
3. Includes inoperative.

Appendix 3 – *Occupational Health and Safety*

Section 74 of the Occupational Health and Safety (Commonwealth Employment) Act 1991 requires certain matters be included in annual reports. These matters, in respect of the Parliamentary Library, are as follows:

- the department's OH&S Policy was updated and re-issued on 14 February 2002;
- the department's Health and Safety Committee met at quarterly intervals during the year to consider amongst other things, safety issues in and around Parliament House, its health promotion program including voluntary influenza injections and protective injections for its First Aid providers, employee assistance services, eyesight and hearing testing, ergonomic assessments, health and safety training and awareness programs and matters arising from its six-monthly safety audits;
- replacement Health and Safety Representatives and Deputies were elected and trained as necessary;
- the Minutes of all Health and Safety Committee meetings were made available to staff through the department's [intraNet](#);
- there were no accidents or dangerous occurrences during the year that required the giving of a notice under section 68 of the Act and no incidents involving incapacity of more than 30 days were notified; and
- there were no investigations carried out by, or directions or notices given to, the department under sections 29, 45, 46, or 47 of the Act.

Appendix 4 – *Internal and External Scrutiny*

Reports by Parliamentary Committees

The Senate Finance and Public Administration Legislation Committee reviewed the department's *Annual Report 2001-2002* in its 'Annual reports (No. 1 of 2003)' (March 2003) and considered that the report was satisfactory. The Committee suggested that all agencies include compliance indexes in their annual reports. The Parliamentary Library already includes such an index.

The Committee also considered the department's 2003-04 estimates and Portfolio Budget Statement. In its report '*Budget Estimates 2003-2004*' (June 2003), topics raised by the Committee included the Department's ability to finance enhanced security measures.

The Committee also considered the department's 2002-03 additional estimates and Portfolio Budget Statement. In its report '*Additional Estimates 2002-2003*' (March 2003), the Committee identified three issues that it had raised and which Departmental officers had clarified.

In a report titled '*Review of Aspects of Parliamentary Administration*' (June 2003), the Senate Appropriations and Staffing Committee examined the recommended changes to the structure and responsibilities of the Parliamentary departments contained in a review by the Parliamentary Service Commissioner, Mr Andrew Podger. More information on this matter is contained in the section below headed 'Other External Scrutiny'.

Internal Audit

The department's Audit and Evaluation Committee met twice during the year with ANAO and internal audit representatives in attendance. Major issues considered in 2002-2003 included financial statements, ANAO and internal audit reports, the *Business Continuity Plan 2002-2003*, the benchmarking of acquisitions and cataloguing, business systems' improvements, and the triennial evaluation of client services.

The department's internal auditor, Deloitte Touche Tohmatsu, conducted internal audits in outsourcing of corporate processing services, asset policies and procedures, information and communications technology management, financial system's upgrades and quality assurance with respect to the annual financial statements.

Reports by the Australian National Audit Office

Audit Report No. 25 2002-2003 'Audits of the Financial Statements of Commonwealth Entities for the Period Ended 30 June 2002' noted that the audit report on the Parliamentary Library's 2001-02 accrual financial statements was unqualified and there were no significant audit issues.

Audit Report No. 45 2002-2003 'Reporting of Financial Statements and Audit Reports in Annual Reports' noted that the Parliamentary Library's 2001-02 financial statements and auditor's report on those statements were reproduced without error in the hardcopy and website copy of the Library's annual report.

The Parliamentary Library continues to consider and where appropriate, implement the recommendations contained in all ANAO Reports.

Other External Scrutiny

In April 2002 the Presiding Officers commissioned the Parliamentary Service Commissioner, Mr Andrew Podger, to review the administration

of the Parliament. The terms of reference of the review were to consider:

- a. The advantages, financial and organisational, which may arise from a change to the administration of security within Parliament House;
- b. The extent to which the management and corporate functions across the Parliamentary departments may be managed in a more cost effective and practical manner;
- c. Whether and to what extent financial savings may accrue from the centralisation of the purchasing of common items by all the Parliamentary departments; and
- d. Such other organisational matters affecting the Parliamentary administration which arise during the review.

The review resulted in six recommendations, including a recommendation that the three service provision departments be amalgamated.

In August 2003 both the Senate and the House of Representatives approved resolutions to abolish the Department of the Parliamentary Library, the Department of the Parliamentary Reporting Staff and the Joint House Department on 31 January 2004 and replace them on 1 February 2004 with a new Department of Parliamentary Services. The resolutions contained provisions to safeguard the independence of Parliamentary Library within the Department of Parliamentary Services.

Claims and Losses

The department's annual stocktake of financially controlled plant and equipment was conducted in March 2003. There were seven assets with a net book value of \$560 not located during the stocktake. A stocktake was also completed of elements of the department's library collection in accordance with a cyclical stocktake program. Collection items with a net book value of \$40,937 required removal from the department's asset records following the stocktake.

In 2002-2003, there were no instances where the Chief Executive has decided not to pursue the recovery of debts under section 47 of the FMA Act.

Administrative Law

The Parliamentary Library is not a department or an agency for the purposes of the *Freedom of Information Act 1982*.

There were no reports or determinations issued under the Privacy Act 1988 during the year which applied to the Parliamentary Library. Although this Act has limited legal application to the department, confidentiality of client requests and privacy of staff information are regarded as critical aspects of its operation and tight controls are maintained in these areas. The provisions of the Act relating to tax file numbers apply and are complied with strictly.

The Commonwealth Ombudsman's office raised no issues with the Parliamentary Library during the year. No reports to the Parliamentary Library were made under section 15 of the *Ombudsman Act 1976* and the department is not aware of any reports made by the Ombudsman under sections 16, 17, or 19 that contain comment about the department.

Decisions of Courts and Tribunals

There were no judicial decisions or decisions of administrative tribunals handed down during the year which significantly affected, or could in future significantly affect, the operation of the Parliamentary Library. In addition, the Attorney-General's Department has not notified the Parliamentary Library of any such decisions which have service wide implications.

Appendix 5

Purchasing

In 2002, the Parliamentary Library outsourced its purchasing processing function to the Department of the Parliamentary Reporting Staff. DPL's key purchasing staff have been trained to meet Commonwealth Procurement Competency standards with the department's purchasing supervisor holding Certificate IV in Public Sector Procurement. The department complies with Commonwealth Procurement and Best Practice Guidelines and supports SMEs as appropriate. All of the department's purchases of \$2,000 or more were published within the prescribed period and all of its contracts with a consideration of \$100,000 or more were listed on the department's internet.

Advertising and market research

The Parliamentary Library did not engage any companies/organisations to carry out any advertising campaigns, polling, direct mail or market research on its behalf during 2002-03. Media advertising was restricted to classified advertising for contracts and job vacancies. Expenditure for 2002-03 was \$29,107 as follows:

Starcom Worldwide Australia Pty Ltd	\$18,659
HMA Blaze Pty Ltd	\$10,448

Appendix 6 – External Consultancies

In accordance with Commonwealth policies for the engagement of consultants, the Parliamentary Library has used external consultancy services for reasons such as:

- a) the need for special skills;
- b) rapid access to the latest technology and experience in its application;
- c) limitations on executive time;
- d) lack of in-house resources;
- e) need for independence; and
- f) need for a change agent or facilitator.

When commercial consultants are engaged, DPL applies fair and open procedures. The selection processes involved public tender, selective tender and direct engagement.

During 2002-03, consultancies were undertaken in the areas of research papers and advice, including computer services and corporate services.

Twenty five consultants have been engaged during the year (26 in total for 2001-02) for \$508,697 (\$633,394 in 2001-02).

Appendix 7 – Resources For Outcome

Outcome 1 – To contribute to a more informed Parliament and, through it, to the Australian community.

	(1) Budgeted price (Note a) 2002-2003 \$'000	(2) Actual expenses 2002-2003 \$'000	Variation (column 2 minus column 1)	Budgeted price (Note b) 2003-2004 \$'000
Administered Expenses (including third party outputs)	Nil	Nil	na	Nil
Total Administered Expenses				
Departmental Outputs				
Output 1 - Provision of commissioned information services and policy advice and analysis to Senators, Members, parliamentary committees and parliamentary departments.	16,774	16,072	-702	16,323
Subtotal Output 1	16,774	16,072	-702	16,323
Output 2 - Provision of self-help information services for Senators, Members, parliamentary committees parliamentary departments.	5,727	5,358	-369	5,155
Subtotal Output 2	5,727	5,358	-369	5,155
Total for Both Outputs	22,501	21,430	-1,071	21,478

Appendix 7 – Resources For Outcome *Cont.*

	(1) Budgeted price (Note a) 2002-2003 \$'000	(2) Actual expenses 2002-2003 \$'000	Variation (column 2 minus column 1)	Budgeted price (Note b) 2003-2004 \$'000
Revenue from Government (Appropriation) for Departmental Outputs	17,522	17,522	0	17,387
Revenue from other Sources	4,979	4,215	-764	4,091
Total Price of Outputs	22,501	21,737	-764	21,478
TOTAL FOR OUTCOME 1	22,501	21,737	-764	21,478

(Total Price of Outputs and Administered Expenses)

	Actual 2002-03	Budgeted 2003-04
Average Staffing Level (Number)	169	167

The above table should be interpreted with the assistance of the following supplementary information, given that the Department had an approved deficit for 2003-2003 (as outlined in Note e below):

	(1) Budget 2002-2003 \$'000	(2) Actual 2002-2003 \$'000	Variation (column 2 minus column 1)	Budget 2003-2004 \$'000
Total revenue (Note c)	21,883	21,737	-146	21,478
Total expenses	21,488	21,430	-58	21,982
Net surplus/(deficit)	395	307	-88	(504)
Capital use charge (CUC) (Note d)	928	835	-93	0
Approved surplus/(deficit) after CUC (Note e)	(533)	(528)	5	(504)

Notes:

- Full-year budget, including \$Nil additional estimates. Figures include recoverable GST \$618,000.
- Budget prior to additional estimates.
- The total revenue budget does not include recoverable GST.
- The Government has decided that the CUC will not operate after 30 June 2003.
- In the 2001-2002 financial year, DPL made an operating surplus (after CUC) of \$1.037m in accrual accounting terms. A surplus was always envisaged due to lower operating costs, as the year included the general election. The Presiding Officers have approved budgeted operating losses for DPL in 2002-2003 and 2003-2004 of \$0.533m and \$0.504m respectively, resulting in a neutral budgetary position over the three financial years 2001-2002 to 2003-2004.

Appendix 8 – Corporate Governance

Within the department, the major corporate governance bodies are:

- **Joint Library Committee** - (details are provided under the Departmental Overview at Chapter 2);
- **Management Committee** - The Secretary chairs a departmental management committee that includes the Head and Deputy Head of both Programs 1 and 2. The committee met on the first and third Tuesdays of each month in 2002-03 and oversees the policies for, and administration of, the Library.
- **Audit and Evaluation Committee (AEC)** - This committee is responsible for developing and implementing audit programs, reviewing Australian National Audit Office (ANAO) and internal audit reports, and providing advice on good practice and financial statement matters. It comprises the Program Heads and Deputy Heads and an independent member appointed to provide specialist skills and an independent perspective on DPL's operations. Internal audit representatives Deloitte Touche Tohmatsu (DTT) and ANAO representatives also attend meetings. The functions and responsibilities of the AEC include approval of internal annual and strategic audit plans, review of all audit reports involving matters of concern to senior management, including identification and dissemination of good practices, advice to the Secretary on matters of concern raised in Internal Audit and Auditor-General reports and, as far as practicable, the coordination of audit programs conducted by internal audit auditors and the programs conducted by the Auditor-General. It also provides advice to the Secretary in the preparation and review of DPL's financial statements.
- **Consultative Committee** – The Secretary chairs the main Consultative Committee which includes the Program Heads and Deputy Heads and staff representatives. Subcommittees have been established in each program. The Consultative Committee and program subcommittees provide consultative

mechanisms to enable both staff and the department to obtain and consider each other's views on workplace issues. The Consultative Committee meets quarterly.

- **Health and Safety Committee** – This statutory committee is established to assist DPL implement measures to protect the health and safety at work of its employees, clients and visitors. The committee meets at least quarterly and is chaired by the Assistant Secretary (Resource Management).

Corporate Plans

The following corporate plans are in place:

- Strategic Plan 2003-06;
- Business Plan 2003-04;
- Business Risk and Continuity Plan 2002-04;
- Fraud Control Plan 2002-04;
- Information Technology Strategic Plan 2002-04; and
- Internal Audit Strategic Plan 2002-04.

The Chief Executive Officer certifies that he is satisfied that DPL complies with the Commonwealth's Fraud Control Policy and Guidelines 2002 and that DPL has in place appropriate fraud prevention, detection and investigation, reporting and data collection procedures and processes that meet the specific needs of DPL and comply with the guidelines. The Fraud Control Plan (FCP) and the Business Risk and Continuity Plan have been endorsed by DPL's Audit and Evaluation Committee.

Appendix 9 – Ecologically Sustainable Development and Environmental Performance

Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* requires that certain matters be included in annual reports. These matters, in respect of the Parliamentary Library, are as follows:

- (a) The Parliamentary Library does not administer any legislation dealing with the principles of ecologically sustainable development;
- (b) There are no outcomes for the Parliamentary Library under an Appropriations act relating to the contribution to an ecologically sustainable development;
- (c) The Joint House Department (JHD) manages building services for the Parliamentary Library and is therefore responsible for supervising energy use in Parliament House and measures taken to improve energy efficiency. The Parliamentary Library continues to cooperate with and support the Joint House Department in its Parliament House-wide energy and waste conservation roles including taking measures to reduce the use of non-renewable resources; and
- (d) The Parliamentary Library purchases power-efficient equipment, implements appropriate work practices that seek to save energy and works with JHD to ensure continued effectiveness of energy conservation measures. There is continual review of publications which the department produces to reduce the overall quantity of paper and other office consumables used by increasing the availability of electronic information, electronic records, publications and e-mail.

The Parliamentary Library's commitment to improve environmental efficiency is demonstrated by a continued undertaking in its Certified Agreement to consider further initiatives based on the environmental principles of 'reduce, reuse and recycle'.

Appendix 10 – Maitland Tanner Client Services Survey 2002

MAITLAND TANNER



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1. Background

1.1 Department of Parliamentary Library (“DPL”) Aims

- The DPL undertakes a Client Satisfaction Survey with every Parliament.
- Following a rigorous national tender process, Maitland Tanner & Associates (“MTA”) was appointed to examine how the DPL can retain and improve its position as a pre-eminent supplier of information and research services to the Members of Parliament and their Committees.

1.2 Terms of Reference

- The DPL established 3 key Terms of Reference for the Client Services Survey of the 40th Parliament:
 1. “To design and implement an independent qualitative client services evaluation for the DPL.
 2. To obtain detailed confidential feedback from Senators, Members and staff about the extent to which the DPL provides or could provide:
 - Balanced impartial, confidential and timely quality services in all circumstances;
 - Appropriate services to meet client needs for information analysis and advice;
 - Added value compared to the services provided by other information and research providers.
 3. To prepare a report based on the research, covering:
 - A description of key findings;
 - Recommendations for strategies to improve client service”.

1.3 Study Scope & Objectives

- The MTA study was designed to ensure that the DPL maintains and enhances its position with clients by identifying whether or not client expectations are being met and prioritising key service improvement initiatives.

- We addressed 3 key areas which underpin how the DPL decides which services will be offered and the most effective ways in which to promote them:

1. Service Quality

The study examined clients’ perspective of “quality” and specifically the relationship between quality and the processes that the DPL goes through in meeting client needs.

2. Services & Delivery

The study was designed to understand the appropriateness of the DPL’s present suite of services and their delivery methods.

3. Competitive Positioning

We examined how DPL’s offerings and positioning compared to alternative information sources available to DPL clients.

- As per our proposal, we focussed on 4 key **key business questions:**
 1. What client service issues should be addressed as a matter of priority, either because of their impact on satisfaction or ease of implementation?
 2. What potential barriers exist to the DPL improving its current position whether in its service offerings or the delivery of those services?
 3. How might any barriers be overcome?
 4. What other initiatives might be put in place to give the DPL more timely feedback on issues arising?
- The study was not designed to:
 - Quantify detailed usage patterns such as the use of the DPL’s electronic services.
 - Link internal financial analyses with the research findings to prioritise options according to their potential “bottom line” impact.

1.4 Report Aims

- This report is designed to:
 - **Detail key findings** from the research.
 - **Summarise the implications for management.**
 - **Provide actionable, fact-based recommendations** for management to consider in the context of its key objectives.

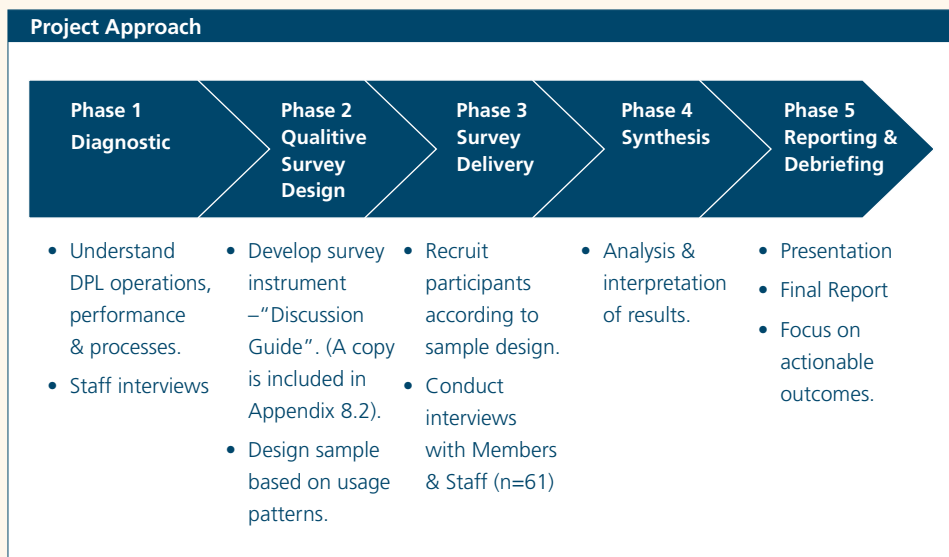
2. Methodology

Overview

- We took a **5-step approach** to the project to ensure that:
 - We had a firm understanding of how the DPL worked, including its products, services and key delivery processes.
 - The results were actionable
 - Our methodology was in line with current best practice research into service quality¹.

Sample

- We conducted 55 interviews with a total of 61 Members² and staff between 14 October and 15 November 2002³.
- With one exception, all interviews were conducted “face-to-face”. (One was conducted by telephone to accommodate an enthusiastic, but busy participant).
- The sample was drawn randomly on the basis of key 3 key usage segments:
 - **“Power Users”**: Used IRS for 450 hours or more from June 2001 to July 2002⁴.
 - **“Moderate Users”**: Used IRS for 200-300 hours in the same period.
 - **“Light Users”**: Used IRS for less than 30 hours that year.
- In addition, the Presiding Officers invited Members to participate at their own volition.



1. Based on the work of leading international business writers such as R. Rust, Return on Quality, (Probus, 1994, Chicago).
2. The term is used in this report to refer to all Members of Parliament –Senators and Members of the House of Representatives.
3. Some Members asked the staff to join them in the interview, so 2-3 people participated in the session.
4. DPL has no individual data about individual electronic services usage from which to draw a sample. For this reason, the sample was constructed on IRS usage. Electronic usage was discussed in the interviews.

- As can be seen from the following table, these groups had distinguishing characteristics:

Segment	IRS Usage	Other Large Key Characteristics
"Power" Users	>450 hours per year	Most (9 out of 11) from Opposition Front Bench
Moderate Users	200-300 hours per year	Large proportion (9 out of 21) from Opposition Back Bench
Light Users	<30 hours per year	Most (13 out of 16) from Government Back Bench ¹
Open Invitation	Varied	Large proportion (6 out of 13) from minor parties and independents. Slightly less (4 out of 13) from Labor Back Bench.

- We sought a sample spread equally across the 3 key usage segments. However, the nature of Parliamentary demands meant that it was not always possible to conduct meetings as arranged. For this reason, we have slightly more moderate users than the other segments. It is unlikely to have a major impact on the results. In the majority of cases, the findings are consistent across all segments.
- A summary of the sample is provided below.

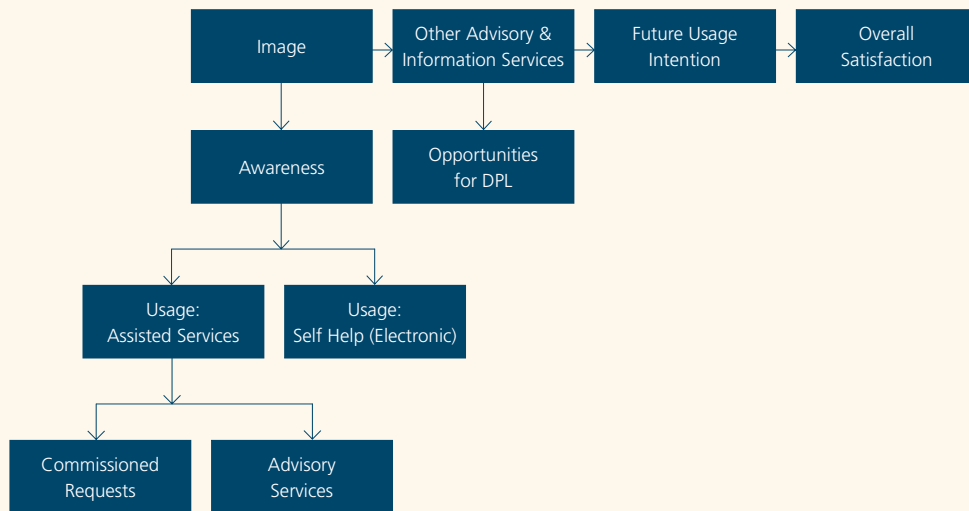
Segment(Hours pa)	Party			Gender		Member	Staff	Total	%
	ALP	LP	Other	M	F				
>450	9	1	1	9	2	5	6	11	18%
200-300	14	5	2	14	7	9	12	21	34%
<30	2	13	1	7	9	5	11	16	26%
Open Invitation ²	5	2	6	4	9	8	5	13	21%
Sub-total	30	21	10	34	27	27	34	61	100%
%	49%	34%	16%	56%	44%	44%	56%	100%	
Total		61			61		61	61	

- Only 4 out of 16 were new Members in the Light Users segment compared with 2 and 0 new Members in the Moderate and "Power" User segments respectively. However, as the number of new Members is relatively small, inexperience is not a key driver of the findings of this group.
The majority of government members are satisfied with their current government-related information sources. For this reason, they are often light users of IRS services. (See section 5.3 for further information on this segment)
- Relatively evenly spread across various segments.

Discussion Structure

- A Discussion Guide was used to structure the interviews. (A copy is provided in Appendix 8.2).
- The interviews were structured around the following key areas in the manner outlined below:

Discussion Structure Overview



- The interview findings are detailed in the Sections 3, 5 & 6 of this report.

3. Executive Summary

Overview

- **Clients are very satisfied with the Department of Parliamentary Library's ("DPL") services:**
 - The majority of participants (58 out of 61) **rated the DPL 8-9 out of 10¹.**
 - Most users rated DPL **10 out of 10 for objectivity and confidentiality.**
 - The majority of participants considered the DPL to be their **most important information source.**
- This satisfaction is principally driven by the performance of Information and Research Services (IRS) –especially in relation to quick turnaround requests².
- Loyalty is driven by usage levels and especially consistent highquality interaction with DPL staff.
- However, the environment in which DPL's services are delivered is changing:
 - The majority of participants use a range of information services (formal, informal, electronic). This impacts their usage and expectation of DPL. For example, they expect Parl-Info to be easy to navigate in line with search tools that they currently use (e.g. Google & Excite!).
 - The client base continually changes. Elections drive changes to the composition of Parliament. Members' staff change on a regular basis. This means that a large number of participants are unaware of DPL's full range of services.
- As a result, the DPL clients may be satisfied but not necessarily loyal in the medium to long-term. Specifically DPL is vulnerable to:
 - Being positioned as a "quick turnaround" information provider when electronic access channels fail.

- Losing 'market share' to other (electronic) service providers.

- For these reasons, there are considerable opportunities for the DPL to further enhance its positioning in order to meet:

- Current unmet needs
- Future needs

(See Recommendations in the following section).

Specifics

- If DPL's objective is to increase client loyalty and usage, then our statistical analysis, combined with findings from this survey, indicates **two clear opportunities:**
 1. Clients who currently use DPL assisted services at a moderate level (200-300 hours a year). These clients have the potential to become loyal clients and efficient "Power Users" (>450 hours per year) because they are already committed DPL users. However, they need to overcome some perceived barriers to constant use, such as obtaining consistent service levels across all delivery channels.
 2. Front Bench clients, from both Government and Opposition (if they are not already in this segment). This group typically has a relatively large demand for information because they typically use it for decision-making purposes.
- There were a number of areas where DPL appears to be sub-optimising its key resource investments (e.g. time, expertise, systems):
 - Parl-Info was a significant source of frustration to users. Participants, especially members, were very reluctant to "mark down" the DPL on any issue. However, most (55 out of 61) users experienced difficulties finding the information they required from Parl-Info. Where staff were prepared to rate Parl-Info, they gave it around 5 out of 10 principally because it was difficult to navigate.

1. On a scale of 1-10 where 1 was extremely dissatisfied and 10 was extremely satisfied.

2. Less than 20 minutes.

- Many participants were confused about the number and type of research reports available to them, for example, Research Notes, ResearchPapers, Current Issues Briefs. While they maintained that the content was of a very high standard, the amount of reports sometimes created an unnecessary level of confusion. For this reason, the DPL may be over-investing investing in the number of research reports produced.
- Only a small number of participants (3 out of 61) supported the concept of having media clippings from the weekend papers available on Parl-Info by 9.00am Monday morning. However, the service had yet to be piloted at the time of our

interviews¹. For this reason, demand for this service should be assessed once clients have had a chance to use it – in the first half of 2003.

Future

- The majority of participants anticipated increased use of the DPL over the next 12 months, principally as a result of moving into the “policy development” phase of the electoral cycle. For this reason, there will be increased pressure on the DPL to efficiently deliver its services in order to protect and grow its current position.
- Recommendations for dealing with these issues, as well as their underlying rationale, are provided in the following section.

4. Key Recommendations

These recommendations are research based. They provide the information for one of three key criteria typically used to assess business options:

1 Should we do it? This often draws on market research.

2 Can we do it? In other words, do we currently have the skills and resources to do it?

3 Can we afford it?

The DPL will need to combine the recommendations below with internal data before making final decisions.

Recommendation	Rationale
<p>1. Services Usage</p> <p>1.1 Improve the navigability of Parl-Info so that the majority of users can:</p> <ul style="list-style-type: none"> • Find their most sought-after information easily (e.g. Hansard, media transcripts). This may involve the use of a simplified search engine or “Wizard”. • Drill down easily for further information if they wish to pursue the subject matter further. Technical databases (such as Butterworths) were cited as examples that provided “intuitive” but sophisticated navigability. 	<ul style="list-style-type: none"> • While participants were reluctant to criticise the DPL, they tended to rate Parl-Info about 5 out of 10 because it was difficult to navigate. • Parl-Info’s navigability was a major source of frustration to the majority participants (55 out of 61). • Clients are currently using the DPL inefficiently, they either: <ul style="list-style-type: none"> – Ask IRS to obtain the information for them. (This is supported by the internal data provided in Section 5.3.2). – Ask various staff (in Programmes 1 & 2) to assist them in their online search.

1. The service was introduced 16 November 2003. The weekend after our interviews were completed.

Recommendation	Rationale
<p>1. Services Usage <i>cont.</i></p> <p>1.1 Improve the navigability of Parl-Info so that the majority of users can:</p> <p>1.2 Introduce “contextual training” for DPL clients that:</p> <ul style="list-style-type: none"> • Shows how DPL can assist with the key components of their job e.g. speechwriting, submission writing, information gathering, preparation of media releases. • Provides case studies (“hypotheticals” will suffice) showing how to use DPL services to achieve a work-related outcome (e.g. the most efficient ways of preparing information for a speech in a two hour deadline). • Is delivered in the following formats <ul style="list-style-type: none"> – Training in small groups – preferably conducted in an hour. – On-line with case studies (including problems & solutions) synthesised into 1 or 2 pages. 	<ul style="list-style-type: none"> • The DPL is likely to save considerable time and money by improving the accessibility of Parl-Info. For example, heavy users estimated that it would reduce the time the library spent assisting them by 10-15% if the service was improved i.e. 60-70 hours per year for each heavy user. • Some participants said they had never used the full search –only the Wizard – because the full search engine was difficult to use. • 59 out of 61 participants maintained that these types of courses would help them or their staff. • The research showed that time-pressured users are more likely to come to a course that shows the benefits to them than more generalised training courses. • This is the most time staff are prepared to allocate to training. • Many staff are unable to attend courses in Canberra.
<p>2. Publications & Media Services</p> <p>2.1 Continue with the production & dissemination of General Distribution Products (“GDPs”), but with the following changes:</p> <ul style="list-style-type: none"> • Reduce the types of research papers. • Repackage publications in a pithier format to encourage increased usage. (See Section 5.2.3 for further details). 	<ul style="list-style-type: none"> • Participants advised that they “filter out” any information that does not have clear benefits because of the sheer amount of information they are required to process. • There are only two DPL publications that have unprompted recognition¹: Bills Digest & This Sitting Week • Both are seen as having clear benefits – essential legislative information and pithy updates respectively. • Participants were confused by the number and type of research papers available.

1. Participants could name them “off the top of their head”. It was not necessary to prompt them with a copy of the publication.

Recommendation	Rationale
<p>2. Publications & Media Services cont.</p> <p>2.2 In the first half of 2003, Review the demand for press clippings to be electronically available by 9.00am Monday morning.</p>	<ul style="list-style-type: none"> • Only 3 out of 61 participants maintained that this was an essential service. • This service was introduced after interviews had commenced. For this reason, participants had not had a chance to experience the service. A review will confirm whether or not usage of the service has created a measurable demand. (Note: This review should take all users into account, Members and their staff as well as other internal users at Parliament House).
<p>3. Client Management</p> <p>3.1 If DPL's objective is to increase client usage and loyalty, then it should consider the introduction of segment-based client management.</p> <p>This function can be managed in one of two ways:</p> <ul style="list-style-type: none"> • Create a permanent position of Strategic Marketing Manager • Create temporary, project-based roles. <p>Irrespective of the approach taken, the function would have three key objectives</p> <p>I. Identify and agree on the most effective ways in which to maintain and/or build client loyalty within each segment.</p> <p>II. Determine and agree on the most effective ways in which to migrate Moderate (and some Light) Users to become efficient Power Users in the medium to long-term.</p> <p>III. Determine how each of the key drivers of perceived value can be managed with regard to various Members or user segments.</p> <p>(See section 5, pp15-20, for further details).</p>	<ul style="list-style-type: none"> • DPL's client base is satisfied but not necessarily loyal. They use a range of information services (e.g. personal contacts, lobby groups, government & industry websites, search engines). • Our research and statistical analysis shows that Moderate Users as well as the Front Bench (Government & Opposition) have an appetite for information which they may satisfy from other sources. • DPL is currently being "all things to all people". Our research shows that needs differ between key user groups. For example: <ul style="list-style-type: none"> – Staff are key users of DPL services. – Members and staff needs are, for the most part, different. For example, the majority of Members interviewed did not use Parl-Info, but the majority of staff did. – "Power Users" need to be managed so that their needs are met efficiently. – Moderate & Light users are relatively sensitive to variations in service levels. – A large number of moderate and light users were unaware of DPL's full range of services. As a result, they are relatively inefficient users of DPL services. • For this reason, DPL may be over or under-investing in certain areas.
<p>4. Database Access</p> <p>4.1 Undertake a fully-detailed cost-benefit analysis into the direct provision of Factiva/Lexis Nexis to the DPL client base.</p>	<ul style="list-style-type: none"> • A small number of participants (4) said that they would use these databases if provided directly. • Most said they were too busy to conduct the type of detailed searches available on these databases. They'd rather: <ul style="list-style-type: none"> – An expert from IRS undertake it for them – The money be re-invested into making Parl-Info more user friendly. • However, we were unaware of any business case including detailed facts and costings to support the direct provision of these services (or not) if demand increased in future

5. Key Findings

- This section details the major research findings as follows:
 - **5.1 Satisfaction:**
Results and key satisfaction drivers.
 - **5.2 Perceived Value:**
Satisfaction vs Loyalty.
 - **5.3 Services Usage Patterns:**
 - 5.3.1 Overall
 - 5.3.2 Assisted Services
 - 5.3.3 Electronic Services
 - 5.3.4 Publications
 - **5.4 Image and Awareness:**
Current “brand identity”

5.1 Satisfaction

Overall

- **The majority of participants (58 out of 61) were very satisfied** with the DPL’s services. They rated the DPL:
 - **8-9 out of 10 for overall satisfaction**¹.
 - **10 out of 10 for objectivity and confidentiality.**
 - As their **most important information source.**
- **The satisfaction levels did not vary significantly across segments.**
- However, the **service expectations varied between segments.** For example, “Power” Users often use a set group of subject matter experts that consistently deliver “value added” services, in addition to the DPL’s information gathering services. In comparison, Light Users are often unaware of the full extent of DPL services and they tend to use the Central Enquiry Point (“CEP”) as their major point of contact. In other words, “Power” Users are more likely to be satisfied with the full range of DPL services whereas Light users are satisfied with the information gathering services only.

Satisfaction Drivers

- The research indicates that there are 4 key satisfaction drivers:

1. Consistency

Because many requests have short deadlines, consistency of IRS services is very important to clients.

Power Users tend to go out of their way to ensure consistency, mainly by using staff who always “gave 10 out of 10”. In other words, they are pro-actively managing their satisfaction levels by reducing the risk of not obtaining their expected service levels.

Some, more experienced, Moderate Users also took this approach.

However, a small number of less experienced Moderate Users (4 out of 21) who did not take this approach, mentioned that they had received variable service depending on the staff member used. This typically occurred when they had received a succinct memorandum or report in response to one request but on the next occasion received a notewith “6 or 7 links to websites” which they don’t have time to examine.

Partly for this reason, as well as their experience when introduced to IRS, some Moderate and Light Users suggested that DPL introduce Account Managers who would ensure consistency. (See Sections 4 & 6 for further information on this point).

1. On a scale of 1-10 where 1 was extremely dissatisfied and 10 was extremely satisfied.

2. They typically mentioned the account management services they had received when they (or their employers) first came to Office.

2. Subject Expertise

Clients expect DPL to have subject experts, even if they don't deal with them directly. Any (minor) criticisms concerned the odd instance when a client couldn't get any extra information out of the DPL than they already had from their external search and/or professional experience. In other words, **without the subject matter expertise, clients would be dissatisfied with the DPL services.**

The research also suggests that the most loyal clients dealt with subject experts. In addition, the *Bills Digest* was the most highly rated publication because clients considered it a unique source of legislative expertise.

3. Professionalism

The majority of participants maintained that they "could not fault the library's professionalism". For this reason, they were extremely confident that their requests would be treated confidentially and objectively.

However, new and Light Users appear to be relatively sensitive to any response that is less than welcoming. For example, a small number of this group (4) mentioned that they had found some library staff "a bit offhand" when they first called. They had remained Light Users after this experience (See Section 5.2.2 for further details about the characteristics of these groups and ways in which to handle them).

4. Timeliness

The majority of respondents maintained that the "library had never let me down on a deadline. However, some – "Power Users" – felt that IRS staff could be more forthright in setting realistic time limits and managing expectations. They felt that some clients (not them) consistently pressured IRS with urgent deadlines. In other words, these clients took unfair advantage of the staff's willingness and ability to go out their way to help clients. In this regard, they maintained that "the library was its own worst enemy" and suggested that they:

- Set guidelines as to how long each type of request is likely to take
- Advise clients of these deadlines and consistently reinforce them.
- **All areas of the DPL** (e.g. Information & Research Services, Electronic Media Monitoring Unit) **were rated highly by the majority of participants on these items with the exception of the electronic services – especially Parl-Info.** Although participants were reluctant to "mark down" the DPL in any area, they rated Parl-Info 5 out of 10 because they felt that it was difficult to navigate. However, their satisfaction levels were maintained as they often used IRS to compensate for Parl-Info's shortcomings:

"If we can't find what we want on Parl-Info, we just ring the library and give them a 2 hour deadline" (Power User, Staff)

Maintaining Future Satisfaction Levels

- In order to protect and grow its current client satisfaction levels DPL needs to pro-actively manage these drivers according to the needs of key user groups.
- Their needs and services usage patterns are discussed in the following pages, as are the management implications.

5.2. Perceived Value: Loyalty vs Satisfaction

- Research by leading business writers¹ shows that loyalty is both a function of extreme levels of client satisfaction and perceived value.
- The value equation is represented as:

$$\text{Value} = \frac{\text{Results Produced} + \text{Delivery Process}}{\text{Price to Customer} + \text{Cost of Acquisition}}$$

- Our research shows that the DPL performs well in key areas of this equation (eg results or content), but there is room to enhance its loyalty levels by concentrating on some of the other factors (eg the delivery process):

Value Factor	Definition	Research Result
Results	Content of reports/advice	Very good
Process	Client experience of receipt of information eg electronically or in hard copy	Some difficulties experienced eg navigating Parl-Info
Price	Free	Not applicable
Cost	Client perception of time and effort involved in obtaining information compared to other options	Perceived to be relatively high by some clients because of the time involved locating information eg on Parl-Info or referral websites

- While the majority of clients are satisfied with the DPL's services, their loyalty levels vary based on their perceived value of DPL's services.
- Our research shows that the more clients use DPL the more loyal they become:
 - **Power Users are the most loyal to DPL because:**
 - They have personal contacts that they use on a regular basis to ensure they obtain their desired service levels.
 - They use the full range of DPL services for their entire information gathering process i.e. they have high involvement levels (See diagram on page 20 for further details).

1. For example, JL Heskitt, TO Jones, GW Loveman, WE Sasser, LASchlesinger, "Putting the Service-Profit Chain to Work", *Harvard Business Review*, March-April, 1994, pp 229 -249

5.2 Perceived Value: Loyalty vs Satisfaction

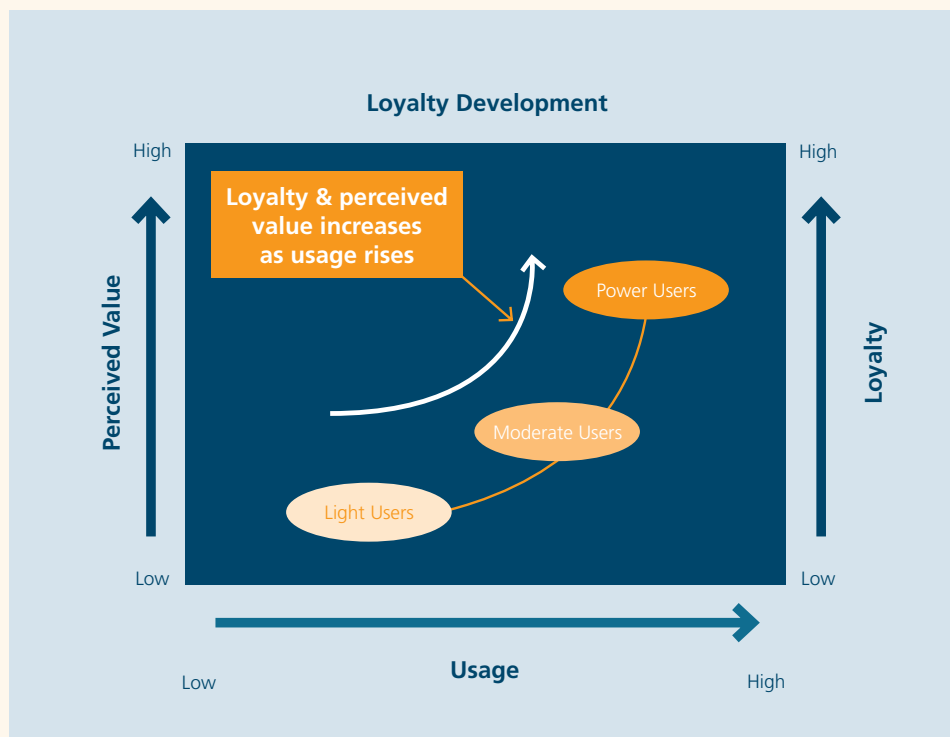
- Light users are the least loyal because:

- They typically have no regular individual contact. They'll call the CEP rather than an individual researcher.
- They use DPL services for a relatively small part of their information gathering process i.e. they have relatively low involvement levels (See diagram on the following page).
- Some Light Users have the potential to become Power Users in future because they have an appetite for information.

- Moderate Users vary in their loyalty levels depending on:

- The service they receive.
- The range of services they use.

- The diagram on the following page shows that Power Users are more involved in the information gathering process. In other words, they use the DPL across the entire information gathering process.
- In comparison, other user segments interact with DPL to a lesser extent.
- For this reason, **Power Users are more likely to value DPL services and have higher loyalty levels.**
- However, **Moderate Users have potential to be "converted" to Power Users** as they are already committed to using the DPL for important parts of the information gathering process.



User Segments – DPL Interaction Points

Information Gathering Process: Key User Steps	Information Sources					
	DPL			Other		
	Electronic	Personal/ Assisted* CEP IRS EMMU		Electronic (eg govt. websites)	Personal/ Assisted (eg lobby groups, govt)	
1. Determine Issue/Scope →		M	P M			
2. Determine Sources/ Obtain Data →	P+ M L-	M L-	P+ M ?	P ↑	P+ M L	P M L
3. Synthesise Data →		M L-	P+ M			
4. Cross Check Conclusions/ Approach →			P			
5. Use Data (eg speech, media release, policy)						

Power Users typically

- Use DPL for the entire information gathering
- Rely on specialists because of the relative involvement and complexity of their reques
- Use DPL as the primary source amongst
- ***They are the most loyal DPL clients because with the full range of DPL interaction value is relatively high***

Moderate Users

- View DPL as their most important information source but
- Do not use it for the entire information gathering process

Light Users typically

- Use the CEP for the first 4 steps in the information gathering process but are not particularly involved in the process
- View DPL as one of many information sources
- ***They are the least loyal of DPL clients because they are satisfied with a minimal range of DPL interaction points i.e. the perceived value can be enhanced***

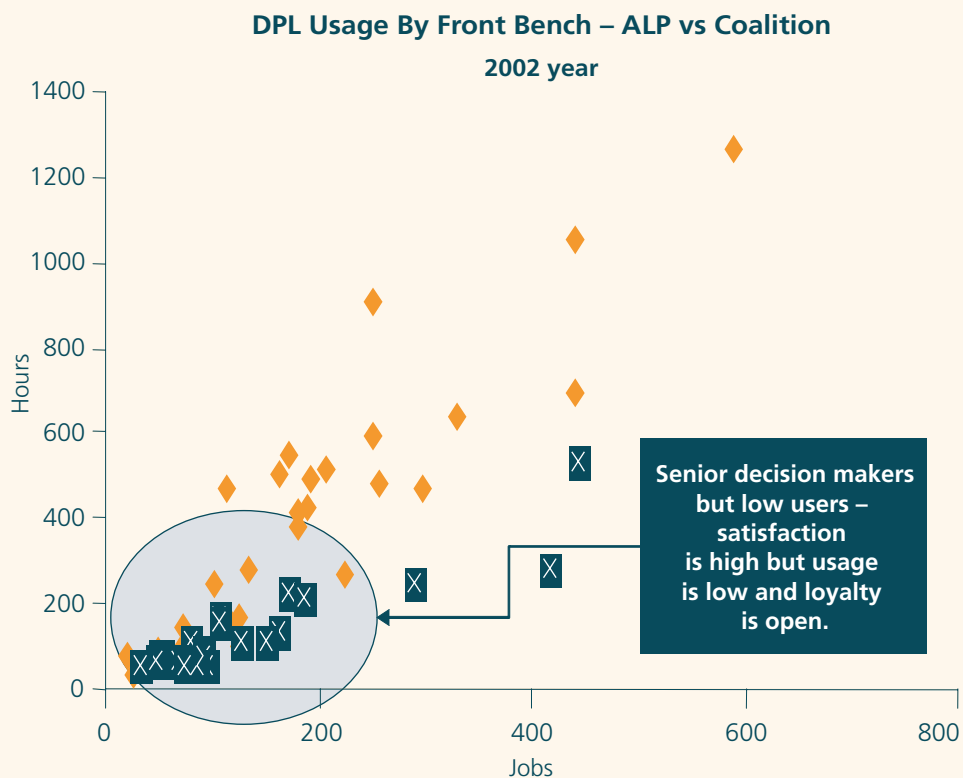
* Direct use of service, rather than through CEP or a research specialist

5.2 Perceived Value: Loyalty vs Satisfaction

- In addition, Front Bench Members (Government and Opposition) who are not currently using the DPL extensively, have the potential to become loyal “Power Users”. They typically have a high demand for information for use in decision-making.
- As the following diagram suggests, there are approximately 30 -out of a total of 61 - Front Bench clients who are not currently Power Users¹. Almost a quarter (8 out of 30) are Moderate Users who, based on preceding information, have the potential to become Power Users².

Implications

- Loyal customers represent the future of the DPL’s “business”. Loyal clients value the full range of DPL services, and especially consistent high quality interaction with DPL staff.
- By maximising the number of clients who value the DPL’s full range of services, the DPL, is clearly differentiating itself against potential competitors such as electronic information providers. (See Sections 2 & 6 for recommendations).



1. Excluding Parliamentary Secretaries.

2. In general, Opposition Front Bench members tend to use the DPL services for policy development. Government Front Benchers often rely on other sources for policy development but may still use a DPL services to obtain additional information.

5.3 Service Usage Patterns

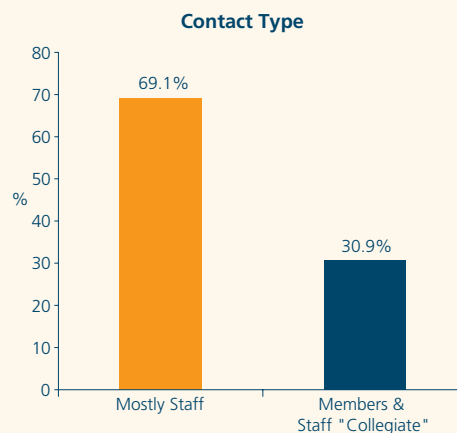
5.3.1 Overall

- All participants used the DPL's services.
- Most Members had used DPL's assisted services (eg IRS, EMMU), but less than a quarter had used the electronic services.
- All staff participants had used DPL's assisted services and the majority (32 out of 34) had used DPL's electronic services (eg Parl-Info or the DPL Website).
- The majority of non-government participants maintained that they could not do their job without the DPL. A number of senior Opposition Members maintained that these services provided a "foundation for democracy" because it provided them with the information to effectively address key legislative issues.
- This sentiment resonated across all user segments for 3 key reasons:
 1. There was nowhere else they could get certain types of information (eg **Hansard, Bills Digest**).
 2. They were unaware of any other services offering similar expertise –either in subject matter or electronic search capabilities.
 3. They believed that in a "worst case" scenario – where they couldn't find relevant information – IRS staff would.

- There appeared to be distinct patterns in the way in which clients drew on DPL's assisted services:
 - In the majority of cases (~70%) staff were the main point of contact i.e. Members rarely made contact.
 - Some offices (~30%) took a "collegiate" approach where both the Member and staff contacted IRS staff.
 - There were no instances in our sample where only the Member contacted IRS staff.

Implications

- In marketing terms, staff are the "primary target audience". This has significant ramifications for the design and delivery of future activities such as communications, training, and day-to-day relationship management. (This is discussed further in Section 6).



5.3 Service Usage Patterns

5.3.2 Assisted Services

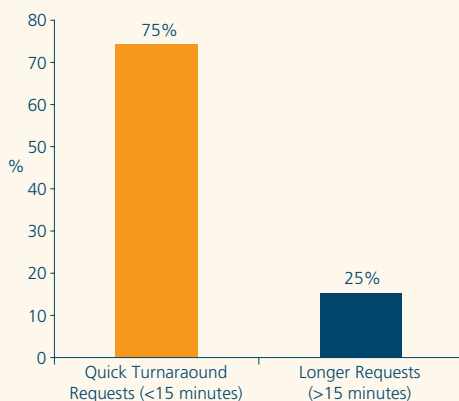
Definition

- The term “assisted services” covers activities recorded on DPL’s client profiles¹. This principally covers the Information & Research Services (“IRS”) and, to a lesser extent the Electronic Media Monitoring Unit (“EMMU”).

IRS

- IRS was the principal point of contact for most users.
- The majority (75%) of clients use it for quick turnaround requests – less than 15 minutes.
- For this reason, the majority of users viewed IRS as an excellent information provider.
- “Power users” are most likely to acknowledge IRS’s value-added research service.
- Other users are less likely to position IRS in this way due to:
 - Lack of knowledge about full range of services
 - Misunderstanding of IRS’s role vs their own role, “*but if I get the library to do the research I wouldn’t be doing my job*”.
 - Reluctance to give IRS an extra category of work, “*they’re already so busy*”.

Short vs Long Term Requests

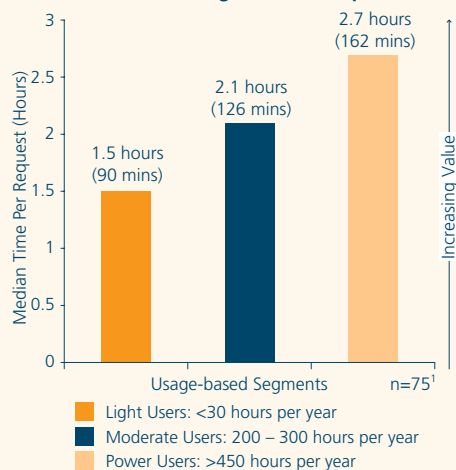


Source: DPL

¹ MTA was permitted to examine these profiles on a confidential basis. Under the terms of our Confidentiality Agreement, all data has been returned to the DPL.

- These qualitative findings are supported by an analysis of the survey sample base which shows that IRS’s value added services appear to be more appreciated with usage.
- The amount of time per request provides a proxy measure of the type of services used – the longer the time spent on a project, the more involved the analysis and vice versa.
- The mid-point (median) for each segment increases noticeably with each user group including:
 - A 40% increase between the median for Light and Moderate Users – 1.5 hours vs 2.1 hours.
 - A 29% increase between the median for Moderate and Power Users – 2.1 hours vs 2.7 hours.

Value – Usage Relationship



¹ Based on a sample of 75 drawn randomly from the client base for analysis & recruitment purposes.

- To ensure that the DPL is not over or under-investing in its various services, it is important to understand current usage patterns as well as the motivators that produce them.
- The following chart outlines the key usage segments as well as their key characteristics and motivators.

- In other words, “Power” Users have a greater appetite for information due to their “station in life” (typically Opposition Front Bench) and pro-active attitude.
- The “Power Users” appear to be most realistic in their expectations. The other groups appear more sensitive to:
 - Perceived variations in the quality of work
 - Difficulties encountered using electronic services eg Parl-Info.
- The need for a personal point of contact – either at the CEP or with subject specialists – is a constant requirement across all groups. No participants used electronic services exclusively.

Implications

- Only a small proportion of clients currently have the skills to efficiently use DPL’s services. This is particularly important as the majority (75%) maintained that their use of DPL’s assisted services would increase over the next year as they move into the “policy development stage of the electoral cycle”.

- Client needs differ between segments. If the DPL wishes to build loyalty, a segment-based approach to planning and client relationship management will assist within its current budget. (See Section 6 for further discussion).

Electronic Media Monitoring Unit

- This service was used by most participants.
- **All EMMU users could not talk about this service highly enough. Their average rating was 9 out of 10.**

Implications

- There is no current demand for any changes to this service.
- However, we understand that the DPL is continually examining ways in which to improve its services in this area. For this reason, where changes are anticipated (eg with the introduction of digital technology), care should be taken to:
 - Ensure that current client needs are met
 - Explain the benefits of any proposed changes to clients.

Usage Segments – Characteristics		
Light Users	Moderate Users	Power Users
<ul style="list-style-type: none"> • Limited set of information sources • Relatively passive approach to information gathering. • Rarely use electronic services • Not prepared to persevere with electronic service difficulties. • IRS is an important information source • DPL used exclusively for assisted information gathering • CEP is main contact point 	<ul style="list-style-type: none"> • Moderate range of information sources • Relatively pro-active approach to information gathering • Light to moderate use of electronic services • Low tolerance for electronic service difficulties • IRS is their most important information source. • IRS used principally for assisted information gathering & expert advice • Mix of limited contacts used for subject expertise (very loyal) & CEP 	<ul style="list-style-type: none"> • Extensive range of Information sources • Pro-active, trial & error approach to information gathering • Prepared to persevere with Parl-Info because they understand the content value • DPL is most important source of information • Often use full range of DPL services • Extensive DPL contacts - very loyal
<p>————— Increasing Sophistication —————></p>		

Other Media Services

- We also **assessed demand for transcripts of major weekend papers to be available on Parl-Info by 9.00am on Monday morning.**
- **There was virtually no demand for this service.** Only a small number of participants (3 out of 61) expressed a need for this service.
- Most staff members advised that if the matter was urgent they would “get a copy of the paper themselves”, look at a hard copy of their media clipping service, or check an electronic news service. The only Member who maintained that he needed the service did not use Parl-Info.
- However, participants were not commenting on a service they had yet to use. The early morning press clipping service on Parl-Info service was introduced shortly after interviews had concluded¹. In other words, they were commenting on the concept, rather than the actual service. For this reason, the DPL should review usage levels of this service once clients have had a chance to use it – say in the first half of 2003.

Implications

- The DPL should consider re-directing resources currently used on this service to more value-added activities in the event that this review indicates:
 - There is little demand for this service amongst Members, their staff and other Parliamentary departments and/or
 - Limited opportunities exist for streamlining other Parliamentary press clipping services and achieving economies of scale.

5.3 Service Usage Patterns

5.3.3 Electronic Services

Definition

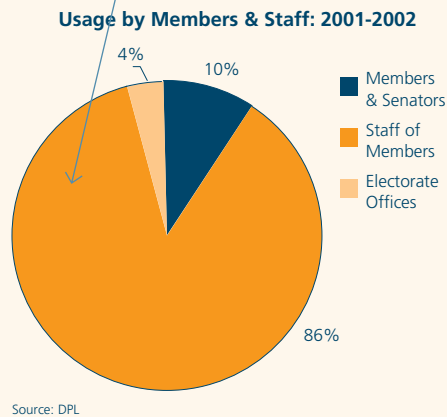
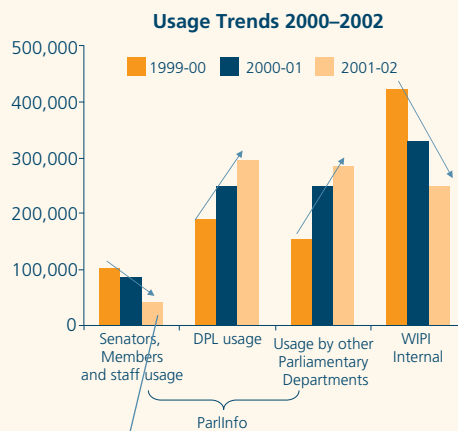
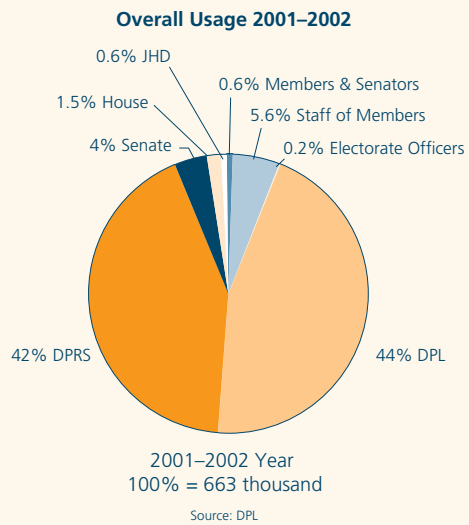
- Electronic services covers the Parl-Info databases and the DPL website.

Findings

- Very few participants (5) used the DPL Website for searches –except to access Parl-Info
- Most members were aware of Parl-Info but did not use it – *“but my staff do”*.
- Most staff used Parl-Info. The majority appear to be using it for retrieval of historical political information:
 - Hansard
 - Press Clippings
- The majority will contact IRS staff for assistance if their search requirements become more sophisticated.
- Only 3 staff members appeared to use Parl-Info for more sophisticated searches. Even then, they tended to use external databases (eg Butterworths) or ask IRS staff for assistance for these types of searches – depending on their deadlines.
- Even the most sophisticated users described Parl-Info as a “bit clunky” but they were prepared to persevere because of its extensive content.
- There was a large group (moderate & light users) who were not prepared to persevere:
 - “I get 4 clicks into the search and I’m lost. It’s quicker for me to call the library”.*
(Staff, Moderate User)
 - “I just go to Google”.*
(Member, Light User)

¹ Our interviews concluded 14 November 2002 and the service was introduced 16 November 2002.

- Participants – especially members –were very reluctant to “mark down” DPL on any issue. However, where staff were prepared to rate Parl-Info, they tended to rate it about 5 out of 10 principally because it was difficult to navigate.
- The small group that were aware of Parl-Info’s contents (3) rated it 8 out of 10 for content but between 2 & 5 for navigability.
- In other words, clients are reluctant to use Parl-Info because it is difficult to navigate.
- These qualitative findings are supported by DPL’s internal data (outlined overleaf).
- For the parliamentary Parl-Info databases, access is dominated by the DPL, the Department of Parliamentary Reporting Staff (“DPRS”) and through internal web connections (for which no statistics are maintained). Parliamentarians and their staff are low users as are the other Parliamentary Departments.
- Clear trends are showing up in database usage. For the measured Parl-Info access route, members and senators are very low users in their own right, accounting for approximately 4,000 queries out of 913,000 annually. In aggregate members, senators and their staff account for about 4% of all usage. The balance is driven by DPL and DPRS internal usage which, in the case of DPL is likely to be in support of direct requests and GDP development. It is not clear why the usage patterns for non-departmental users are falling, particularly as there has been no radical change in technology platform over the last 3 years (the redesign of the search wizard in April 2001 is likely to have caused some decline but of itself is unlikely to explain the changes) -a recurring theme however is that accessing information via “self serve” is difficult and the overall web layouts and search engines are not intuitively appealing. (See diagram opposite).



Implications

As a result:

- **Clients are using the DPL inefficiently**

In many cases they would prefer to undertake their own Parl-Info searches but the difficult navigability of Parl-Info often means that they are unable to complete their searches unassisted within the required timeframes. For example, one "power user" estimated that they would use IRS at least 60 –70 hours less per year if Parl-Info were more user-friendly. As there are roughly 20 clients with similar profiles, this amounts to an annual saving of at least 1,200 hours per year. Based on the DPL's actual cost per client request of \$238 per hour, this amounts to \$285,600 per annum that can be re-invested into more value-added activities.

- **Clients are using other electronic information sources**

- Moderate and "Power" users in particular use a range of external electronic information from search engines such as Google, through to technical databases such as Butterworths and Thompsons¹.
- They are therefore less reliant on the DPL than they were, say 10 years ago. In the absence of improved access to Parl-Info, the DPL remains vulnerable to declining loyalty amongst the growing number of electronically savvy clients.

This is indicated by the decline in short-term requests over the last 5 years.

- In addition, because many clients are unaware of the extent of Parl-Info's content, they are often directly accessing information that is available through Parl-Info eg ABS data. This lack of awareness represents a further barrier to building client loyalty.

- **DPL is not optimising the return on this investment**

The DPL & DPRS have invested considerable resources in electronic access channels. According to our research, the navigability of Parl-Info represents a barrier to maximising the return from this investment.

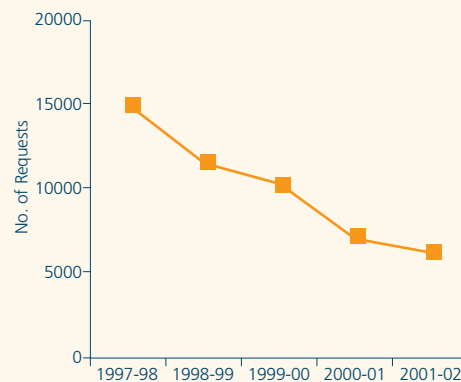
Resolution

- Improving the navigability of Parl-Info was the most suggested change to DPL's services.

"I want the content of Parl-Info but want its search engine to look like Google and the Library site like [to look like] Excite!"
(Member, Light User)

(See Illustrative comments in Appendix 8.1 for further information on this subject).

Short-Term Request Trend (<15 minutes)



Source: DPL

¹ A small number of participants (4) were aware of wanted direct access to databases such as Factiva or Lexis/Nexis. Most said they were too busy to conduct the type of detailed searches available on these databases. They'd rather:

- An expert from IRS undertake it for them
- The money be re-invested into making Parl-Info more user friendly.

5.3 Service Usage Patterns

5.3.4 Publications

Overall

- The ***Bills Digest*** was the **most recognised and revered publication**:
 - All participants aware of it.
 - Most used it.
 - Most felt that they couldn't do without it.
 - Most rated it around 8/10.
- ***This Sitting Week*** was often mentioned without prompting. Participants particularly liked the short format.
- Participants were:
 - Aware of most other publications
 - Used them according to circumstances.

Specifics

Bills Digest

- Participants unanimously considered ***Bills Digest*** a unique and unbiased source of expert legal opinion.
- All participants liked the format. They maintained that it was easy to read, understand and use for debate around a Bill.
- Participants with law degrees were particularly engaged with this publication. They read it thoroughly and used the footnote references for further information.

- The only criticism related to the fact that it was not available sooner. In some (minor) cases they advised that the Bill had been passed before the relevant ***Bills Digest*** was available. When pressed, they admitted that this was outside IRS's control because they only received the Bill when it was sent to all Members. However, the "Power" Users typically overcame this problem by calling IRS's legal department to obtain a verbal debriefing.

• ***Research Papers***

- **Just under half the participants were confused by the number and type of research papers available.**

- For this reason they often:

- Relied on IRS staff to provide the most relevant publication to them on a request-by-request basis.
- Filtered out information because they felt that they had seen a similar report previously.

- ***Current Issues Briefs*** were the most widely recognised of all Research Papers. Most participants that had used them rated them 7-8 out of 10.
- The majority of these participants were also interested in having an input into the topics addressed in ***Current Issues Briefs*** to ensure that it reflected their future, rather than past concerns. They suggested that this could be undertaken:

Publication	Aware	Read	Used
Bills Digest	✓✓	✓✓	✓✓
Monthly Economic & Social Indicators	✓	✓	✓
Current Issues Brief	✓	✓	✓
Research Brief	✓	✓	✓
This Sitting Week	✓✓	✓✓	✓
It's New	✓	✓	✓

- Using a research-based approach i.e. emailing them a list of topics for consideration and requesting their response in terms of:
 - Relevance
 - Importance (i.e. ask them to rank them).
 - Possible additions.
- Contacting them to ask their “top of mind” issues suitable for inclusion in this publication.
- **MESI** was used when participants saw the need. A small number admitted that they just “hate graphs and numbers”, so they need “commentary to guide them”. As the majority of participants had a Humanities/Law background, rather than a business or scientific one, this view may have wider application.
- Very few participants (less than a third) were aware of IRS’s service for providing detailed, commissioned reports. Those participants most interested in further information about these types of reports appeared to hail from minor parties and/or regional electorates. The majority preferred their information “short and sharp” and, for this reason, could not see themselves using this service in the near future.

5.3 Service Usage Patterns

5.3.4 Publications

Electronic Publications

- All participants were aware that IRS publications could be obtained electronically. Some preferred hard copies for reading when travelling or when Parliament is sitting.
- Most were impressed with the speed with which DPL was able to provide **E-Briefs**. A number cited the Bali Brief which arrived on their PCs on the first working day after the bombing of the Sari Club.

- **A large number of participants (over half) were not aware** of DPL’s electronic **Alert** service which notifies them of information available in their nominated areas of interest. Most were keen to subscribe.

Implications

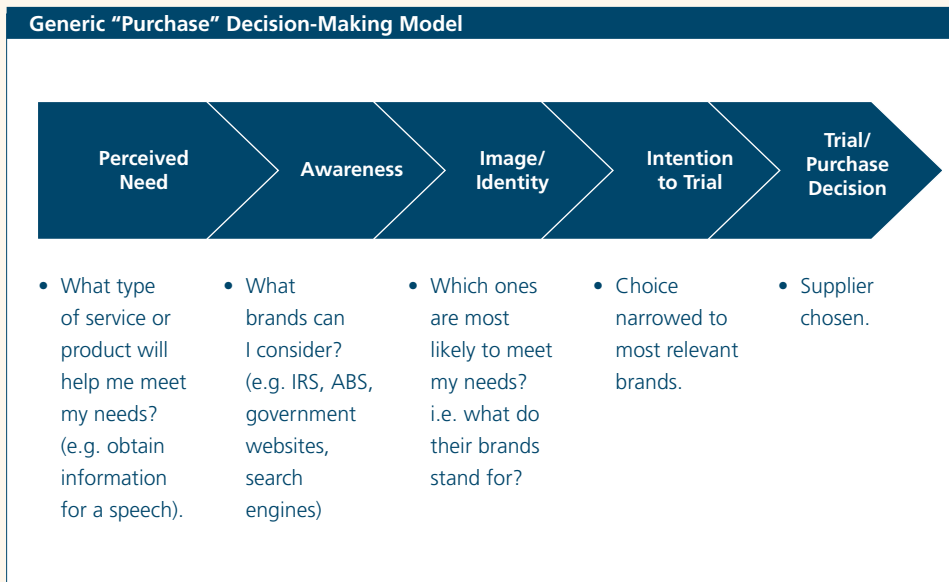
- To ensure that it is not under or over-investing in its publications, IRS should consider:
 - Reducing the number & type of Research Papers.
 - Engaging clients in the determination of subjects to be covered in **Current Issues Briefs**.
 - Promoting its tailored services such as **Alert** to reinforce DPL’s unique positioning.

5.4 Image & Awareness

- The DPL does not own a monopoly position with its client base. All participants used a range of information sources including:
 - Electronic news services (eg AAP Reuters)
 - External search engines (eg Google)
 - Various websites (Government Departments, Advocacy Groups)
 - Parliamentary information (eg Estimates, Questions on Notice)
 - Research Institutes (eg Chifley, Menzies)
 - Colleagues
- Although the DPL was their most important information source, it appears to be losing “share of mind”¹ to other (mainly electronic) information services. In other words, it is one of an increasing number of sources that clients will consider when determining their information requirements.

¹ High “share of mind” means that the DPL is recognised over competitors.

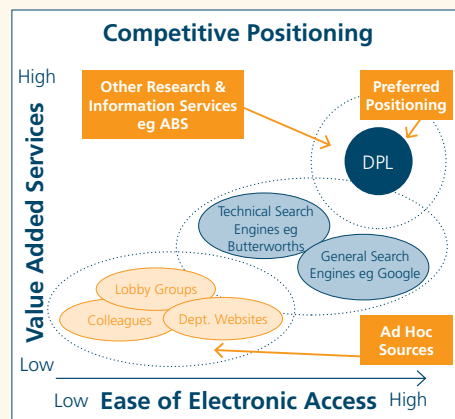
- Leading international business writers show that image and awareness are “lead” measures to consumers deciding to trial services and products². In other words, it is extremely difficult to develop client usage without a positive image and strong brand awareness. This relationship is outlined in the following diagram:
- As a large portion of users are unaware DPL’s full range of services, it is in danger of:
 - Being positioned as a “quick turnaround” information provider when electronic access channels fail.
 - Losing ‘market share’ to other (electronic) service providers.



5.4 Image & Awareness

Implications

- To protect and grow its current positioning, it is important that DPL effectively compete on two key variables that would provide it with a strong and unique identity according to our research:
 1. User-friendly electronic access
 2. Promoting its expertise and value added services.



2 For eg, JR Rossiter & L Percy, *Advertising & Promotion Management*, McGraw Hill, NY, 1987.

6. Unmet Needs & Opportunities

- Our research has identified 4 key areas for better meeting client needs:

1. Improving the navigability of Parl-Info

- Our research shows that difficulties experienced navigating Parl-Info are a key source of frustration to DPL clients causing them to:
 - Use IRS to compensate for these difficulties.
 - Choose other, more user-friendly sources, for publicly available information.
- The majority of participants felt that DPL should address this issue as a matter of priority if it wanted to maintain its future market share.

2. Contextual Training

- Most participants had had some initial training regarding the DPL.
- Only a certain group appeared to pro-actively advance their skills - usually through a combination of trial and error and assistance from DPL staff on an ad hoc basis (eg navigating Parl-Info or the ABS site).
- This group appeared to be the most efficient DPL users.
- Very few participants understood the extent to which DPL could assist them undertake their roles more efficiently.
- Some participants, especially staff who had been in their roles for over two years, were embarrassed to ask for further training because they felt they should know their job by now.

"I did that library course when I first came in and got the basics. Things have changed since then and I really should update my skills. But I feel like I should know by now. I've been in the job 2^{1/2} years....They should have some sessions for teaching old dogs new tricks."

(Advisor, Moderate User)

- The majority of participants (59 out of 61) wanted "contextual" training to close this gap.
- In other words, they wanted training that was based on:
 - Showing how the DPL could assist with the key components of their job eg speechwriting, submission writing, information gathering, preparing media releases.
 - Case studies ("hypotheticals" will suffice) showing how to use DPL's services to achieve a work related outcome.
- They felt that it would be easy to sell the benefits of these type of courses.
- Their preferred delivery mechanisms were:
 - Training in small groups – preferably for 1-2 hours.
 - On-line training with case studies synthesised into 1-2 pages.
- They felt that these courses should be held:
 - 6 months after staff or Members took office. (They were "overwhelmed with information" before this time).
 - At least once a year thereafter so that they could keep their skills up-to-date.
- In addition, they either suggested or supported the concept of "Quick Training Tips" that would come up on their computer screens on a regular basis.

3. Segment-based Client Management

- Our research shows that client needs and potential for their optimising their use of DPL services varies across key user groups:
 - Light Users, for example, require more grounding in the range of DPL's services. In comparison, "Power" Users are mostly aware of the range of services and require refinement of their skills to keep up with advances eg in technology.
 - Power Users are typically more loyal than Light Users principally because they use the

full range of DPL services for information gathering.

- Some users, such as Front Bench Members (Government and Opposition) have the potential to develop into Power Users based on the profile of other Power Users.
- Leading services companies manage the challenge of tailoring their services to meet the needs of key usage groups through the use of segment-based client management. In our experience, this includes leading international consultancies (eg McKinsey), telecommunications companies, airlines and financial institutions.
- The DPL is currently doing a admirable job being “all things to all people”. If the DPL’s objective is to increase client usage and loyalty, then a segment-based approach to client management will enable this to occur within its current budget.
- There are two key ways it can consider implementing this function:
 1. Create a permanent position of Strategic Marketing Manager
 2. Create temporary, project-based roles.
- Irrespective of the approach taken, the function would have three key objectives:
 - I. Identify and agree on the most effective ways in which to maintain and/or build client loyalty within each segment.
 - II. Determine and agree on the most effective ways in which to migrate Moderate (and some Light) Users to become efficient Power Users in the medium to long-term.
 - III. Determine how each of the key drivers of perceived value can be managed with regard to various Members or user segments.

4. Research Reports

- Our research shows that there is some degree of confusion about the number and type of research reports available adding to clients’ already high level of “information overload”.
- Previous MTA research into “best practice” knowledge management shows that leading practitioners structure their business information so that clients have access to a “high level” summary of any subject and can drill down (eg through hyper links) if they require further, more detailed information¹.
- The DPL is likely to increase the market penetration of its reports if it:
 - Reduces the number and type of research reports
 - Develops a pithier (shorter) format
 - Staggers the level of information – from summary to detailed format – in both its hard copy and electronic publications in accordance with “best practice” knowledge management.

7. Conclusion

- The DPL has an extremely satisfied client base and is strongly positioned to build on this goodwill in the future.
- Our management practice research undertaken across a range of industries shows that best practice is not a fixed point in time. Rather, successful organisations continually refine their practices to profitably meet customer needs².
- By building on its current positioning and taking advantage of opportunities identified in this research, the DPL can protect and grow its future “market share”.

1 Maitland Tanner & Associates, Best Practice Market Research & Knowledge Management, October, 2000.

2 For example, Maitland Tanner & Associates, *Maximising Advertising ROI: Best Practice Advertising Process Management, October 1999*.

8. Appendices

8.1 Illustrative Comments

8.2 Interview Discussion Guide

8.3 Maitland Tanner & Associates – Corporate Profile

8.1. Illustrative Comments

In the overwhelming number of cases participants were extremely positive about the DPL's services. However, in accordance with best practice approaches, the DPL management is focused on continually improving its already high service levels. For this practical reason, most of the following comments are designed to highlight areas for the refinement of its products and services. They are not intended to detract from the DPL's excellent performance, but provide a guide for the continued enhancement of its client satisfaction and loyalty levels.

Electronic Services

Parl-Info

- *"Difficult to use. Staff use it...I'd rather go to [outside] electronic services".*
(Power User, Member)
- *"What's stopping them from improving Parl-Info...Why don't they just give Parl-Info to Google and get them to manage it".*
(Power User, Member)
- *"Struggling...Need a simple guide on how to use Parl-Info".*
(Moderate User, Staff)
- *"Mainly use the Wizard...hardly use full search...too complicated...5 out 10".*
(Light User, Staff)
- *"Put a word in and nothing comes up...String of words required" [for successful search].*
(Light User, Staff)
- *"Quagmire. Not user-friendly. Got to go to 4 or 5 pages to get what you want".*
(Light User, Member)
- *"We were trying every keyword we could think of...industry, regulation etc. Couldn't find the Bill on Parl-Info. Ended up ringing the library and getting them to help us. It turned out that we didn't have the exact title".*
(Light User, Staff)
- *"Shocking search engine and just not accurate".*
(Power User, Member)
- *"...Get bucket of stuff or nothing" [from search].*
(Moderate User, Staff)
- *"Technical, specialist tool. Need to know what you're doing".*
(Moderate User, Staff)
- *"The Wizard was better than this" [current search engine].*
(Light User, Staff)
- *"Notice Papers are a nightmare.. No keyword search"*
(Moderate User, Staff)

- *"Work around short comings eg can't do search on unanswered questions. ..Not brilliant but getting there".*
(Light User, Staff)
- *Frustrating sometimes. Said it wasn't on Session...and I knew it was...convoluted...Looks cumbersome...confronting".*
(Light User, Staff)

Website

- *"Looks simple but it's not e.g. with ABS data...getting there a problem. Few different views...Need clearer start menu...Easier to ring library".*
(Moderate User, Staff)
- *"Library search is not good at all".*
(Moderate User, Staff)
- *"Very hard to find. Appallingly organised. Umpteen different categories of Briefs. I just want the info".*
(Power User, Staff)

Factiva & Lexis Nexis

- *".. would use if it was a supplement [to current services]. But people in the library are very sophisticated users....They use it a lot more efficiently than me".*
(Moderate User, Staff)
- *"Wouldn't use it".*
(Power User, Member)
- *"Would use Factiva constantly... Substitute for Parl-Info but not the library" [IRS].*
(Power User, Staff)

Publications

Bills Digest

- *"Life saver".*
(Moderate User, Staff)
- *"They have to be extremely careful not to be biased. They're very carefully worded. Everything they say has authority".*
(Moderate User, Staff)

Current Issues Brief

- *[Re instrument for seeking clients input on future topics]. "Call it something like **On the Horizon**".*
(Moderate User, Member)
- *"I'd love to put idea into the system".*
(Open Invitation, Member)
- *"Should review topics on a regular basis – like the editorial meetings at a newspaper...I mean how did they miss IRAQ as a hot topic?"¹*
(Power User, Staff)

Commissioned Research

- *"No tolerance for long-term jobs".*
(Light User, Staff)
- *"All jobs are short-term".*
(Power User, Member)
- *"Wasn't aware of it".*
(Light User, Staff)

Research Reports

- *"A bit confusing".*
(Moderate User, Member)
- *"A bit of confusion...Background Brief, Research Notes, E-Brief, Hot Issues, Current Issues Briefs".*
(Open Invitation, Member)

¹ DPL management has advised that an electronic **EBrief** was placed on the intranet 17 September 2002, updated 26 September and again on 20 December 2002.

Image & Awareness

- *"Your image should be about 'making our life easier'".*
(Light User, Staff)
- *"IRS is important if the others don't work [e.g. electronic sources]. Not a first resort...Last resort".*
(Power User, Staff)
- *"Be more pro-active....If they told us more about what they could do that would be helpful. I'd be more efficient.*
(Light User, Staff)
- *"Hesitant to use library for speech material...shouldn't waste their time"*
(Light User, Staff)

Service

EMMU

- *"Fantastic!"*
(Light User, Staff)
- *"Not enough praise for tapes".*
(Power User, Staff)

IRS

- *"Can't fault the service".*
(Power User, Staff)
- *"We'd be lost without them".*
(Light User, Staff)
- *"You shouldn't under-estimate the importance of personal contact – especially for staff. When I'm away my staff have to deal with every single public enquiry....Sometimes the library staff are the only people that they can have an intelligent discussion with".*
(Power User, Member)

Consistency

- *"Varies...especially recently. Some researchers give you a brilliant 2-page Brief. Other people say 'There's a website for you to look at'".*
(Light User, Staff)
- *"Consistency varies widely... We only go to people [IRS staff] who give us 10 out of 10".*
(Power User, Member)
- *"When I first came here I had a case manager who made sure that I got what I wanted. Now it varies...some staff give you really succinct 2 page summaries and other just give an envelope of stuff that I'll never have time to look at".*
(Moderate User, Member)
- *"Don't want to get back articles and resources. I want 1-2 pages not an envelope of articles or 10 websites".*
(Moderate User, Staff)
- *"Make it clear about who does what... specialists vs other staff".*
(Power User, Staff)

Confidentiality & Objectivity

- *"Good to get non-government view"*
(Moderate User, Member)
- *"We didn't want to take the Ministerial line so we used the library"*
(Moderate User, Staff)
- *"Very good at not rattling the can".*
(Power User, Member)
- *"Never anything but confidential. It's an 'on/off thing'. The moment we found out that they hadn't been confidential, we'd stop using them".*
(Open Invitation, Member)

Value Added Services

- *"We go to DPL for extra technical advice e.g. on Bills".*
(Power User, Member)
- *"I'll ring them to check that we haven't forgotten anything... a great sanity check".*
(Power User, Member)

Training

Contextual Training

- *"Contextual Training... Yes".*
(Light User, Staff)
- *Would be fantastic*
(Light User, Staff)
- *"Written alternative would be useful for interstate staff".*
(Moderate User, Staff)
- *"Really good idea... Make it simple like the back page of Senators Guide to Procedures".*
(Light User, Staff)
- *"Empathise with the staff. Give an example in question and answer form like 'I've got a speech to write in 5 minutes and 100 other things to do... What am I going to do? Answer... Call the library".*
(Light User, Staff)
- *"For people at interim level... overwhelmed when we first come in with Procedures Office, Chamber etc. Do it 6-12 months later".*
(Moderate User, Staff)

Updates

- *"Need an update of what the library can offer. It's been 12 months since I've spoken to anyone there".*
(Light User, Staff)
- *"My university library has updates every 6 months so you can keep up with what's going down on electronic journals and database sources...Marvelous!"*
(Power User, Member)

PC-based Advice

- *"PC Tips would be helpful...a window that comes up on your screen with an upgrade that says 'did you know you can now do this?'"*
(Light User, Staff)

Media Clippings – Copies of Major Weekend Papers on Parl-Info by Monday 9.00am

- *"He might want article if he's spoken but I'll just get the newspaper".*
(Light User, Staff)
- *"If it was that urgent I'd just get a copy of the papers".*
(Power User, Staff)
- *"How practical is that? We pay for media monitors...doubling up"*
(Power User, Member)
- *"Why don't they just use a [electronic] news service"*
(Power User, Staff)

8.2. Discussion Guide

Discussion Guide – Interviews with Members or Staff (Used DPL in last 12 months)

1. Introduction & Motive for Research

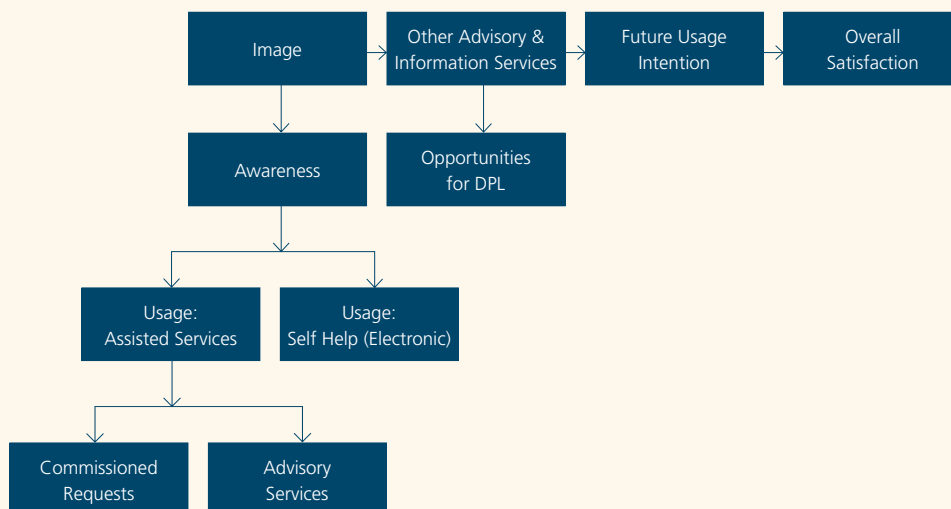
(Key purpose – to provide a rationale for the meeting and address any issues that they may have e.g. regarding confidentiality)

Our company, Maitland Tanner has been commissioned by the Department of Parliamentary Library to undertake its Client Services Survey. This survey will be used to help plan how the library can improve its services to Members and Senators. In a “nutshell” we’re interested in understanding your information needs and how the library can help you meet them. So we’ll be addressing 4 key issues:

1. Why and how you use the library
2. Whether or not you are satisfied with the library products and services
3. What other information sources you use
4. Any suggestions that you might have to help the library better meet your needs.

We’re interested in your views - based on your experience. (There are no right or wrong answers).

All interviews are conducted in confidence and your responses will remain totally anonymous to the library.



2. Image

(Key purpose – to encourage them to discuss their key issues that they need to deal with on a regular basis. This will enable us to identify, at a high level, their key information needs in a management context).

- Are there any situations where you personally use the library? (Why/Why not?)
- When do you have one of your staff to deal with the library on your behalf?
[Probe for how much direction they give their staff eg do they drive the key issues?]

2.3 What would you say was the key role of the Parliamentary Library in meeting your needs?

- Information
- Analysis
- Advice
- Other

2.4 When you think about all the sources of information open to you, does the library meet most of your research needs? (Why/Why not?). Do you use other sources? [Probe for information sources e.g. staff, lobby groups, search engines/databases e.g. Google, Factiva, Nexis/Lexis].

- Relatively speaking, how important are the library's services compared with these other sources? (Why?)

Importance	Record Score
Very important	
Important	
Not important	
Not important at all	

3. Awareness

3.1 Thinking about when you started in Parliament/working for [name], how did you come to know about the library's:

- Advisory Services – for specialist advice
- Assisted services – for requests
- Electronic or "self help" services

[Probe for sources of awareness e.g. induction programmes, posters, directories].

3.2 Do you think you or your staff have received adequate training or information using the library's services? On a scale of 1 –10, where 10 is high and 1 is low, how would you rate this training and information?

Record Score (1-10)	
Adequacy of briefing services	
Adequacy of information about services	
Adequacy of promotions	

3.3 How well so you think the library promotes these services – on a scale of 1-10? [Use table above].

- Have you seen/used any of these products [show samples e.g. Bills Digest, GDP].
- What about these databases [show examples using printouts e.g. Parl Info]

3.5 Your office currently receives these products [read from list that will be tailored for each interview. For each publication ask, Have you seen it? Do you read it? Do you find it useful. On a scale of 1-10, where 10 is very useful and 1 is not useful at all, how would you rate it?]

Publication	Aware?		Read?		Useful?		Usefulness Score (1- 10)
	Yes	No	Yes	No	Yes	No	
Bills Digest							
Monthly Economic & Social Indicators							
Other Research Papers (GDPs)							
What's New							

3.6 [Where they found it useful] Why was it useful:

1. Speed
2. Useability in a decision context
3. Helped in policy development
4. Helped in other key decisions
5. Individually tailored response

3.7 Should they continue in their current form? [Why do you say that?]

3.8 [Where they didn't think it was useful.] What would have increased its usefulness?

3.9 What is your preferred method for receiving library data and information?

Publication	Delivery Method			
	Hardcopy	Email	Phone	Face-to-face
Bills Digest				
Monthly Economic & Social Indicators				
Other General Distribution Papers (GDPs)				
What's New				

3.10 [In cases where they don't receive publications such as GDPs]. Why don't you receive these publications?

1. Not aware of them
2. Too busy to read them
3. Subjects aren't relevant
4. Prefer to contact library directly as issues arise
5. Other [Specify]

3.11 Are there any other publications or electronic library sources that you use regularly?

Usage

The library offers two broad channels for accessing information:

- Assisted (Where library staff assist you with a request)
- Self help (Where you access their services electronically)

I'd now like to discuss the assisted services.

4.1 Library Current Usage – Assisted

The library has provided us with a "high level" confidential profile of your office's usage over the last 12 months. Based on this our understanding is that you had the library undertake.....
[insert a description from their Profile].

4.1.1 Of these requests, are there any specific ones you initiate or (in the case of Parliamentarians) do you leave that to your staff? [If they didn't then go to Q4.1.4].

Item	Useful?		Score (1-10)
	Yes	No	
Short-term request (<30mins)			
Commissioned work			
Other			

4.1.3 Why do you say that? Was it because of:

Item	Yes	No	
Speed of turnaround			
Overall Interpretation/expertise			
Individual personal contact			
Other (Please specify)			

4.1.4 The library prides itself on being highly flexible and responsive to client needs. On a scale of 1-10, how would you rate the library in regard to:

Item	Score (1-10)
Flexibility (ability to cope with complex, changing requests)	
Responsiveness (speed of delivery)	

Now I'd like to discuss the library's "self directed" services.

4.2 Library Current Usage – Self Help

4.2.1 Are you aware of the library's "self service" products?

Yes 1

No 2

4.2.2 Have you:

Item	Yes	No
Browsed the DPL website?		
Searched the Parliamentary intranet (Parl Info) for information?		

4.2.3 Which ones? [Prompt for usefulness and score]:

Search Engine/Database	Used?		Useful?		Usefulness Score (1- 10)
	Yes	No	Yes	No	
Parl Info					
ABS					
Proquest					
The Economist					
Columbia International Affairs Online ("CIAO")					
Library Catalogue					
Newspaper clippings					
Other					

4.2.4 [Where the score was 8 or above] What key item or attribute made it so useful?

4.2.5 [Where the score was 5 or less] What elements of DPL's "self directed services" would you suggest need improvement (if any)? [Record comments below1]

Service/Product	Criteria			
	1. Presentation	2. Navigability	3. Content	4. Relevance
Eg Parl Info				
Others				

[Probe for requirement of having newspaper clippings available from the library by 9.00am on Monday morning].

4.2.6 So in summary we have 2 types of services - "assisted" (either short –term or advisory) and "self help" services. Do you think that the library has the right balance?

- Yes 1
- No 2

4.2.7 Why/Why not?

Other Information & Advisory/Analysis Services

5.1 You mentioned earlier that you used other information sources [refer back to their earlier list] In what situations would you use alternative information sources?

5.2 What are the main sources you use?

5.3 What would the library need to do in order to become your primary information provider?

5.4 DPL has access to a range of databases that they currently use to search on behalf of Members and Senators. For cost reasons, they are not directly available to you. If you had direct access to these databases, would you change the way you used the library? For example:

1. Would you use self-service more to address your issues?
2. Would you use library staff less?

5.5 Searching different databases can be difficult. Would you expect help desk support?

- Yes 1
No 2

Future Intentions/Usage

6.1 Thinking ahead for the next 12 months... Are you likely to make more or less use of the library services? Why do you say that?

6.2 Given that, which services are you likely to use more/less of:

Service	More	Less
Short-term information requests		
Advice		
Policy development		
Self directed		
Publications such as: Bills Digest MESI Other General Distribution Products ("GDPs")		
Other		

- The library has made a major commitment to pro-actively providing information to Members and Senators. The way that it does this is through:
 - Advisory Services
 - Short-turnaround assisted requests
 - Self-help services
 - Seminars & Publications such as GDPs, Vital Issues seminars, induction programmes.

6.3 Would you like the library to be more pro-active about bringing issues to your attention?

- Yes 1
No 2

6.4 If “Yes”, what kind of issues would you like hear about?

6.5 How would you like them to bring them to your attention?

- Hardcopy
- Web
- Email
- Fax
- Face-to-face
- Phone
- Posters
- Seminars
- CDs
- Audio Briefs

Satisfaction

7.1 Overall are you satisfied with the library service? [Circle response]

- Yes 1
- No 2

• Are you satisfied with the present

Item	Satisfaction	
	Yes	No
Process for making requests		
Turnaround times		
Quality of work		
Presentation of work		
Confidentiality		
Impartiality		
Quality of advisory services		

- If not, why do you say that? Do you have any views about possible improvements?
- Are you likely to recommend the library to anyone else? (Why/Why not)

7.5 What would be the key factors underpinning your recommendation?

• Summary

8.1 We’ve covered a lot of ground today so I’d like to summarise the areas for improvement.

1. Summarise their key issues
2. Prioritise areas for improvement (Use attachment 1)

8.2 Just before we finish, are there any other issues?

3. Thank them for their time.
4. Advise them to call or email me if they have any questions or additional comments.

Attachment 1: Areas for Improvement

Interview Number:

Area for Improvement	Priority (H, M, L ¹)	Explanation
Item 1		
Item 2		
Item 3		
Item 4		
Item 5		

¹ High, Medium, Low

8.3 Maitland Tanner & Associates

Maitland Tanner & Associates (“MTA”) was formed to provide specialist marketing services to leading organisations. Over the past five years MTA has undertaken research and strategy assignments for a range of clients including:

- Kraft Foods
- Novartis Consumer Healthcare
- BP Oil
- Woolworths
- Kodak
- Zurich Financial Services
- ANZ
- Avco Financial Services

MTA maintains strict disciplines in client confidentiality and a number of assignments have also been undertaken of a market sensitive nature. MTA is a member of the Market Research Society of Australia.

The Project Director for the DPL study was:

Vicki Tanner. Vicki is Principal of MTA and has a national profile through presentations at major conferences and most recently as co-author of *Maximising Advertising ROI: Advertising Process Management in Service Companies* – a report which outlines best practice in advertising and how to achieve it.

Vicki holds an Honours degree in Arts and a Masters Degree in Business Administration.

Vicki can be contacted on (03) 9653 9683.

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