

Management and accountability

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Part 3: Management and accountability

Highlights for 2005–06

- The requirements of the Australian Equivalent of the International Financial Reporting Standards were successfully incorporated in the financial statements, which were completed on 18 July 2006, well within the 31 July deadline set by the Department of Finance and Administration.
- The department continued its strong financial performance in 2005–06, a significant achievement given the machinery of government and government policy changes during the year. This involved assisting with the development of financial systems and processes, providing financial processing support, and the transfer of over 300 staff to assist with establishing three new agencies within the portfolio—the Australian Building and Construction Commission, the Australian Fair Pay Commission and the Office of Workplace Services.
- The uptake of Australian Workplace Agreements increased during the reporting year: at 30 June 2006 the number of employees on AWAs was 2895, or 80.82 per cent of all staff—up from 55.6 per cent at 30 June 2005.
- During 2005–06 the department launched and implemented the Workplace Diversity Strategy 2005–07, outlining initiatives, responsibilities and outcomes and setting standards for performance and accountability to achieve an inclusive work environment with diverse skills, perspectives and backgrounds.
- Newly improved and targeted leadership and management development programmes were provided. These included Executive Leadership, Middle Management and Supervision skills programmes and courses.
- The IT Services Group acquired and implemented IT facilities and developed numerous applications to underpin the Government’s WorkChoices and Welfare to Work initiatives. In addition, smart token remote access was provided to Job Network and other providers to allow them to manage their own access to departmental systems.
- The department’s innovative risk management was recognised by both the public and the private sectors. It received the Australian Risk Management Award 2005 for the ‘best use of technology in a risk project’ and was listed—for the second year in a row—in the top 10 public sector agencies for the application of effective risk management.
- Workforce planning was incorporated as a central element of the department’s business planning process. This enables work areas to determine any shortfall in skills needed to achieve the department’s outcomes.

Corporate governance

The Management Board is the department's peak decision-making body; it has five subcommittees and meets weekly. At 30 June 2006 its membership was as follows:

- Peter Boxall—Secretary (Chair)
- Malisa Golightly—Deputy Secretary, Employment
- Finn Pratt—Deputy Secretary, Workplace Relations
- Graham Carters—Deputy Secretary, Workforce Participation
- Jeremy O'Sullivan—General Manager, Corporate
- Sue Sadauskas—General Manager, State Office Network
- Vanessa Graham—Chief Financial Officer.

The Secretary's Executive Officer provides secretariat support to the Management Board.

The board's role is to provide active and visible strategic leadership to the department. It is responsible for setting overall directions and ensuring that the department's structure, culture and resources are aligned to meet the Government's priorities and agreed outcomes and outputs. To achieve this, the board does the following:

- formulates and communicates the strategic directions and priorities for policy, programme management, service delivery and performance
- allocates resources and plans capabilities to meet the department's current and future priorities
- sponsors good governance designed to promote high standards of professional and ethical conduct, financial accountability, and prudent management of risk
- upholds, demonstrates and promotes the Australian Public Service Values and Code of Conduct, as well as departmental values
- generates a workplace environment marked by practical commitment to developing and harnessing people's diverse skills, open communication, and high levels of collaboration.

As the Chief Executive Officer, the Secretary is responsible for overall leadership of the department and for shaping its future. He determines priorities and resource allocation for delivering organisational performance and leading important initiatives.

The Secretary is accountable to the portfolio Ministers for the management and sound governance of the department and for advising and helping the Ministers fulfil their obligations to Parliament. He upholds and promotes the Australian Public Service Values and Code of Conduct and performs his duties as Chief Executive Officer in accordance with the *Financial Management and Accountability Act 1997*. He is also responsible for managing the relationship with portfolio agency heads and for setting portfolio priority and coordination matters.

The Deputy Secretaries do the following:

- coordinate effective delivery of each of the department's three outcomes and ensure that a strategic approach is taken across the different areas that contribute to those outcomes

- oversee and guide the groups and officers within their areas of responsibility
- communicate the Management Board’s expectations to groups and officers, help shape strategic advice, and report to the board on developments
- champion effective corporate leadership and management, focusing on particular facets of resource management
- provide support to the Secretary as required.

The Deputy Secretaries are also group managers’ primary contact point for personnel, resource and management concerns that need to be raised with the Management Board.

The Chief Financial Officer has the following duties:

- provide to key stakeholders strategic direction and advice on optimal use of financial resources to meet the department’s goals
- provide value-added financial information that supports decision making
- take responsibility for the department’s financial management framework, financial planning, monitoring, reporting, business systems and record keeping, to increase the consistency, accuracy and reliability of information
- ensure that the department meets its financial management, legislative, budget and reporting obligations.

The General Manager, Corporate, ensures an integrated approach to corporate matters, formulates the department’s corporate strategy, provides support services across the department, and had responsibility for overall management of state and territory offices in conjunction with the Deputy Secretaries until the creation of the General Manager State Office Network position in February 2006.

The General Manager, State Office Network, is responsible for strategic management of the state and territory offices. This role was created in February 2006 to deal with the increased responsibilities in the states and territories that followed from the machinery of government changes in 2004–05.

Management Board subcommittees

The Audit Subcommittee

The Audit Subcommittee is responsible for providing independent assurance to the Secretary and Management Board on the appropriateness of the department’s accountability and control framework—particularly those aspects relating to the proper use of Commonwealth resources and the management of risks. At 30 June 2006 there were seven members of the subcommittee:

- Michael Manthorpe (Chair)
- Louise McSorley
- Vanessa Graham
- Alison Durbin

- Steve Kibble
- Adam Awty (external member)
- Christine Leary (Secretariat).

The Ethics Subcommittee

The Ethics Subcommittee acts as a reference committee for high-level ethical issues facing the department. At 30 June 2006 it had seven members:

- Graham Carters (Chair)
- Jeremy O’Sullivan
- Lynne Curran
- Helen Bull
- Mark Haughey
- Robyn Kingston
- Simon Gotzinger (Secretariat).

The People and Leadership Subcommittee

The People and Leadership Subcommittee provides advice to Management Board and Corporate on the strategic direction for people management, leadership development and workforce capability in the department. At 30 June 2006 the subcommittee had 10 members:

- Jeremy O’Sullivan (Chair)
- Finn Pratt
- John Burston
- Diane Merryfull
- Michael Maynard
- Nicky Govan
- Jody Hamilton
- Barry Sandison
- Kylie Tregoe
- Kristina Hopkins (Secretariat).

The Remuneration Subcommittee

The Remuneration Subcommittee sets the parameters for remuneration within the department, including Australian Workplace Agreements and the Certified Agreement. The subcommittee endorses recommendations for salary and employment conditions for AWAs and the Certified Agreement. At 30 June 2006 it had nine members:

- Peter Boxall (Chair)
- Malisa Golightly

- Finn Pratt
- Graham Carters
- Jeremy O’Sullivan (ex officio)
- Sue Sadauskas (ex officio)
- Vanessa Graham (ex officio)
- John Burston
- Rowena Barrell (Secretariat).

The IT Subcommittee

The IT Subcommittee oversees strategic matters relating to information and communications technology in the department, promotes information and communication technology awareness, and builds employee capabilities for the effective use of ICT in improving business performance. It also coordinates and monitors the department’s annual ICT work programme. At 30 June 2006 the subcommittee had eight members:

- Malisa Golightly (Chair)
- John Burston
- Vanessa Graham
- Bruce Whittingham
- Aloka Sinha
- George Brennan
- Christine Leary (Audit observer)
- Barbara Petersen (Secretariat).

The Service Charter

The department’s Service Charter explains the services and standards of service that people who deal with the department can expect and provides details of contact points and how to offer feedback to help the department improve its services. The Service Charter was revised in August 2005 and is available online <www.dewr.gov.au>.

Codes of practice, codes of conduct, service guarantees and memoranda of understanding are used to ensure that the department’s contracted service providers meet these standards; these documents are available through the Workplace website <www.workplace.gov.au>. For further information, see the stakeholder feedback discussed under output groups in Part 2 of this annual report.

The Commonwealth Disability Strategy

During 2005–06 the department maintained its commitment to implementation of the Commonwealth Disability Strategy across all outcome areas. It responded to the barriers to access identified by people with disability by including their representatives in consultations

about things that affect them, making information available in accessible formats, and providing complaint and grievance mechanisms through which people and employees can express their concerns.

Among the strategies the department uses to increase access to, and participation of people with disability in the department's services are the following:

- initiating projects that target the needs of particular groups of people with disability and developing policy and programme proposals that will increase employment opportunities for this group
- redeveloping the JobAble website into the new JobAccess website, which contains information about the full range of Australian government services and incentive schemes for employment of people with disability
- consulting people with disability and their advocates in order to better tailor programmes to meet individual needs
- seeking from the Disability Advisory Group advice about employment policy, programmes and services in relation to people with disability and, from the Employer Roundtable, advice on ways of increasing employer demand for people with disability
- providing, for employers and employees, information on new, revised or proposed policy and programme initiatives and regulations and compliance in a wide range of forums and media and in formats to cater for a variety of disabilities through
 - internet sites
 - telephone advisory and reference services
 - fact sheets
 - booklets, including Braille, large-print and audio versions
 - information seminars
 - workplace visits
- requiring providers of employment-related services to comply with the *Disability Discrimination Act 1992* (Cth) and other relevant statutes, regulations, by-laws and requirements of their state, territory and local authorities.

Appendix 4 provides an assessment of the department's performance in implementing the Commonwealth Disability Strategy.

People

Human resource initiatives

In 2005–06 the Human Resources Branch embarked on a number of initiatives to improve the management of the department's most valuable resource—its people—and to increase the effectiveness of the HR function in helping managers retain and develop their people. These initiatives fall into five categories:

- recruitment
 - There were significant increases in the amount of recruitment activity—including graduates and transfers from other agencies—due in part to continuing growth of the department’s business.
 - The online recruitment system, *Recruitmanager*, was migrated to a new IT platform to improve efficiency and ease of use.
- personnel and administrative efficiencies
 - With the establishment of three new statutory authorities under the DEWR portfolio—the Office of Workplace Services, the Australian Fair Pay Commission, and the Australian Building and Construction Commission—the Human Resources Branch continues to respond to increased demand for HR services and is providing sustained administrative support to these portfolio agencies.
 - The Remuneration Subcommittee’s processes continue to be refined—including capability improvements to the subcommittee’s submission and reporting systems to incorporate changes for broadbanding.
 - The DEWR Certified Agreement 2005–2008 was certified on 17 November 2005, incorporating classification broadbanding.
 - Critical strategies—such as Australian Workplace Agreements following the amendment of the *Workplace Relations Act 1996*—and other internal policy guides were reviewed.
- workplace diversity
 - The Workplace Diversity Strategy 2005–2007 was launched and implemented.
 - The Indigenous Australian Recruitment and Career Development Strategy 2005–2007 was implemented, incorporating increased participation in the Indigenous Australian Contract Management Traineeship Programme.
- learning and development
 - Newly improved and targeted leadership and management development programmes—such as Executive Leadership, Middle Management and Supervision Skills—were provided.
- workforce planning
 - There was ongoing monitoring and review of crucial HR benchmarks—including voluntary separation, unscheduled absence, investment in learning and development, and the number of responses per recruitment activity. The benchmarks offer the department the opportunity to detect potential problems and if necessary develop solutions.

Employment arrangements

The Certified Agreement

The DEWR Certified Agreement 2005–2008 was certified under s. 170LJ of the *Workplace Relations Act 1996* on 17 November 2005. Significant productivity savings will be achieved

during the term of the Agreement as a result of the introduction of broadbanding and the streamlining of Remote Locality entitlements into an ‘all inclusive’ allowance.

Australian Workplace Agreements

All engagements with the department are made on the condition that the employee enter into an Australian Workplace Agreement. Current Australian Public Service employees who transfer to the department and do not wish to enter into an AWA are covered by the Certified Agreement.

AWAs were first offered to all staff in 2002, and their uptake continues to increase. At 30 June 2006 there were 2909 employees with AWAs—80.82 per cent of all staff. At 30 June 2005 the figure was 1596 staff, or 55.6 per cent of all staff. The agreements continue to provide opportunities for employees to individually tailor a remuneration and employment conditions package that is flexible and consistent with the value the department places on their skills, knowledge and other attributes. Performance bonuses are available when an employee has met the relevant performance standards, as described in the department’s Performance Agreement Scheme. The AWA process and the Performance Agreement Scheme are managed with the assistance of a sophisticated online system.

A major review of the department’s AWAs and supporting documentation has been completed to ensure compliance with the *Workplace Relations Amendment (Work Choices) Act 2005* and associated Regulations.

Capability development

Leadership programmes

Through targeted leadership development programmes, the department continues to focus on the development of leadership and managerial capabilities. Three internally coordinated leadership programmes have assisted in developing these capabilities among DEWR employees. Designed to provide techniques that can be applied in the workplace to enhance participants’ understanding of the context in which they work, these programmes are as follows:

- *The Executive Leadership Programme.* This is a year-long programme that gives participants an in-depth understanding of working in the public service context and provides the skills required to lead the department into the future.
- *The Middle Management Leadership Development Programme.* This programme is designed to provide staff at Broadband 2 (APS Level 6) and Broadband 3 (Executive Level 1) with a range of strategies to increase their leadership and managerial capabilities.
- *The Supervision Skills Programme.* This programme, designed for new supervisors, teaches participants techniques to help in promoting a better understanding of the roles and responsibilities associated with managing a team and develops the skills and capabilities required of an effective supervisor.

The department conducted a competitive tendering process for the delivery of these programmes during 2005–06, and programme delivery began in January 2006. It also conducted a pilot mentoring programme during 2005–06; an evaluation is currently under way to determine the programme’s future.

In addition, the department participated in various private and publicly run initiatives, among them the Australian and New Zealand School of Government’s Executive Masters in Public Administration and Executive Fellows Programme and the Australian Public Service Commission’s Career Development Assessment Centres.

Staffing profile

Appendix 6 provides details of the department’s staffing profile.

Workforce planning

Following implementation in early 2005 of improved tools for measuring all aspects of the department’s workforce, the Human Resources Branch has continued to provide accurate and timely workforce metrics to help managers with planning and decision making. Managers have access to various reporting tools that provide real-time and trend data on several key performance indicators. For example, rates of unscheduled absenteeism in the department have been monitored. The absence rate for the 2006 March quarter was 3.36 per cent. The Australian Public Service benchmark, set by InfoHRM for the Federal Government Group in 2005, is 4.29 per cent, so the department’s performance is ahead of this benchmark.

During 2005–06 a clearer link was established between business planning and workforce planning, and it is expected that this will continue to strengthen in the next two years with the implementation of a comprehensive planning framework. Workforce planning has been included as a crucial element of the department’s business planning process to determine the available resources, capability levels, and any shortfall between current skills and those required to meet the department’s outcomes. A direct link between individual performance agreements and business plans was also included in the planning process.

Attraction and retention

Recruitment

The increase in portfolio responsibilities in 2005–06 led to an increase in the breadth and depth of capabilities needed throughout the department. The department engaged in a number of targeted recruitment processes designed to attract and retain high-quality people to meet this increased demand. The initiatives, which involved generalist bulk recruitment, specialist recruitment and graduate recruitment, were aimed at the wider employee market and were successful in attracting high-quality candidates.

The department continues to develop staff selection and recruitment skills throughout the organisation by providing Selection Advisory Committee training. The proportion of selection exercises that meet the department's time-to-hire benchmark continued to improve in 2005–06.

During 2005–06 the department also continued to provide comprehensive orientation procedures to facilitate the transition of new employees; this included formal face-to-face orientation sessions and online resources.

Graduate recruitment and the Graduate Programme

The DEWR Graduate Programme is a 10-month programme designed to provide a range of developmental experiences for new graduates. Work placements, which give hands-on experience of various aspects of the department's business, are at the core of this development. The Graduate Programme continued to expand in 2005–06: 126 graduates were recruited compared with 67 in 2004–05. The average retention rate of graduates over three years is about 70 per cent. Once again, the department participated in the Association for International Exchange of Students in Economics and Commerce, hosting graduates from Brazil, Turkey and the Netherlands.

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Workplace diversity

The Workplace Diversity Strategy

During 2005–06 the department continued to position itself as an employer of choice for all Australians, building on a number of initiatives designed to improve the department's appreciation of a diverse workforce. Through workplace diversity, the department acknowledges differences in the workforce and adapts work practices in order to create an inclusive environment in which diverse skills, perspectives and backgrounds are valued.

Underpinning the department's Workplace Diversity Strategy 2005–2007 is an implementation plan outlining initiatives, responsibilities and outcomes. The strategy sets standards for performance and accountability to meet its objective of having a productive, supportive workforce by providing a safe workplace, modelling shared behaviours, and offering equal opportunities for all employees.

The Maturing Workforce Strategy

The Maturing Workforce Strategy aims to help the department identify and manage the challenges it faces as an organisation in dealing with an ageing workforce. A number of initiatives that primarily target the department's managers and mature age employees have been introduced with the purpose of responding to the challenges and choices facing the department in integrating business and workforce planning.

Among the department's achievements in this regard in 2005–06 were the following:

- a multi-generational research project, which is close to completion, aiming to identify factors affecting the retention of so-called Baby Boomers and Generation X and Y employees
- delivery of several awareness-raising, information sessions primarily targeted at middle and senior managers to assist in the management of mature age employees
- participation by departmental managers, supervisors and mature age employees in a training pilot—Age Management Training programmes—for wider release in 2006
- introduction of a number of workforce planning aids for supervisors and managers.

The purpose of the Age Management Training programmes is to promote the development of age-balanced workforces. It has two aspects: the Manager programme, which will help employers and team leaders implement flexible workplace practices that increase the attraction and retention of mature age workers; and, the Experienced Worker programme, which will help mature age people plan and implement a phased retirement.

A disability strategy: future opportunities

The department has become a registered member of EMAD (Employers Making a Difference), a not-for-profit organisation that provides specialist assistance with and advice on a range of initiatives in employing people with disability. With the help of EMAD, the department is considering a range of options for the development of a disability strategy, among them the following:

- provision of targeted career development for employees with disability
- specific programs so that employees with disability can improve their career development prospects
- development of a networking group for people with disability.

The Indigenous Australian Recruitment and Career Development Strategy

The department's Indigenous Australian Recruitment and Career Development Strategy 2005–2007 was launched in July 2005. The strategy is an important initiative in achieving the department's objectives of attracting and retaining Indigenous Australians and improving their employment and career opportunities. Notable achievements during 2005–06 were:

- the recruitment of 46 Indigenous Australians to participate in the Indigenous Australian Contract Management Traineeship Programme. Involving 11 government agencies Australia-wide, the programme aims to increase the number of qualified Indigenous Contract Managers, expand the career options for Indigenous Australian Public Service employees; and increase the representation of Indigenous Australians in the Australian Public Service
- 514 staff participating in the department's cultural awareness training programme
- continued participation in the Australian Public Service Commission's Indigenous Development Programmes, which cover APS Levels 1 to 4, APS Levels 5 and 6, and Indigenous Executive Programmes.

The equity and diversity network

The department's network of equity and diversity officers continues to provide a valued service to DEWR employees and managers, assisting with dissemination of information and identification and support in relation to a wide range of workplace matters, including workplace harassment and equity and diversity.

Employee forums

In 2005–06 the department continued to support the Women's Forum and the Indigenous Staff Network.

The Women's Forum offers networking opportunities and an informal mechanism for discussing matters of concern to women in the department. It also provides input into corporate activities, policies and proposals that affect women in the department.

The Indigenous Staff Network offers an informal mechanism for Indigenous staff in the department to discuss matters and policies that directly and indirectly affect Indigenous staff (both in the department and elsewhere) and, where appropriate, provide information or advice to management.

During 2005–06 the network formalised its structure to ensure that the views of Indigenous staff in all jurisdictions were being considered in a culturally appropriate environment. The Indigenous Staff Network National Committee met monthly, and quarterly meetings were open to the full membership. In several jurisdictions the network has held a number of peer support events, mini-seminars and Reconciliation Week 2006 events, and in many jurisdictions the network hosted 2006 NAIDOC Week events.

The network's first publication, *DEWR's Positive People—Positive Pathways*, is due for release in early September 2006. The Indigenous Staff Network also hosts a Special Interest Page on the DEWR intranet; it is accessible not only to network members but also to the general DEWR population. At 30 June 2006 the network had 157 members.

Both the Women's Forum and the Indigenous Staff Network are expected to build on their success in 2006–07.

The National Aboriginal and Islander Day Observance Committee

In 2005–06 the department again lent its support to numerous NAIDOC Week activities held and attended by DEWR staff nationwide. The department also recognised achievements in the implementation of its Indigenous Australian Recruitment and Career Development Strategy and in service delivery to Indigenous clients through its annual NAIDOC Awards, which are presented in the following categories:

- implementation of the Indigenous Employment Policy by staff
- innovation in the provision of services to Indigenous Australian clients
- implementation of the department's Indigenous Australian Recruitment and Career Development Strategy 2005–2007

- recognition of employers and service providers who have made a significant contribution to Indigenous employment.

Occupational health and safety

The department remains committed to the four national health, safety and rehabilitation targets set by Comcare and the National Occupational Health and Safety Commission:

- reduce workplace injuries
- no traumatic workplace fatalities
- reduce the average weeks-lost time due to injury
- reduce the average weeks taken for return-to-work activity to commence by 30 June 2012.

Comcare requires that Commonwealth agencies engage in an annual occupational health and safety self-audit programme. The programme offers a risk-based approach to the management of occupational health and safety and is designed to give approved Commonwealth agencies more flexibility in the way they manage OHS. It also provides for participating agencies to report outcomes to the Office of the Australian Safety and Compensation Council through Comcare and formally recognises that some agencies have well-developed OHS management systems and the means and capacity to independently audit and review those systems. During 2005–06 Comcare advised that the department had provided the appropriate information to satisfy all requirements relating to the occupational health and safety self-audit.

The National Health and Safety Subcommittee met three times during 2005–06 to review a number of guidelines on matters such as OHS training, guides and policies; workplace inspections; health and safety representatives; the Employee Assistance Programme; and incident reporting. The review is based on Comcare's guidelines and was developed in consultation with unions through the National Health and Safety Subcommittee. The *Occupational Health and Safety (Commonwealth Employment) Act 1991* requires that employers take reasonable and practical steps to develop, in consultation with employees and unions, OHS policy that will:

- enable cooperation between the employer and the employees in developing and promoting measures to ensure employees' health, safety and welfare at work
- provide adequate mechanisms for reviewing the effectiveness of the measures.

The legislation also requires that the policy provide for the making of an agreement between the employer and the unions.

During 2005 management, employees and union representatives signed the Occupational Health and Safety Agreement 2005, providing the mechanisms for continued consultation and setting the framework for prevention of workplace injuries and exposure to hazards.

Online training in occupational health and safety has been included as part of the department's orientation procedures, and it is now mandatory for new employees to complete the training within a month of starting work in the department. Current employees also have access to and receive OHS training. Further, OHS continues to be a mandatory performance indicator in performance agreements.

Health Weeks were held in October, November and December 2005 under the banner ‘Safety in Spring’. The programme offered information sessions, seminars and classes on a wide variety of aspects of health, among them tae kwon do, Beating Stress, Everyday Health Tips, and an Inspire ACT presentation on coaching and motivation.

New employees are encouraged to view the department’s *Fit for Work* video (on the orientation site) to ensure that workstation arrangements are appropriate and individual requirements are met. *Fit for Work* explains the importance of correct posture and workstation requirements and assessment and has been updated to include captions for employees who are hearing impaired. Workstation assessments continue to be available to all employees.

Internal communications

The department’s primary channel for delivering messages to employees is its intranet:

- Whole-of-department information continued to be delivered via the intranet, through news and announcements in national and state and territory categories, a departmental calendar with the new capability of tailoring the selection of events to specific interest groups, and a revamped online magazine, *DEWR Life*.
- Departmental employees were kept informed of Certified Agreement negotiations, changes to Australian Workplace Agreements, occupational health and safety matters, developments in the WorkChoices legislation and orientation through intranet notices and topic pages.
- Internal communications were improved during 2005–06 through video coverage of departmental activities such as the Secretary’s Awards, orientation sessions, and the launch of the Welfare to Work campaign.

Outlook for 2006–07: people

In keeping with its People and Leadership Statement, the department will continue to develop its leaders and its workforce. Again, in 2006–07 the priority will be managing the workforce for sustainability, high performance and growth. The people and leadership priorities are increasing individual and organisational performance, developing our leaders, ensuring the sustainability of our workforce, and maximising the potential of our workforce. The following will be areas of focus:

- The Human Resources Branch will continue to meet the increased demand for services by providing sustained, high-quality support to the department and portfolio agencies.
- Continuing demand for people in a tightening labour market requires the department to take a strategic view of recruitment and retention. Human Resources will seek innovative ways to attract and retain quality employees (including graduates and trainees) and consider new approaches to the labour market.
- Leadership remains a priority. Human Resources will continue to implement leadership training for employees from Broadband 2 (APS Level 4) to the Senior Executive Service.

- Workforce planning and its integration into the business cycle will progress. Data will continue to be collected from employees through targeted exit interviews in order to gain an understanding of the workforce and why employees remain with or leave the department.
- The department seeks to achieve a workforce as diverse as the Australian population. Human Resources will continue to focus on increasing the department's attraction to workers of all ages, workers with disability, and workers of culturally diverse background.

Recognition and reward strategies will be constantly monitored to ensure alignment with market forces.

Internal controls

Internal Audit

The 2005–06 Annual Audit Work Plan continued to help the department achieve its objectives by providing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes. The Annual Audit Work Plan was designed to identify potential events that could impede the department's achievement of successful outcomes and portfolio responsibilities, including implementation of the Welfare to Work reforms.

The Audit Subcommittee, which met eight times during 2005–06, provided to the Management Board independent assurance of the appropriateness of the department's accountability and control framework. A particular focus was the proper use of Commonwealth resources, management of risks, fraud control and the audit framework. The Subcommittee fulfilled its role in a number of ways:

- monitoring compliance with legislative and other obligations relating to financial management—including the *Financial Management and Accountability Act 1997* and the *Auditor-General Act 1997*
- advising the Secretary on whether the annual financial statements represent a true and fair view of the department's financial management
- approving, monitoring and reporting on the Annual Audit Work Plan
- reviewing all Australian National Audit Office and Office of Evaluation and Audit (Indigenous Programmes) activity undertaken in or associated with the portfolio
- monitoring the department's fraud control policy
- improving the effectiveness of the internal audit function.

The 2005–06 Annual Audit Work Plan included reviews of information technology, contract management arrangements, procurement and financial management. The following activities were reviewed:

- contract management—reviewing the effectiveness of the National Contract Management Framework for employment services

- travel card and human resources procedures—reviewing compliance with relevant guidelines and providing assurance of the accuracy and completeness of supporting information
- systems under development—ongoing assessment of various projects developed as part of the Welfare to Work reforms
- assessment of the effectiveness of system controls—the General Employee Entitlements and Redundancy Scheme Online system (GEERS Online) and the Integrated Employment System
- information technology—reviewing database management controls, back-up and recovery processes, security controls, IT project management and IT security governance
- implementation of Australian National Audit Office recommendations—review of the progress of implementation.

Risk management

Managing risk in the department involves implementing cost-effective strategies for reducing identified risk and maximising opportunities to achieve outputs.

The department’s organisation-wide approach to risk management is achieved through a ‘top down, bottom up’ framework that ensures all staff are involved in risk management. This ‘risk awareness culture’ is being further entrenched by continuous communication of risk-related matters across our growing organisation.

The DEWR-designed risk management information systems—RiskWatch and the National Contract Management Frameworks Risk Management Module—help staff manage risk. This is demonstrated by the successful integration of programmes transferred into the department as well as new programmes that are being implemented as part of the WorkChoices and Work Changes initiatives.

The risk management framework now includes a procurement-specific risk assessment function that aligns the DEWR risk framework with the requirements of the Commonwealth Procurement Guidelines. An improved OHS risk assessment tool has also been introduced.

These developments were complemented in 2005–06 by a focus on communication with key stakeholders, with the aim of heightening awareness of risk management principles and procedures as part of a comprehensive learning strategy; this was supported by a comprehensive risk management e-learning package.

CASE STUDY

The Welfare to Work risk management project

As the lead agency for implementing the four-year \$3.562 billion cross-portfolio Welfare to Work measures, the department established a best-practice risk management framework. The framework demonstrates the flexible application of strategic, operational and tactical-level risk management planning and takes into account the various responsibilities of each agency. The framework is consistent with Australia New Zealand risk management standard 4360:2004 and the Department of the Prime Minister and Cabinet Implementation Unit's guidance on Implementation Planning (Risk Management). During development of the framework, stakeholders' views were taken into account through continuous feedback obtained through the Welfare to Work Consultative Forum.

CASE STUDY

Recognition for the department's risk management

In 2005 the department received, from both the public and the private sectors, recognition for its commitment to innovative risk management. The Australian Risk Management Award 2005 for 'best use of technology in a risk project' was awarded to the department by an international industry panel in an open competition. The award recognises the effective use of technology to achieve demonstrable results in the pursuit of strategic and business goals.

In addition, the department was highly commended for its work on a revised risk management framework and its implementation, training and awareness activities in the Comcover Awards for Excellence 2005.

Fraud control

In accordance with the Commonwealth Fraud Control Guidelines 2002 and the *Financial Management and Accountability Act 1997*, the department has a fraud control plan covering the period 1 July 2005 to 30 June 2007. The department's management of fraud risks is integrated into its business planning, and the development of the Fraud Control Plan 2005–2007 was informed by fraud risk assessments undertaken by groups and state and territory offices.

During 2005–06 investigations of allegations of fraud against the department—other than investigations of fraud in relation to income support programmes, for which Centrelink undertakes investigations on the department's behalf—were carried out by the trained and accredited departmental investigators in the Investigations Branch. The investigations were conducted in accordance with the Commonwealth Fraud Control Guidelines and the Australian Government Investigation Standards and were carried out independently of the groups in the department that are responsible for the policy and the day-to-day management of departmental programmes and contracts.

The department also promoted fraud prevention awareness and procedures among employees through, for example, the following:

- providing training, including
 - fraud and ethics awareness training
 - contract management training
 - specialist training and ongoing professional development training for all employees conducting fraud investigations
- publishing policies and procedures on fraud control, including
 - the *Practical Guide to Fraud Control*
 - the *Fraud Control Plan 2005–2007*
 - the *Email and Internet Protocol*
 - the *Practical Guide to Risk Management*.

Ethical standards

The Ethics Subcommittee of the Management Board is responsible for promoting the highest ethical standards in the delivery and management of the department's policies, programmes and services. As well as promoting the Australian Public Service Values and Code of Conduct, the subcommittee provides a forum for discussing and resolving important ethical questions that arise from time to time. It also monitors the department's internal and external investigations into alleged fraud and Code of Conduct investigations and the progress of any subsequent prosecutions.

During 2005–06 the subcommittee considered and provided guidance on a number of matters, among them use of departmental resources, conflict of interest, managing official information, receiving gifts, and fraud prevention.

Financial management

Financial performance

The department continued its strong financial performance in 2005–06, a significant achievement given the machinery of government and government policy changes during the year.

From a financial perspective, the main outcomes achieved by the department during the year are as follows:

- implementation of the Welfare to Work and WorkChoices reforms
- facilitating the establishment of three new agencies within the portfolio—the Australian Building and Construction Commission, the Australian Fair Pay Commission and the Office

of Workplace Services. This involved developing financial systems and processes, providing financial processing support, and the transfer of over 300 staff

- preparation of the financial statements for the National Occupational Health and Safety Commission, which was abolished on 1 January 2006
- integration and improvement of financial processes for programmes transferred from the Aboriginal and Torres Strait Islander Service and the former Department of Family and Community Services.

The department also successfully incorporated the requirements of the Australian Equivalent of the International Financial Reporting Standards in its financial statements, which were completed on 18 July 2006, well within the 31 July deadline set by the Department of Finance and Administration.

Development of the Business Warehouse tool (designed to facilitate compliance with government budgeting and reporting requirements) continued. External and internal budgeting functionality is largely implemented and will be available for use during 2006–07.

Competitive tendering and contracting

- The third round of Employment Services Contracts are currently valued at \$3.62 billion over the three years of the contract (1 July 2003 to 30 June 2006). Employment services providers have been contracted to provide services, including Job Network and New Enterprise Incentive Scheme assistance to job seekers.
- Community Work Coordinators have been contracted to manage work experience opportunities for eligible job seekers, mainly through Work for the Dole. The CWC contracts are currently valued at \$684.37 million over the period of the contract (1 July 2002 to 30 June 2006).
- Transition to Work providers are contracted to assist parents, carers and mature age people who are starting work for the first time or are returning to work after an absence of two or more years. The Transition to Work contracts are currently valued at \$45.29 million over the period of the contract (1 July 2002 to 30 June 2006).
- The Green Corps contracts are currently valued at \$94.451 million over the period of the contract (1 September 2002 to 30 June 2006).

Purchasing

The department's procurement policies are consistent with the provisions of the *Financial Management and Accountability Act 1997* and the Commonwealth Procurement Guidelines. The Corporate Legal Team provides specialist legal and probity advice to all areas of the department engaged in procurement. This includes maintaining templates for tender and contract documentation, reviewing and advising on documentation for particular procurements, acting as probity advisor on more significant procurements, and providing probity and contract training. Procurement activities are readily communicated and accessible to small to medium enterprises and do not discriminate against these enterprises.

The department makes use of the full functionality of Austender to promulgate its procurement activities. To assist in the effective monitoring and reporting of its contracting activities, the department maintains a national Contracts and Indemnities Register. It also publishes an Annual Procurement Plan on Austender, in accordance with the requirements of the Procurement Guidelines.

Consultancies

During 2005–06 232 new consultancies were entered into, involving total actual expenditure of \$23 737 678.47. In addition, 46 ongoing consultancy contracts were active during 2005–06, involving actual expenditure of \$4 734 503.54. Appendix 8 provides details of consultancy services.

Information technology management

Information strategy and technology management

The IT Subcommittee

In 2005–06 the IT Subcommittee continued to oversee investments made in information and communications technology solutions to support the department's core business needs. As part of its operations, the subcommittee reviewed and endorsed many policy and technical initiatives, among them the following:

- WorkChoices IT projects
- IT platforms to support Welfare to Work
- the annual IT development and maintenance work programme
- protective marking of email
- consideration of IT-related audits
- security penetration tests
- provision of ICT facilities for client agencies
- provision of IT facilities for new DEWR staff
- IT services reports
- financial management reports.

IT customer satisfaction

As part of its commitment to quality, the IT Services Group conducts benchmarking surveys of the services it provides. These surveys are designed to measure staff perceptions of IT services, and the results are useful indicators of satisfaction from the perspective of the general desktop user.

In 2005–06 the levels of satisfaction continued to be positive, with more than half those surveyed reporting themselves satisfied and rating the service to be a quality one. More importantly, only 17 per cent of respondents registered any dissatisfaction with the service. As previously, the department performed well against industry standards for IT service delivery and reliability. Levels of survey participation and feedback were higher than the industry average.

The IT Service Desk

The IT Service Desk is modelled on recognised best practice for coherent and consistent provision of IT service processes—ITIL (Information Technology Infrastructure Library). All departmental, client agency and Job Network staff members have access to the Service Desk.

During 2005–06 the scope of the services provided by the Service Desk expanded. Among other things, the desk is now the first point of contact for all IT-related matters, as well as managing the electronic building access for all departmental sites and many client agency sites.

As the primary contact point for the IT Services Group, the Service Desk service is an important contributor to the positive results achieved in the IT customer satisfaction survey. The desk's productivity rivals that of many commercial operations: on average, for each month during the reporting year the desk received over 10 000 calls, nearly 1900 emails and 6000 forms; these generated an average of 14 000 departmental and 2000 client agency jobs logged into the service management facility.

IT Training

The IT Services Group developed customised content for the department's e-learning system, SkillPort, during 2005–06. Courses in IT security, physical security, privacy and risk management were also introduced.

IT services reporting and monitoring

Applications and information and communication technology facilities provided for the department and client agencies are monitored and reported on monthly in the IT Services reports. The monitoring systems used to track the availability and use of applications, including websites, were greatly expanded during 2005–06. This expanded coverage has resulted in the ability to generate more accurate data on availability and use.

The trial of the new telephone system

With the move of the IT Services Group and the Employment Systems Group from the city centre to Brindabella Business Park came the trial of a new telephone system for many staff. The new system uses Voice over Internet Protocol technology, which has increased functionality and will allow for reduction in call costs. Among the features are video conferencing, integration of the Contacts feature in Microsoft Outlook with the handset, and the ability to log on to any handset, as if it were one's own. The trial was technically

successful, and work on investigating the costs and benefits of implementing the solution across the department has begun.

IT security

During 2005–06 the department implemented a new IT security policy for Job Network members and other service providers. The new policy builds on state-of-the-art authentication tokens (like those now used by some banks) to allow Job Network members and other providers to manage their own access to DEWR. Providers can now administer their own users, improve security, and virtually eliminate paper access forms.

The department once again renewed its security certification with the Defence Signals Directorate. The IT security team gained a Protected-level certification for the department's internet gateway. This certification recognises the management of the department's internet gateway as consistent with best practice. Only a handful of Commonwealth agencies have achieved Protected level, which assures the department, its partners and its clients that the internal network and the online applications and data are well protected from external attack.

IT acquisitions

IT Acquisition Services faced a number of challenges during 2005–06, balancing significant activities flowing from policy initiatives with an increase in demand resulting from departmental growth. The main challenge in the early part of the year was the acquisition of over \$25 million in capital equipment to support the Welfare to Work initiative. This involved all IT platforms and was achieved on time and within budget. In addition to the capital equipment, IT Acquisition Services was responsible for purchasing \$12 million of IT goods and services to support Welfare to Work.

July 2005 saw the establishment of an Application Development and Maintenance Panel to provide IT resources that were not available through traditional sources. The panel, which consists of 11 providers, includes some of the largest IT companies; its membership was finalised and operational within three months of the tender's release.

IT Acquisition Services also supported the implementation of WorkChoices. This entailed acquisition of hardware and software platforms, along with contracting, at short notice, for interim and permanent call centre solutions.

As a result of the extension of the third Employment Services Contract, IT Acquisition Services renegotiated contracts for touch-screen kiosks and data services to support Job Network and Centrelink. This delivered savings of 33 per cent over previous years.

The department operated 52 tenders for IT personnel during the year. In addition, its key corporate software contracts were renegotiated with Microsoft, Computer Associates and SAS.

Replacement of desktop computers

During the reporting year the IT Services Group conducted a market test to replace those of the department's desktop computers that had reached the end of their asset life. The successful

supplier provided state-of-the-art Acer PCs for a cost 30 per cent less than the previous supplier. The project, called Desktop 2005, involved tendering and contracting, developing a new Windows Office 2003 image with improved security, and replacement of about 5000 computers across the country.

Facilitating the department's business activities

Supporting the machinery of government changes

As in previous years, 2005–06 saw a large number of machinery of government changes that affected the department and its client agencies. The IT Services Group worked throughout the year to support these changes; among other things, this involved establishing information and communication technology services for the Australian Building and Construction Commission, the Australian Fair Pay Commission and the Office of Workplace Services.

Application development

The department built on its investment in an established object-oriented design and development architecture. This approach has yielded flexibility and greater interoperability for business systems, which were built on proven solutions using industry design patterns and common re-use components. The core software framework has enabled consistency across applications and flexible resourcing across project teams. Opportunities for service-oriented architecture are now being realised through the use of web services and integrating software applications across the department.

Project management

During 2005–06 the IT Applications Branch Project Office was formally established, strengthening the department's project management framework with practical standards and repeatable methodologies for the initiation and management of projects. Project managers are accredited with a Diploma in Project Management, which is a competency-based qualification at Level 5 under the Australian Qualifications Framework.

As part of a programme of continual improvement, the business analysis and functional testing elements of the department's software architecture method were improved to increase our understanding of business requirements and to validate their successful implementation. In addition, financial tracking and accountability processes continue to mature, with robust 'time and effort' tracking and benchmarking through function point count analysis.

Support for other agencies

As in previous years, in 2005–06 the department continued to provide information and communication technology services for a number of portfolio and other agencies. The base service includes desktop computers, network communications, application hosting and storage. Some clients also receive telephony services and application development and maintenance services.

In September the department ceased to provide IT services for the Department of Education, Science and Training. This relationship had been prompted by the 1998 machinery of government change that resulted in the creation of DEST. Much planning went into the separation of the two departments' interwoven IT infrastructures, to ensure minimal disruption to users.

The number of client agencies serviced increased to eight during the reporting period. New memoranda of understanding for the supply and delivery of information and communication technology services were established with the Australian Fair Pay Commission, the Australian Building and Construction Commission, Indigenous Business Australia, and the Office of Workplace Services. The addition of these clients meant that the department needed to extend its ICT infrastructure by about 400 users and 32 sites across Australia.

The department provides application development and maintenance services to the Office of the Employment Advocate. In response to the introduction of WorkChoices, the office initiated redevelopment of its core business application, WorkDesk, which exploited .NET technologies and is built on a three-tier architecture and improved security framework. The application supports lodgment of individual and collective agreements by employers (and ultimately employees). A highlight of the project was the department's gaining of ASCI 33 accreditation, in accordance with the obligations outlined in the DEWR *Protective Security Manual*.

Support for employment programmes

During 2005–06 the Commercial Tender Management System provided information and communication technology support for the contracted employment services put to tender. This was done through an environment supporting a high level of control of access to both physical and logical resources used by the tender evaluation team(s).

As a result of standardising its internet platform on the Microsoft Content Management System and Microsoft Share-point Services, the department's capacity to launch a series of websites supporting Australian government initiatives became more responsive and agile:

- In September 2005 the Support the System that Supports You site <www.supportthesystem.gov.au> was released. The purpose of the site is to help recipients of income support to comply with the requirement to report changes in their circumstances.
- An internet portal providing information on Job Network and Centrelink customer populations, key labour market indicators and employment levels by industry and occupation was integrated into the Australian Workplace portal <www.workplace.gov.au> in April 2006.
- To support the Helping People Move into Work campaign to raise community awareness about the need for increased workforce participation and changes in the welfare system, the Moving into Work <www.movingintowork.gov.au> site was developed and was released by Minister Andrews in June 2006.
- As part of the Australian Government's youth development and environmental training programme, the Green Corps <www.greencorps.gov.au> site was created. This gives young

people the opportunity to volunteer their time and effort to conserve, preserve and restore Australia's natural environment and cultural heritage.

During 2005–06 two new IBM mainframes plus additional storage, servers and communications infrastructure were brought into operation in order to ensure that the Welfare to Work reforms were supported by robust and expandable ICT platforms.

Support for workplace relations programmes

In response to policy changes, the General Employee Entitlements and Redundancy Scheme online application—GEERS Online—was upgraded during 2005–06 to strengthen the operational framework and better support business processes and workflows.

Improved support for administration of inquiry and compliance client servicing was delivered through completion of the CLAIMS application. This included functionality to recognise important milestones, automate workflows and improve reporting, as recommended by the Cooper Compliance Review.

A comprehensive work programme was embarked on to deliver the IT systems and facilities for WorkChoices:

- A communication and education strategy was delivered through the WorkChoices site <www.workchoices.gov.au> and an online events management capability promoting targeted seminars and publications.
- Following establishment of the Award Review Taskforce in December 2005, a website <www.awardreviewtaskforce.gov.au> was created to promote discussion and seek comment on the rationalisation of awards, wages and classifications.
- Five contact centres using sophisticated interactive voice response, computer telephony integration and business call logging systems were established to provide education and advice.
- A consolidated repository of industrial instruments (more than 11 000 documents) was established as part of a broader knowledge management initiative to equip contact centre staff with better search and retrieval tools for obtaining information.

Additionally, the department's ability to report annually on its compliance with International Labour Organization conventions was improved through the development of a secured extranet capability. Manual methods of gathering contributions and collating and editing information have been replaced by online collaboration supported by business workflows and status reporting. External contributors are able to view previously submitted reports and manage the drafting of reports online. This architecture is designed to meet future business demands and evolving extranet requirements.

The extranet architecture enabled the deployment of an e-calendar system that provides to Australian Safety and Compensation Council stakeholders information about current and future occupational health and safety events. The secured architecture allows for a single solution supporting internal and external stakeholders through customised views.

In 2003 the Royal Commission into the Building and Construction Industry made recommendations aimed at improving occupational health and safety performance on Australian government building and construction projects. Application development has begun with a view to allowing effective and efficient administration of the OHS accreditation scheme. Workflows have been developed to support administration, registration and accreditation of applications. This work programme will continue as full accreditation is introduced from 1 October 2006.

Support for internal services

The department's commitment to innovation and risk management was recognised when it received the Australian Risk Management Award 2005 for 'best use of technology in a risk project'—specifically for the in-house RiskWatch information system. Sponsored by AON Insurance, the Institute of Internal Auditors and the Business Continuity Institute of Australia, the award recognises effective and innovative use of technology to deliver business benefits. RiskWatch's functionality was further enhanced during the reporting year with the introduction of a flexible reporting interface that allows users to create their own customised reports.

Functionality within the Parliamentary Workflow System—an intranet-based application that provides management reports, underpins workflows and tracks the department's individual parliamentary documents—was extended to support campaign-style correspondence. By coordinating campaign correspondence the department has minimised operational overheads and ensured consistency in treatment of and responses to its client.

An ongoing maintenance program for the department's human resources system, BIS Online, delivered greater functionality. Of particular note are support for implementing a new Certified Agreement and the move to broadbanding, introducing a new salary review module to allow all salary changes to be reviewed by the Remuneration Subcommittee, and improving the existing AWA Submission and Performance Agreement modules.

Ministerial and parliamentary services

During 2005–06 the Parliamentary and Communications Branch continued to provide high-quality parliamentary services to the Ministers' offices and the portfolio. On 27 January 2006 the Hon. Dr Sharman Stone MP was appointed Minister for Workforce Participation, replacing the Hon. Peter Dutton MP. The department supported the establishment of the new Minister's office.

Ministerial correspondence

In response to an increase in the volume of ministerial correspondence during the reporting year, the department reviewed its procedures for managing the workflow and made a number of changes, including improving the functionality of the Parliamentary Workflow System, better reporting, and more rigorous quality control measures.

During the year the Ministers received 22 003 pieces of correspondence; this compares with 6461 in 2004–05. Sixty-nine per cent of draft replies were provided to the Ministers within the agreed standard of 10 working days, and 87 per cent were provided to ministerial advisers and departmental officers within the 20-working-days standard. Table 3.1 shows the department’s performance against its targets for preparing draft ministerial responses. The percentage change in turnaround time is attributed to the significant increase in workload.

TABLE 3.1

Performance indicators and actual performance: preparation of draft responses to ministerial correspondence, 2004–05 and 2005–06

Performance indicator	Target	Result	
		2004–05	2005–06
Correspondence for signature by the Ministers—to be drafted within 10 working days	95%	89%	69%
Correspondence for signature by ministerial advisers or departmental officers—to be prepared within 20 working days	95%	94%	87%

Ministerial briefing papers, Question Time briefs, parliamentary questions on notice, and Senate Estimates questions taken on notice

The department provided 2631 briefing papers and 1769 Question Time briefs to its Ministers during 2005–06; this compares with 1974 briefing papers and 1193 Question Time briefs in 2004–05. There were also increases in the number of parliamentary questions and Senate Estimates questions taken on notice being tabled during the year: the department tabled 113 parliamentary questions (compared with 47 in 2004–05) and 849 Senate Estimates questions (compared with 304). Anticipating this, the department took steps to better support witnesses appearing before the Senate Estimates Committee and was proactive in meeting deadlines for tabling answers to all questions taken on notice. Table 3.2 provides details.

Outcome 1: Employment

During 2005–06 Outcome 1 prepared 527 briefing papers for the Ministers (compared with 340 in 2004–05) and processed 1683 items of ministerial correspondence (compared with 1161 in 2004–05). There was a slight increase in the number of answers to Senate Estimates questions taken on notice prepared—135 compared with 101 in 2004–05. The outcome also prepared 20 parliamentary questions on notice.

Outcome 2: Workplace Relations

There was an increase in the volume of ministerial correspondence prepared by Outcome 2 in 2005–06—16 688 items compared with 3339 in 2004–05. There was also an increase in the number of briefs prepared—778 compared with 692 in 2004–05. Outcome 2 was busy answering questions taken on notice at the 2005–06 Senate Estimates hearings: the department

tabled 185 answers prepared by Outcome 2, compared with 58 in 2004–05. The outcome also prepared 15 parliamentary questions on notice during 2005–06.

Outcome 3: Workforce Participation

The Welfare to Work reforms affected the volume of documents Outcome 3 processed during 2005–06. There were 1927 items of ministerial correspondence prepared; this compares with 1236 in 2004–05. There was also a marked increase in the number of briefing papers prepared—905 compared with 568 in 2004–05. Like Outcome 2, Outcome 3 was busy answering a large number of questions taken on notice at the 2005–06 Senate Estimates hearings: the department tabled 199 answers prepared by Outcome 3, compared with 35 in 2004–05. The outcome also prepared 15 parliamentary questions on notice during 2005–06.

Enabling Services

Enabling Services consists of Corporate, Internal Audit, Financial Management Group and Information Technology Services. During the reporting year there was an increase in the volume of ministerial correspondence prepared by Enabling Services—in particular, Corporate. Of 1473 items of correspondence prepared, 1414 were prepared by Corporate (compared with 504 in 2004–05). The reporting year also saw Corporate answer more than twice as many questions taken on notice at Senate Estimates hearings—94 compared with 37 in 2004–05. In 2005–06 the department received a large number of complex parliamentary questions on notice. Typically, these questions required input from all groups and portfolio agencies. Corporate coordinated preparation of 47 of these answers (compared with seven in 2004–05).

TABLE 3.2

Processing: ministerial correspondence, briefing papers, answers to parliamentary questions on notice (tabled) and Senate Estimates questions taken on notice (tabled), 2004–05 and 2005–06

Responsible area	Ministerial correspondence		Briefing papers		Answers to parliamentary questions on notice (tabled)		Answers to Senate Estimates questions taken on notice (tabled)	
	2004–05	2005–06	2004–05	2005–06	2004–05	2005–06	2004–05	2005–06
Executive	11	6	13	5	–	–	–	–
Outcome 1	1 161	1 683	340	527	22	20	101	135
Outcome 2	3 339	16 688	692	778	15	15	58	185
Outcome 3	1 236	1 927	568	905	3	15	35	199
Enabling Services	534	1 473	117	156	7	47	59	101
States and territories	66	69	119	125	–	–	–	–
Agencies	114	157	125	135	1	16	51	230
Total	6 461	22 003	2 631	1 974	48	113	304	849

– Zero.

