

SECTION 3: EXECUTIVE LEADERSHIP AND DEVELOPMENT

12. Parliamentary Executive level employees

- 12.1 The department recognises its Parliamentary Executive level employees as a key group in the effective, efficient and timely delivery of high quality services to senators and others.
- 12.2 Under this Agreement, Parliamentary Executive level employees commit to:
- (a) perform individually to a high level as leaders, managers, mentors and role models;
 - (b) demonstrate and promote high standards and values in accordance with the Parliamentary Service Values and Code of Conduct;
 - (c) work in partnership with each other, and their staff, to achieve the goals of this Agreement;
 - (d) lead an ongoing review of work practices and service provision to achieve continuing improvements in the quality and efficient delivery of those services; and
 - (e) rotate to other positions in accordance with clause 19.2, and promote mobility to other employees, as a means to achieving improved co-operation, capacity and understanding across work teams and the department.

13. Senate Management Advisory Group

- 13.1 A Senate Management Advisory Group (SMAG), consisting of all Parliamentary Executive Level 2 employees (including those on temporary assignment for a continuous period of 3 months or more), will contribute collectively to the management and leadership of the department by:
- (a) recognising the strategic nature of their roles, individually and collectively, as senior managers and leaders within the department;
 - (b) providing informed, creative, constructive and practical advice to program managers on departmental and management issues, on request or at the initiative of the group;
 - (c) committing, individually and collectively, to high personal standards of performance, communication and co-operation in order to attain departmental, office, section and individual goals; and
 - (d) meeting their responsibilities, as outlined in clause 16.2 of this Agreement, for ensuring the Performance Communication Scheme is being implemented consistently and appropriately.
- 13.2 Terms of reference and administrative arrangements for SMAG will be agreed upon from time to time by Parliamentary Executive Level 2 employees and the Program Manager Group. Arrangements will include:
- (a) the requirement for all members of SMAG to attend and participate at meetings and collective training (unless otherwise agreed by the program manager);
 - (b) SMAG convening at least four times per year to formulate and provide advice to program managers on departmental and management issues; and

- (c) participating collectively in appropriate training at least twice a year. Generally, one session should be focused on increasing their knowledge of the parliamentary environment, and the other session should aim to improve their people or resource management knowledge or skills.