

# References



## Glossary and abbreviations list

<b>administered expenses/ items</b>	Revenues, expenses, assets, and liabilities administered by the department for the Commonwealth generally and not for the running of the department.
<b>amendments and requests for amendments</b>	Proposals to alter a bill, which may be moved by any senator or member. Any amendments made by one House must be agreed to by the other House before a bill can become law. The Senate may not amend bills imposing taxation or appropriating money for the Commonwealth's ordinary annual services; nor may it amend an appropriation bill so as to increase a charge or burden on the people. The Senate may request the House of Representatives to make such amendments.
<b>APS</b>	Australian Parliamentary Service
<b>assent print</b>	The final version of a bill as agreed to by both Houses, prepared by the initiating House for the Governor-General's signature (or assent).
<b>AWA</b>	Australian Workplace Agreement
<b>bill</b>	A proposal for a law that is introduced into parliament. Bills are considered consecutively by the two Houses of Commonwealth Parliament, the House of Representatives and the Senate. The two Houses must agree to a bill in identical terms before it can be transmitted to the Governor-General for assent, which marks its passage into law.
<b>CHRIS</b>	Human resource management information system.
<b>Clerks at the table</b>	Clerks, including the Clerk (the head of the department), the Deputy Clerk and other senior officers of the department, who sit in the chamber and provide procedural advice while taking the minutes of Senate proceedings.
<b>Committee 'Red'</b>	The daily program of Senate committee hearings held in Parliament House; named after the Senate 'Red'.
<b>Committee of the whole</b>	The stage in the debate on a bill in the chamber during which each clause or group of clauses is considered in detail and during which amendments or requests may be moved.
<b>CVP</b>	Citizenship Visits Program
<b>disallowance notice</b>	A procedure by which a senator notifies the Senate that he/she seeks to disallow certain delegated legislation.
<b>DPS</b>	The Department of Parliamentary Services—formed from the amalgamation on 1 February 2004 of the Department of the Parliamentary Library, the Department of the Parliamentary Reporting Staff and the Joint House Department.
<b>Dynamic Red</b>	An online, updateable version of the Senate 'Red' which allows users to follow the progress of business in the chamber on any sitting day.

<b>Education Centre</b>	The name of the Parliament House facility in which the PEO conducts role-plays and other programs for visiting students.
<b>estimates committees</b>	A term commonly used to describe legislation committees' consideration of the annual and additional estimates of expenditure of government departments and agencies.
<b>FMA Act</b>	<i>Financial Management and Accountability Act 1997</i>
<b>inquiries service</b>	A service run by the Table Office which provides senators, their staff and other clients with copies of legislation, documents tabled in the Senate and responses to inquiries about Senate business.
<b>IPU</b>	Inter-Parliamentary Union
<b>KPMG</b>	The company holding the contract for the department's internal auditing function.
<b>legislation committees</b>	Committees which report on bills or draft bills, the annual and additional estimates of expenditure of government departments and agencies, and annual reports and the performance of government departments and agencies—the last two are standing references which enable the committees to initiate inquiries in respect of their scrutiny of Commonwealth administration. Legislation committees effectively have government majorities.
<b>Little Lunch Sitings</b>	A community education program run by the PEO for community groups at lunchtime.
<b>messengerial support</b>	Services provided in the Senate chamber by the chamber attendants, including distribution of documents, conveyance of messages and supervision of chamber doors during divisions (formal votes) and quorum calls.
<b>motions/formal motions/ procedural motions</b>	Proposals for the Senate to agree to something, which must be expressed in a way that conforms with standing orders.
<b>OH&amp;S</b>	Occupational health and safety
<b>parliamentary privilege</b>	Two significant aspects of the law relating to parliament: the privileges or immunities of the Houses of the Commonwealth Parliament; and the powers of the Houses to protect the integrity of their processes, particularly the power to punish contempts.
<b>PEO</b>	Parliamentary Education Office
<b>Presiding Officers</b>	The President of the Senate and the Speaker of the House of Representatives are the Presiding Officers. Each presides over the proceedings of his or her respective House. Administratively, each is responsible for his or her respective chamber department and together they are responsible for the DPS.

<b>questions on notice</b>	When referred to in the context of the Senate, these are written questions to ministers from other senators. Questions on notice in the context of estimates proceedings are written or oral questions from committee members to a minister and/or the minister's departmental officers, which require written answers from the department or minister.
<b>references committees</b>	Committees which report on matters referred by the Senate—generally policy issues—other than those referred to the legislation committees. References committees have non-government majorities.
<b>RSS</b>	really simple syndication
<b>running sheet</b>	A checklist of amendments used by senators when considering bills in the committee of the whole. Running sheets show all proposed amendments, identified by subject matter and grouped as needed; conflicts between amendments; relevant references in the bills under consideration; and procedural questions to be posed by the Chair of Committees.
<b>schedules of amendments</b>	Lists of amendments to bills, agreed to by the Senate, which are forwarded to the House of Representatives for consideration.
<b>scripts/procedural scripts</b>	Pro-forma procedural statements used by senators at certain times during debates and other Senate proceedings.
<b>Senate 'Red'</b>	The daily program issued to senators on sitting days as a guide to chamber proceedings; named after the red flash printed on the front page of the document.
<b>senators' survey</b>	A two-yearly survey commissioned by the Department of the Senate and conducted by an independent research services organisation to assess senators' satisfaction with the quality, efficiency and effectiveness of the services provided by the department—most recently conducted in early 2007.
<b>SES</b>	Senior Executive Service
<b>SMAG</b>	Senate Management Advisory Group
<b>standing orders</b>	Procedural rules that govern the conduct of proceedings in the Senate and its committees.
<b>third reading print</b>	A bill which is amended by the House in which it originates is reprinted to incorporate the amendments before it is transmitted to the other House. The bill is therefore transmitted in the form in which it is 'read a third time' in the originating House.
<b>TTY</b>	Teletypewriter
<b>WISE</b>	Working in the Senate, a program under which public servants from other departments and agencies are seconded to the department to work on committee inquiries and to gain knowledge of the Senate and its operations, which they can apply to the benefit of their organisations on their return.



## Compliance index

<b>Description</b>	<b>Section/Page</b>
Letter of transmittal	iii
Table of contents	v–vi
Index	153
Glossary	147
Contact officer(s)	ii
Internet homepage address and internet address for report	ii
Review by Clerk of the Senate	3–5
Departmental overview	7–10
Overview description of department	7
Role and functions	7
Organisational structure	7–9
Outcome and output structure	10
Where outcome and output structures differ from PBS format, details of variation and reasons for change	Not applicable
Portfolio structure	Not applicable
Report on performance	13–68
Review of performance during the year in relation to outputs and contribution to outcomes	14–17
Actual performance in relation to performance targets set out in PBS	13–68
Performance of purchaser–provider arrangements	Not applicable
Where performance targets differ from the PBS, details of both former and new targets, and reasons for the change	Not applicable
Narrative discussion and analysis of performance	Output group chapters
Trend information	Output group chapters
Factors, events or trends influencing departmental performance	Clerk’s review and Output group chapters
Significant changes in nature of principal functions/services	Clerk’s review, 59, 68
Performance against service charter customer service standards, complaints data, and the department’s response to complaints	16–17
Social justice and equity impacts	75
Discussion and analysis of the department’s financial performance	16
Discussion of any significant changes from the prior year or from budget	Not applicable
Summary resource tables, by outcomes	16
Developments since the end of the financial year that have affected or may significantly affect the department’s operations or financial results in future	Not applicable
Management and accountability	71–82
Corporate governance	71–74
Statement of the main corporate governance practices in place	71

Names of the senior executive and their responsibilities	7–9
Senior management committees and their roles	72–74
Corporate and operational planning and associated performance reporting and review	74
Approach adopted to identifying areas of significant financial or operational risk and arrangements in place to manage risks	74
Certification of fraud measures in place	74
Policy and practices on the establishment and maintenance of appropriate ethical standards	74–75
How nature and amount of remuneration for Senior Executive Service employees is determined	78
External scrutiny	75
Management of human resources	76–78
Workforce planning, staff turnover and retention	76
Training and development	78
Occupational health and safety performance	67, 77, 133
Productivity gains	17, 32, 35, 36, 67, 73, 75, 78
Statistics on staffing	76–77, 134–135
Certified agreements and Australian Workplace Agreements	77–78
Performance pay	78
Purchasing	78
Assets management	79
Consultants and competitive tendering and contracting	79–80
Commonwealth Disability Strategy	80–82
Financial statements	85–127
Other information	
Occupational health and safety	133
Freedom of information	133
Advertising and market research	133
Ecologically sustainable development and environmental performance	133
Discretionary grants	Not applicable
Legal services expenditure	133
Correction of material errors in previous annual report	Not applicable



## Alphabetical index

### A

abbreviations, 147–149  
 accommodation, 64, 66  
   *see also* office equipment and services  
 accountability, 3–4, 55, 71–82  
 accounting policies, 100–108  
 Acts  
   *Commonwealth Electoral Act 1918*, 133  
   *Environment Protection and Biodiversity Conservation Act 1999*, 133  
   *Financial Management and Accountability Act 1997*, 71, 73  
   *Freedom of Information Act 1982*, 133  
   *Law Enforcement Integrity Commissioner Act 2006*, 53  
   *Occupational Health and Safety Act 1991*, 133  
   *Parliamentary Service Act 1999*, 74  
   *Privacy Act 1988*, 133  
 administered items, 16, 47, 63  
   *see also* financial statements  
 administrative and procedural manuals, 22, 59  
 administrative tribunal decisions, 75  
 Adventure in Citizenship program, 45  
 advertising, 133  
 advice *see* oral advice; procedural advice; written advices  
 advisory groups, 72  
 PEO Advisory Committee, 49  
 agency annual reports *see* annual reports  
 aims and objectives of the Department, 7  
 amendments to legislation, 4, 29–31  
 annual reports, 56  
 answers (questions on notice) *see* questions on notice  
 Appropriations and Staffing Committee *see* Standing Committee on Appropriations and Staffing  
 asset management, 16, 66, 67, 75, 79  
   *see also* financial statements  
 Audit and Evaluation Committee, 17, 71, 72, 73  
 audit report, 86–87  
 audit services, 78  
 Australian Broadcasting Corporation, 45  
 Australian Commission for Law Enforcement Integrity, 53  
 Australian Crime Commission, committee on, 53  
 Australian Inter-Parliamentary Union Delegation, 27, 46–47  
 Australian National Audit Office, 75  
 Australian National Internships Program, 42

Australian Primary Principals Association, 45, 49  
 Australian Workplace Agreements, 77

### B

balance sheet *see* financial statements  
 behaviour standards *see* ethical standards  
 bills, 3, 4, 28–31, 38–40  
   generating significant workload, 39  
   *see also* legislation  
 bills inquiries, 52–53, 55–56  
*Bills Lists*, 31  
 Bills System, 26, 31  
 BillsNet, 31  
*Biographical Dictionary of the Australian Senate*, 38, 41, 49  
 Black Rod's Office, 8, 9, 63–68, 131  
*Brief Guides to Senate Procedures*, 35  
 briefings, 38, 39, 51  
*Business of the Senate*, 32

### C

Calvert, Sen. Paul, 7  
 cash flows *see* financial statements  
 ceremonial support, 64  
 Chairs' Committee, 55  
 CHRIS (human resource management information system), 75  
 Citizenship Visits Program, 17, 46, 47  
 classifications, of staff *see* staff – classifications  
 Clerk of the Senate, 7, 9  
   Clerk's review, 3–5  
   role, 20  
 Clerk's Instructions, 75  
 Clerk's Office, 7, 9, 19–24, 71, 131  
 code of conduct, 74  
 collective agreement, 77–78  
 Comcare, 133  
 comments on programs *see* evaluation  
 commitments, schedule of *see* financial statements  
 Committee of Privileges, 19, 20–22  
 Committee of Senators' Interests, 19, 22  
 Committee Office, 8, 9, 51–61, 131  
 committees  
   estimates, 57–58  
   evidence to, 144  
   examination of bills, 4  
   information request refusals, 3–4  
   joint committees, 26, 34, 53, 58  
   legislative, 55–56  
   publications on, 137–138

references, 3–4, 52–53, 57–58  
 reporting deadlines, 60  
 reports, 53, 55–58  
 select, 42, 53, 58  
 standing, 21–26, 51–61, 67, 75  
 structural and procedural changes, 3, 23,  
 55–56, 59–60  
 support for, 14, 15, 21–22, 27, 34, 52–61 *see*  
*also* Committee Office  
 workload, 3–4, 22, 53  
*see also* bills inquiries  
 Commonwealth Disability Strategy, 80–82  
*Commonwealth Electoral Act 1918*, 133  
*Commonwealth Fraud Control Guidelines 2002*,  
 133  
*see also* fraud control  
 Community Affairs Committee, 53, 56  
 competitive tendering, 67, 80  
 composition of Senate *see* government party  
 majority in the Senate  
 conflict of interest *see* Register of Senators’  
 Interests  
 constitutional and historical information,  
 138–139  
 consultancies, 79–80  
 consultative arrangements *see* Workplace  
 Consultative Committee  
 contact information, ii, 131–132, 141  
 contingencies, schedule of *see* financial  
 statements  
 contracts, 80  
 corporate and operational plans, 74  
 corporate governance, 71–74  
 corporate knowledge, 60  
 corporations and financial services, committee  
 on, 53, 58  
 costs of operations, 20, 27, 53, 54, 64, 67

## D

Daily Bills Updates, 31  
 databases *see* parliamentary information services  
 debate, 3–4  
 definitions (terminology), 147–149  
 Delegated Legislation Monitor, 40  
 Department of Education, Science and Training,  
 17, 46  
 Department of Finance and Administration, 5,  
 54, 68  
 Department of Parliamentary Services, 66, 67, 68  
 departmental annual reports *see* annual reports  
 departmental overview *see* overviews  
 departmental policies *see* policies

Deputy Clerk of the Senate, 9, 20, 22  
 Dermody, Kathleen, 54, 143  
 desktop publishing and printing *see* office  
 equipment and services; printing and desktop  
 publishing  
 digital imaging project, 26, 34  
 Disability Action Plan, 80–82  
*Disallowance Alert*, 40  
 diversity, of staff *see* staff – diversity  
 document distribution, 27–28  
 documents tabled, 34  
*Dynamic Red*, 4, 26, 32

## E

education *see* training and development  
 Education Centre *see* Parliamentary Education  
 Office  
 Elliott, Cleaver, 38, 143  
 employee collective agreement *see* collective  
 agreement  
 employees *see* human resources management;  
 staff  
*Environment Protection and Biodiversity  
 Conservation Act 1999*, 133  
 environmental performance, 133  
 equipment *see* office equipment and services  
 equity, 75  
 estimates committees, 57–58  
 estimates hearings, 3–4, 15, 17, 24, 55  
 ethical standards, 74–75  
 evaluation, 16–17  
     Black Rod’s Office, 68  
     Clerk’s Office, 23–24  
     Committee Office, 61  
     Procedure Office, 47–49  
     Table Office, 35  
 Evans, Harry, 7  
     papers by, 143  
 evidence to committees, 144  
 executives *see* senior executives  
 exhibitions, 41, 50  
 expenses *see* financial statements  
 external scrutiny, 75

## F

fax machines *see* office equipment and services  
 feedback on programs *see* evaluation  
 fellowships, 42–43  
 Ferguson, Sen. Alan, 7  
 Finance and Public Administration Legislation  
 Committee *see* Standing Committee on Finance  
 and Public Administration  
 financial assets *see* financial statements

*Financial Management and Accountability Act 1997*, 71, 73

financial management information system, 75

financial performance, 16

financial resources management, 75, 78–79

financial services, committee on, 53, 58

financial statements, 85–127

‘For Peace, Order and Good Government’

exhibition, 50, 67

foreign parliaments *see* interparliamentary relations

Former Members’ Association, 63

fraud control, 73, 74, 133

*Freedom of Information Act 1982*, 133

functions of the department, 7–10

changes in, 68

furniture *see* office equipment and services

## G

glossary, 147–149

governance *see* corporate governance

government party majority in the Senate, 3, 23, 30–31

## H

Halligan, Prof. John, 43

*Heywire*, 45

historical and constitutional information, 138–139

historically significant items, 22

Holland, Ian, 54

papers by, 143

Hughes, Prof. Colin, 41

human resource management information system, 75

human resources management, 76–78

*see also* staff

## I

*Images, Colours and Reflections*, 42

income *see* financial statements

*Index of Papers Presented to the Parliament*, 34

industrial relations *see* workplace agreements

information about Parliament and the Senate *see* public awareness activities; teacher resources

information services *see* parliamentary information services

information technology, 4, 15–16, 67, 75  
support, 64

injuries *see* occupational health and safety

inquiries

timeframes, 60

*see also* bills inquiries

Inter-Parliamentary Union, 27, 46–47

interests

of departmental officers *see* senior executives  
– interests

of Senators *see* Committee of Senators’

Interests; Register of Senators’ Interests

internet, 19, 37, 60, 63, 67, 80

*see also* websites

internships program, 42

interparliamentary relations, 5, 41, 46

*see also* visits

Interparliamentary Study Group, 40

intranet, 67

## J

Joint Committee on Corporations and Financial Services, 53, 58

Joint Committee on the Australian Commission for Law Enforcement Integrity, 53, 58

Joint Committee on the Australian Crime Commission, 53, 58

joint committees, 26, 34, 53, 58

Joint Publications Committee, 26, 34

journalists, parliamentary training for, 42

*Journals of the Senate*, 31–32, 34

judicial decisions, 75

## L

Laing, Rosemary, 9, 143

*Law Enforcement Integrity Commissioner Act 2006*, 53

lecture series, 41

*see also* seminars

Legal and Constitutional Affairs Committee, 53

*Legal Service Directions 2005*, 133

legal services, 133

legislation

drafting services, 38–40

processing of, 28–31

reports against particular legislation, 133

scrutiny of, 40

legislative activity, 28–31

legislative committees, 23, 51–61

*see also* committees

legislative instruments, 34

letter of transmittal, iii

*A Light of Reason*, 42

Little Lunch Sitings for Senior Citizens, 44

## M

mail, 64, 66

‘make a noise’ option in debate, 3, 4

management and accountability, 71–82

management information systems, 75  
Marinac, Anthony, 38, 143  
market research, 133  
meetings, 56–59  
microfilm of Senate records, digital images of, 34  
Middleton, Karen, 42  
Moylan, Hon. Judi, 46–47

## N

National Museum of Australia, 45  
National Schools' Constitutional Convention, 44  
non-government initiatives and actions, 3, 4, 23, 30–31, 40  
*Notice Paper*, 31

## O

occupational health and safety, 67, 77, 133  
*Occupational Health and Safety Act 1991*, 133  
*Odgers' Australian Senate Practice*, 22  
office equipment and services, 15–16, 64, 66, 78  
  *see also* information technology; printing and desktop publishing  
office holders, 7–9  
Office of Parliamentary Counsel, 39  
operational plans, 74  
oral advice, 3  
*Order of Business*, 27, 28  
organisational structure, 7–9  
outcome, 10, 13–14  
outcome budgeting, 17  
output groups, 10  
  Black Rod's Office, 63–68  
  Clerk's Office, 19–24  
  Committee Office, 51–61  
  Procedure Office, 37–50  
  Table Office, 25–36  
outputs, 10  
outreach programs *see* Parliamentary Education Office; public awareness activities  
outsourcing *see* contracts  
overseas visits *see* visits  
overviews, 7–10

## P

paper products *see* stationery supplies  
*Papers on Parliament*, 41  
papers produced by Departmental officers, 143  
  *see also* publications  
Parliament and Civics Education Rebate scheme, 46  
*Parliament in Pictures*, 45  
*Parliament of Wizards*, 45  
parliamentary delegations *see* visits

Parliamentary Education Office, 5, 43–46, 49, 139–140  
parliamentary information services, 3, 26, 31, 36, 59, 67  
  *see also* Parliamentary Education Office; public awareness activities  
Parliamentary Joint Committee on Corporations and Financial Services, 53  
Parliamentary Joint Committee on the Australian Commission for Law Enforcement Integrity, 53  
Parliamentary Joint Committee on the Australian Crime Commission, 53  
parliamentary research, 41  
*Parliamentary Service Act 1999*, 74  
Parliamentary Service Values and Code of Conduct, 74  
ParlInfo database, 26, 31  
performance, 13–68  
  Black Rod's Office, 63–68  
  Clerk's Office, 19–24  
  Committee Office, 51–61  
  factors influencing, 23, 26–35, 47, 60  
  financial, 16  
  indicators, 13–14, 19, 25, 37, 51, 63  
  monitoring by Standing Committees, 75  
  operational, 15–16  
  outlooks, 24, 35–36, 49–50, 61, 68, 82  
  Parliamentary Education Office, 49  
  Procedure Office, 37–50  
  reports against particular legislation, 133  
  Table Office, 25–36  
performance communication scheme, 17  
performance pay, 78  
petitions, 33  
photocopiers *see* office equipment and services  
plans and planning, 74  
*Pocket Guide to Senate Procedures*, 35  
policies, 74  
  accounting policies, 100–108  
portals *see* websites  
portfolio budget statements, adequacy of, 17  
postal services *see* mail  
presentations *see* public awareness activities  
President of the Senate, 7, 9, 131  
Presiding Officers' Information Technology Advisory Group, 65  
printing and desktop publishing, 64, 66–68  
  administration of senators' private printing entitlements, 5, 66, 68  
  *see also* office equipment and services  
privacy, 133  
  guidelines, 60

*Privacy Act 1988*, 133  
 private senators' bills, 4, 39–40  
   *see also* bills  
 Privileges Committee *see* Committee of Privileges  
 procedural advice, 3, 20–21, 27–28, 38–40, 55  
 procedural and administrative manuals *see*  
   administrative and procedural manuals  
 procedural changes to Senate committee system  
   *see* committees – structural and procedural  
   changes  
*Procedural Information Bulletin*, 22  
 Procedure Committee, 19, 21, 59  
 Procedure Office, 8, 9, 37–50, 131  
 procurement *see* purchasing  
 productivity, 5, 17, 32, 35, 36, 61, 67, 73, 75, 78  
 professional development *see* training and  
   development  
 professional networks, 45  
 Program Managers' Group, 71, 72, 73  
 project management, in DPS, 68  
 protective security, 65  
   *see also* security advice  
 public awareness activities, 4–5, 15, 41–46, 49,  
 142  
   *see also* Parliamentary Education Office;  
   publications  
 public servants, briefings for *see* briefings;  
   seminars  
 publications, 27–28, 42, 45, 136–140  
   papers produced by Departmental officers, 143  
 Publications Committee, 26  
 purchasing, 78–79  
   *see also* tenders

**Q**  
 questions on notice, 33, 55, 57–58

**R**  
 records of business, 31–33  
 recruitment *see* human resources management;  
   staffing levels  
 references committees, 23, 57–58  
 refurbishments, 66  
 refusals (to provide information to committees), 3–4  
 Register of Senators' Interests, 22  
 Regulations and Ordinances Committee, 38, 40  
 rehabilitation *see* occupational health and safety  
 remuneration, 78, 115, 135  
 reports tabled *see* documents tabled  
 research *see* parliamentary research  
 resignations, 77  
   from Senate, 22  
   *see also* separations of staff from Department

risk management, 73, 74, 77  
 role and function of the Department, 7, 59  
 Rotary Adventure in Citizenship program, 45  
 running sheets, 31

**S**  
 safety *see* occupational health and safety  
 salary scales, 135  
 satisfaction with services *see* evaluation  
 schedules of commitments, contingencies and  
   administered items *see* financial statements  
 schoolchildren, programs for *see* Parliamentary  
   Education Office  
 scrutiny of activities, 17, 75  
   *see also* audit report  
 Scrutiny of Bills Committee, 38, 40  
*Scrutiny of Disallowable Instruments Alert*, 40  
 security advice, 9, 65, 80  
 select committees, 42, 53, 58  
 Selection of Bills Committee, 28, 32, 34  
 seminars, 41  
   *see also* lecture series  
*Senate Briefs*, 42  
 Senate Centralised Information Database project,  
 59, 67  
 Senate chamber, reduced importance of, 4  
 Senate, composition of *see* government party  
   majority in the Senate  
*Senate Daily Summary*, 26, 32  
 Senate Fellowship program, 43  
 Senate Management Advisory Group, 71, 73  
 Senate Publications Committee, 34  
 Senate Select Committee on Superannuation, 42  
 Senators' interests *see* Committee of Senators'  
   Interests; Register of Senators' Interests  
 Senators, resignations of, 22  
 senators' survey *see* survey of senators'  
   satisfaction  
 senior citizens, 44  
 senior executives, 7–9, 135  
   register of interests, 22  
   remuneration, 78, 115, 135  
 Senior Management Advisory Group, 72, 73  
 separations of staff from Department, 77, 105  
 service level negotiation, with DPS, 68  
   *see also* evaluation; performance  
 sitting days, 14, 15, 27  
   decline in number, 4, 27  
 social justice, 75  
 staff  
   assistance for staff with disabilities, 81–82  
   classifications, 134–135

consultation *see* Workplace Consultative Committee

diversity, 135

employee benefits, 104–105

gender balance, 5, 134–135

performance communication, 17

performance pay, 78

productivity *see* productivity

salaries, 135 *see also* remuneration

separations, 77

statistics on *see* staffing levels

training and development *see* training and development

*see also* human resources management; workforce planning; workplace agreements

staff morale, 60

staffing levels, 5, 76–77, 134–135

average levels, 115

Black Rod's Office, 64

Clerk's Office, 20

Committee Office, 53

Procedure Office, 40

Table Office, 27

Standing Committee on Appropriations and Staffing, 17, 25, 26, 34, 75

Standing Committee on Finance and Public Administration, 17, 24, 25, 26, 53, 67, 75

standing committees, 21–26, 51–61, 67, 75

*Standing Orders and Other Orders of the Senate*, 28

annotated edition, 22, 27

stationery supplies, 66, 67, 79

*see also* office equipment and services

statistics, 32–33

stocktake, 79

*see also* asset management

structure of committee system *see* committees – structural and procedural changes

students, programs for *see* Parliamentary Education Office; public awareness activities

study *see* training and development

superannuation, 105

survey of senators' satisfaction, 5, 14, 16–17, 75

Black Rod's Office, 63, 66, 67, 68

Clerk's Office, 19, 23–24

Committee Office, 51, 61

Parliamentary Education Office, 49

Procedure Office, 37, 39–40

Table Office, 25, 28, 31, 32, 33, 34

## T

Table Office, 7–8, 9, 25–36, 131

tabled documents *see* documents tabled

*Talk Back Classroom*, 45

teacher resources, 45

tenders *see* competitive tendering

timeframes, for inquiries, 60

training and development, 15, 22–23, 26, 39, 42, 45, 46, 67, 78

financial assistance for, 78

*Transparency and accountability of Commonwealth funding and expenditure*, 55

## U

Usher of the Black Rod, 9, 64–65

*see also* Black Rod's Office

## V

values *see* ethical standards

visits

overseas, 46–47

by overseas parliamentary officials, 46 *see also* interparliamentary relations

to the PEO Education Centre, 43–44

## W

websites

management of, 67

of Parliamentary Education Office, 45

work plans, 74

workforce planning, 76

Working in the Senate (WISE) program, 76

workloads, 5

Committee Office, 53, 60, 61

committees, 21–22

Procedure Office, 39–40

Table Office, 27

workplace agreements, 17, 77–78

Workplace Consultative Committee, 71, 72, 74

workplace diversity, 135

written advices, 3, 20–21, 23

## Y

*Your Senate Online*, 42