

Part 4: Management and Accountability



Corporate Governance

Corporate Governance Practices

ARPANSA's role, functions and powers are defined by the *Australian Radiation Protection and Nuclear Safety Act 1998* (ARPANS Act). ARPANSA is constituted by the office of the CEO, created by the ARPANS Act, who is authorised to engage employees under the *Public Service Act 1999*. ARPANSA is a statutory agency for the purpose of the Public Service Act and a prescribed agency under the *Financial Management and Accountability Act 1997* (FMA Act).

During the 2012–13 financial year, the CEO reported to the Parliamentary Secretary to the Minister for Health and Ageing and administered the following Acts:

- *Australian Radiation Protection and Nuclear Safety Act 1998*
- *Australian Radiation Protection and Nuclear Safety (Consequential Amendments) Act 1998*
- *Australian Radiation Protection and Nuclear Safety (Licence Charges) Act 1998*.

ARPANSA has an integrated corporate governance framework designed to provide a sound basis for decision making, to define the mechanisms for accountability and stewardship, to support the achievement of organisation goals and to ensure all legal and regulatory requirements are met.

ARPANSA Management

The CEO and senior executives allocated the resource budget, made strategic decisions and set key priorities through the Strategic Management Committee. The members comprised the CEO, ARPANSA Branch and Office Heads and an external member from the Bureau of Meteorology.

The ARPANSA General Counsel provides independent advice to the CEO on regulatory and operational matters.

The Strategic Management Committee meets monthly in accordance with a formally approved timetable and agenda and deals with significant strategic issues.

The CEO has delegated various powers and functions to Branch and Office Heads, and staff

reporting to them, to ensure that ARPANSA business is carried out efficiently and effectively. The CEO requires his delegates to act in accordance with approved policies and procedures, including Chief Executive Instructions (CEIs), formulated in accordance with the Commonwealth legislative framework, including the FMA Act. A program of mandatory formal training on various compliance issues is maintained to provide refresher training to staff over a rolling three year cycle.

Senior Management Committees

The CEO and senior executives meet regularly, usually weekly, to discuss high level administrative and operational matters. Additionally, a number of advisory committees support the CEO and Branch and Office Heads in their management role.

Strategic Management Committee

The Strategic Management Committee (SMC) is an administrative body established by the CEO to provide advice to the CEO and leadership to staff within ARPANSA. The SMC assists the CEO by:

- advising on corporate governance responsibilities in ARPANSA, including in relation to the approval of :
 - » the Agency's strategic plan and annual business plans
 - » the Agency's annual budget and five year rolling plan for capital expenditure
 - » internal policy making
- ensuring that the Agency has:
 - » adequate reporting systems at a strategic level
 - » a robust control environment in place (both operational and financial)
 - » an appropriate risk management framework
 - » good management practices and the highest standards of financial and ethical behaviour
 - » clearly defined delegations of authority across the Agency
- monitoring
 - » progress against the budget and business plans
 - » the progress of major capital expenditure
 - » the progress of major projects
 - » issues arising from meetings of formally established management and governance committees.

In its deliberations, vigorous and informed discussion of the issues by SMC members is not only encouraged, but expected. The primary role of the external members is to challenge organisational attitudes and approaches, as well as to enhance the range of skills and experience of the SMC.

Membership of the SMC includes:

- CEO (Chair)
- Branch and Office Heads
- Chief Financial Officer
- General Counsel
- one or more external members appointed by the CEO.

Audit and Risk Committee

The ARPANSA's Audit and Risk Committee comprised an independent chair, two senior managers from within ARPANSA and an external member. The General Counsel served as secretary to the Committee. Representatives of the Australian National Audit Office (ANAO) attended committee meetings as observers and the Agency's internal auditor, Oakton Services Pty Ltd and Chief Finance Officer attended meetings to report on particular matters. Branch Heads were also invited to attend on occasions to discuss particular audit reports and risks relevant to their responsibilities. The CEO is an observer to the Committee.

The Audit and Risk Committee, through the internal audit program, assists the CEO to maintain and improve:

- the effectiveness of the internal control framework
- the effectiveness of ARPANSA's risk management processes including business continuity and fraud control
- the quality of financial management and reporting processes
- overall compliance with relevant legislation in particular the *Financial Management and Accountability Act*.

The Audit and Risk Committee met four times in 2012–13 and reported to the CEO after each meeting.

As well as considering audit reports, during the year the Audit and Risk Committee:

- reviewed the risk based rolling five year strategic audit plan

- maintained a program of self-assessing its own performance and reviewing the performance of internal audit
- provided assurance to the CEO on the integrity of the Agency's Financial Statements and compliance processes.

The ANAO provided external audit services through PriceWaterhouse Coopers. Oakton Services Pty Ltd provided internal audit services.

Information Management Steering Committee

The Information Management Steering Committee meets bi-monthly and is chaired by the Section Manager of the Australian Clinical Dosimetry Service (ACDS). The Committee comprises nominees from within the Branches and Offices and the Manager Information Management. The Committee:

- oversees the development and implementation of the ARPANSA information management strategy
- reviews and approves information management and information and communication technology (ICT) policies
- assesses, monitors and manages ICT risks
- fosters the development of ICT skills and capabilities.

Work Health and Safety Committee

The Work Health and Safety (WH&S) Committee is chaired by the CEO, assisted by the ARPANSA WH&S Co-ordinator, and comprises staff Health and Safety Representatives from across both the Yallambie and Miranda premises, and management representatives. The WH&S Committee meets every two months and reviews and reports to the SMC on relevant ARPANSA health and safety issues, on the effectiveness of ARPANSA's performance in these areas and compliance with relevant legislation in accordance with the ARPANSA Work Health & Safety Management System. During the year the WH&S Committee conducted a number of WH&S work area inspections. Further information in respect of Work Health & Safety arrangements within the Agency is described in Appendix 2.

Radiation Safety Committee

The Radiation Safety Committee, chaired by the Radiation Safety Officer and comprised of Branch Radiation Safety Advisors and other relevant staff, reports to the WH&S Committee on matters relating to workplace radiation protection and safety.

Corporate and Operational Planning and Performance

The *ARPANSA Strategic Directions 2012-2016* sets out strategic directions and key priority areas the Agency intends to focus on during the coming year and beyond.

The Strategic Directions are supported by Corporate and Section operational business plans that describe the activities undertaken to accomplish those key priorities. Individual performance and development plans provide the framework for performance and accountability assessment. The framework is underpinned by management systems and strategies including internal audit, risk management, security, fraud control, compliance, business continuity, quality and information management.

Internal Control

The CEO must report annually to the Portfolio Minister, by way of a certificate of compliance, on the financial management and financial sustainability of the Agency.

The certificate requires the CEO to certify that, based on ARPANSA's internal control mechanisms, management assurance, and Audit and Risk Committee advice, it has:

- complied with the Australian Government's financial management framework and other specified Commonwealth policies
- operated within the agreed resources for the current year and has adopted, or will adopt the appropriate management strategies for all known risks that may affect the financial sustainability of their agency.

ARPANSA has a robust internal governance and control framework comprising formal plans, policies, instructions, and guidelines. The Agency has adopted the Compliance Self Assessment methodology for annual compliance sign-off and

developed a risk based compliance assessment questionnaire to guide management in their review. The annual Compliance Self Assessment by management and internal audit review of the effectiveness of internal control mechanisms provide the assurances required to support the certification. Branch and Office Heads are required to provide additional assurances and certifications regarding compliance for their areas of responsibility, and to report on any instances of non-compliance with the framework.

ARPANSA Quality System

The ARPANSA Quality System employs two levels of management review. The first, at the Branch level, reviews the service activities of the Branch in detail, and the second at senior management level by the ARPANSA Quality Management Committee. The Quality Management Committee, which comprises the CEO, Branch and Office Heads and the Quality Manager, acts under the auspices of the Strategic Management Committee Charter, meets quarterly to review reports from the branch quality meetings. The Quality Management Committee has the overall responsibility for ensuring the services offered by ARPANSA are delivered in a manner consistent with the principles of quality and as set out in the ISO 9000 series of documents and ISO 17025.

Seven of ARPANSA's laboratories maintain National Association of Testing Authorities (NATA) accreditation and are regularly assessed by NATA. During the year, NATA conducted technical re-assessments of the quality systems in place in each of the Chemical Testing services.

As required by the Quality Standard, AS ISO/IEC 17025, all service activities are internally reviewed annually by qualified auditors selected from the ARPANSA Quality Assurance Team made up of representatives of the services. Operational procedures and aspects of the management requirements of the Standard are audited in accordance with an approved schedule.

Identification and Management of Risk

Risk management is an integral part of ARPANSA's Corporate Governance Framework. The Agency's business planning framework, including setting of performance targets for staff, is also underpinned by relevant risk assessment processes. Strategic and key

operational or project risks are reviewed quarterly by the Audit & Risk Committee and monitored by the Strategic Management Committee.

Internal Audit

Oakton Services Pty Ltd has been ARPANSA's internal auditors since November 2008. Significant internal audits conducted in 2012–13 included reviews of:

- FMA Act Compliance
- Fraud Control
- IT Security.

Business Continuity

A major review of the *ARPANSA Business Continuity Plan* was commenced during 2012–13 and is currently being aligned with the *Incident Management Plan* which is being developed building on the lessons learned during ARPANSA's response to the Fukushima Dai-ichi nuclear accident.

Compliance with Commonwealth Fraud Control Guidelines

ARPANSA's fraud control plan is in accordance with the requirements set out in the ARPANSA Risk Management Framework and conforms to the *Commonwealth Fraud Control Guidelines*. The plan outlines strategies and processes to detect, prevent, investigate and minimise the effect of fraud and is currently undergoing a biennial review.

In accordance with the *Commonwealth Fraud Control Guidelines* ARPANSA provided the Annual Fraud Report to the Australian Institute of Criminology for the year ended 30 June 2013.

Ethical Standards

All ARPANSA staff must adhere to the *Australian Public Service Values and Code of Conduct* under the *Public Service Act 1999*. ARPANSA actively promoted ethical standards among its staff by conducting training and awareness program relevant to the APS values and Code of Conduct. Additionally, a mandatory training program is in place that includes

refresher training over a three year cycle on such things as Preventing Bullying and Harassment in the Workplace and Privacy.

A commitment to ethical standards is also highlighted in the *ARPANSA Agreement 2011-2014*, the *ARPANSA Strategic Directions 2012-2016* and the *Workplace Diversity Program 2012-2015* and is included in the induction packages provided to all new employees.

There are formal procedures to ensure disclosure of any real or apparent conflict of interest. Senior staff are required to disclose to the CEO all direct or indirect pecuniary interests in businesses and companies which may be affected by ARPANSA's decisions.

External Scrutiny

Key external accountability institutions for ARPANSA include the:

- Commonwealth Parliament
- Commonwealth Auditor General, who is an officer of the Parliament
- Commonwealth Ombudsman
- Australian Information Commissioner, including the Freedom of Information and Privacy Commissioners
- Administrative Appeals Tribunal
- Federal system of courts, including the Federal Court and High Court of Australia.

As required by the ARPANSA Act, the following mechanisms for external stakeholder input to ARPANSA's processes are in place:

- Radiation Health and Safety Advisory Council
- Radiation Health Committee
- Nuclear Safety Committee.

Their activities for the current year are reported in Appendix 8 of this Report.

Judicial Decisions and Decisions of Administrative Tribunals

There have been no judicial decisions and decisions of administrative tribunals during 2012–13 that have had, or may have, a significant impact on the operations of ARPANSA.

Reports by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman

There have been no reports on the operations of ARPANSA by the Auditor General (other than the report on financial statements), a Parliamentary Committee or the Commonwealth Ombudsman during 2012–13.

Management of Human Resources

Effectiveness in Managing and Developing Human Resources to Achieve Agency Objectives

During 2012–13, ARPANSA continued its strategic focus on optimising the performance, development and placement of its people through building clear linkages between Agency priorities and workforce needs and identified organisational capability.

The strategy is aligned to ARPANSA's *Strategic Directions 2012–2016* and APS best-practice initiatives contained in *Ahead of the Game: Blueprint for the Reform of Australian Government Administration*.

Organisational Capability

ARPANSA's organisational capability is built around the skills and capacities of its staff and involves the Agency's systems, structures, processes, governance and culture; and how resources are utilised to address evolving priorities by building capacity to ensure ARPANSA can adapt to its changing environment.

During 2012–13, ARPANSA initiated a number of measures aimed at improving the operational and strategic capability of the Agency. These included:

Pulse-check Review

In August 2012, ARPANSA undertook a pulse-check review to assess the quality of its leadership, strategy, delivery of services and whether it had the overall organisational capability to deliver its mission and mandate. The review methodology was largely based on the Australian Public Service Commission's Capability Review model and was

structured to evaluate the effectiveness of the ARPANSA reform and restructure process which was implemented in May 2011.

Environmental Scan of Miranda Office

Having regard to the findings of successive staff surveys, ARPANSA engaged CPM Reviews to conduct an environmental scan (review) of the organisational health of its Miranda office and, more broadly, the Agency's Regulatory Services Branch during February 2013. The findings of the review process have resulted in the development of tailored strategies, procedures and workplace enhancements aimed at benefiting Miranda based employees and more specifically the Agency's Regulatory Services staff.

Realignment of Structure and Staffing

In May 2013, ARPANSA's Strategic Management Committee implemented a program aimed at realigning the Agency's structure and staffing. One of the key drivers of the realignment process was to ensure consistency with ARPANSA's *Strategic Directions 2012-2016* and confirm that the organisation was more proactive and customer-focused as well as better engaged with society in general in order to meet the Agency's future needs.

Broad-banded Classification Structure

As provided for in ARPANSA's 2011–14 enterprise agreement, the Agency committed to a review of the viability of introducing broad-banded classifications to assess whether such structures would enhance the organisational efficiency of the Agency.

In the event and following a detailed review by an external consultancy firm, it was concluded that broad-banded classifications would not enhance the effectiveness and/or efficiency of the Agency.

People Management

During the reporting period, ARPANSA again placed a strong emphasis on strategic people management issues with a particular accent on human resources, workforce planning, learning and development and information management/communications. Through the Strategic Management Committee, ARPANSA recognised the importance of key human resources strategies with the engagement of a Human Capital Management officer.

ARPANSA's workforce is its greatest asset. Highly qualified and dedicated employees are the foundation of all that ARPANSA delivers. Workforce planning activities are undertaken to ensure the Agency has the necessary skills and abilities needed to deliver essential services, and to retain existing staff by equipping them with the skills and knowledge necessary to carry out their duties while they grow and progress in their careers.

During 2012–13, ARPANSA continued to enjoy the organisational benefits of an effective and committed workforce. Employee commitment was evidenced by the relatively low staff turnover, as compared to other Australian Public Service agencies.

However, this has presented ARPANSA with a major challenge which it will face over the next decade as experienced employees proceed to retirement. The continued maintenance of the scientific quality and integrity of its operations and services in the face of this loss of experience will obviously become an issue for the Agency over the ensuing years. The maintenance of critical mass in these important specialist aspects of ARPANSA's operations presents a significant workforce planning challenge for the Agency.

Alumni Program

In order to help address this challenge, ARPANSA has expanded its Alumni program to retain the experience embedded in its older workers. The program will allow long serving employees seeking to retire from the Agency the option of taking up a part-time role usually in a training and advisory capacity. This process provides a good flexible method of transitioning older staff from the workforce to retirement.

Information and Communications Technology Workforce Plan

During 2012–13 ARPANSA reviewed its Information and Communications Technology workforce plan. The plan received positive feedback from the Australian Public Service Commission and further work is currently proceeding on developing a whole of Agency workforce planning framework.

Executive Recruitment

During 2012–13, ARPANSA finalised the permanent filling of the Head of the Agency's Legal Office (General Counsel) and the Chief of Staff.

Learning and Development Undertaken

During the reporting period, ARPANSA undertook a number of key learning and development activities. These included:

Executive Level Leadership Development Program

Based on the Australian Public Service Commission's SES Orientation Program, ARPANSA's Corporate Office conducted two Executive Level Leadership Development Programs during 2012–13. These programs which were conducted over four consecutive days were residential for interstate participants.

Managing behaviour in the APS workplace

Mandatory training for all staff on Managing Behaviour in the APS Workplace was conducted during the reporting period. Staff feedback on these sessions was very positive.

Certificate IV in training & assessment

ARPANSA has recently commenced a Certificate IV in Training & Assessment training program. The program is being conducted in-house and is scheduled to conclude in September 2013.

Compliance training and awareness raising sessions

ARPANSA conducted the following mandatory corporate sponsored training programs during 2012–13:

- Performance Development System run by Converge International who are ARPANSA's Employee Assistance Provider
- Risk Management Safety Essentials
- Commonwealth Procurement Rules
- Fraud Awareness and Delegations
- Security Awareness.

Workplace Diversity

ARPANSA *Workplace Diversity Program 2012-2015* continued to operate during the reporting period. The Workplace Diversity Program is supported by a *Workplace Diversity Action Plan* and in line with recent amendments to the *Public Service Act 1999*; it has been posted on ARPANSA's website.

As in past years, ARPANSA continued to promote workplace diversity and reinforce the roles and responsibilities of all staff in increasing awareness and acceptance of workplace diversity principles through fostering diversity and using the broad range of skills, experience and cultural backgrounds of staff.

Underpinning ARPANSA's *2012-15 Workplace Diversity Plan* is an implementation plan outlining various initiatives, responsibilities and outcomes. The strategy sets standards for performance and accountability to meet the objectives of having a productive and supportive workforce by enabling individuals to achieve successful results in a supportive environment as well as assisting them to balance their work and personal responsibilities.

The program is linked to ARPANSA's Corporate Plan and is aimed at creating an inclusive environment which respects, values and uses the contributions of staff with different backgrounds, experiences and perspectives.

Prevention of Workplace Harassment and Bullying

The Agency's *Respect—ARPANSA Policy for the Prevention of Workplace Harassment and Bullying* seeks to minimise harassment and bullying that may arise in the workplace. The policy:

- provides information on informal and formal approaches to resolving claims of harassment and bullying (including the legislative framework)
- reinforces the role of the *APS Values and Code of Conduct*
- broadens the concept of harassment by including definitions of bullying behaviours
- clarifies the roles and responsibilities of managers and staff.

Work/life Balance

As in past years, ARPANSA continues to promote a work environment that provides a reasonable work/life balance for all employees. These initiatives include access to flexible working arrangements, including:

- flextime
- job-sharing
- part-time and home based work
- extensive leave provisions contained in the ARPANSA enterprise agreement including:
 - » 4-weeks annual leave each year with provision to take this leave at half pay and access to purchased annual leave
 - » cumulative personal/carers leave
 - » increased paid leave for maternity leave purposes of up to 22-weeks which can be taken at full or half pay, paid paternity/non primary care giver leave of up to 6 weeks and parental leave
 - » study leave
 - » a range of miscellaneous leave entitlements which can be taken with or without pay.

Employee Support

Converge International is the provider of the Employee Assistance Program for ARPANSA employees across all three offices: Victoria, New South Wales, and Australian Capital Territory. Assistance is available to all ARPANSA employees and their immediate families with personal or work related problems that might affect their work or life.

Converge have many years of experience and are available to help employees clarify and/or resolve issues. The program is recognised as a valuable resource for managing personal and workplace difficulties.

Carer's Rooms

ARPANSA provides a carer's room in its Victorian office and has provision to arrange for a carer's room in New South Wales at short notice. Staff in ARPANSA's Canberra offices have access to a carer's room under the terms of their tenancy arrangements. The rooms provide a temporary workplace for employees to carry out as much of

their normal work as possible while caring for their dependents and family members for whom care is temporarily unavailable. The rooms provide a quiet, comfortable environment for a variety of uses including a facility for nursing mothers.

ARPANSA Staff Consultative Forum

ARPANSA’s enterprise agreement continues to provide for a Staff Consultative Forum as the key employee consultative body. The Staff Consultative Forum comprises employees elected by staff and officials from unions that are party to ARPANSA’s enterprise agreement.

During the year, the Staff Consultative Forum met on seven occasions to discuss a range of issues relating to the management of ARPANSA. Agenda papers and outcomes of meetings were provided to all staff. Standing reports on the Agency’s finances, activities of the Work, Health and Safety Committee and matters considered by the Executive Group and Strategic Management Committee were also provided and discussed at Forum meetings with the CEO.

Workforce Planning, Staff Turnover and Retention

At 30 June 2013, ARPANSA employed 149 staff, 138 of whom were employed on an ongoing basis. These staff were divided between the Agency’s Victorian office (Yallambie) (79%), New South Wales office (Miranda) (20%) and Canberra office (1%). More detailed information about the nature and break-up of ARPANSA’s workforce, retention and turnover rates is set out in Table 3.

2013 APS Employee Census

During the period May to June 2013, the Australian Public Service Commission conducted an employee census. This is the second year the census has been conducted by the Australian Public Service Commission with the timing aligned with the annual Australian Public Service Commission *State of the Service Report*. This year ARPANSA’s participation rate was 86%, which was the fourth highest response rate of all Australian Public Service agencies and well above the Australian Public Service average return of 66%.

Table 3: Staff retention and turnover 2011–12 and 2012–13

Classification	Female				Male				VARIATION	
	Ongoing		Non-Ongoing		Ongoing		Non-Ongoing		June 2012	June 2013
	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013
SES										
Commencement										
Separation		-1								-1
Executive Level 1-2										
Commencement	+3	+1			+2	+2	+1	+1	+6	+4
Separation	-1			-1	-4	-3		-2	-5	-6
APS Level 1–6										
Commencement		+1		+2		+2	+1	+2	+1	+7
Separation	-1	-2		-1	-5	-1		-4	-6	-8

The results of the census will be a valuable source of information for ARPANSA's workforce management issues and organisational priorities and will link back into the Agency's strategic decision-making and future planning. The feedback will also help maintain ARPANSA's reputation for professional and technical excellence.

Workplace Agreements in ARPANSA

The Agency's seventh enterprise agreement, *ARPANSA Agreement 2011–2014*, which was approved by the Fair Work Commission on 15 December 2011, continued to operate throughout the 2012–13 financial year.

The agreement provides the terms and conditions of employment for all employees below the Senior Executive Service (SES) level. The agreement has a nominal expiry date of 30 June 2014. Terms and conditions of employment for the Agency's SES employees are covered under common law contracts. The salary ranges for ARPANSA's classification levels are set out in Table 4.

As at 30 June 2013, ARPANSA had approved common law contracts for two ongoing SES employees; noting that a third employee is currently acting at the SES level. The salary range available for SES employees on common law contracts is from \$171 298 to \$174 623 per annum.

Common Law Contracts

During 2012–13, ARPANSA's two ongoing senior SES had their remuneration arrangements set through individual common law contracts. Remuneration for SES employees on common law contracts is based on ensuring that employees are rewarded according to the specialist skills and knowledge they bring to the Agency and the extent to which they assist the Agency to meet its corporate goals. Common law contracts are structured to ensure that the remuneration arrangements are flexible and in so doing, assist in recruitment and retention of these staff.

Performance Pay

There were no performance bonuses paid in 2012–13.

Non-salary Benefits

Under its enterprise agreement and common law contracts, ARPANSA staff are able to seek access to a range of non-salary benefits including the following:

- flexible working arrangements, including flextime (APS Levels 1 to 6 only), job-sharing, part-time and home based work
- generous parental/maternity leave provisions
- generous range of paid and unpaid leave options
- study assistance

Table 4: Salary ranges as at 30 June 2013

APS Classification	Salary Range (\$)
ARPANSA Graduate	57 659 – 75 095
APS Level 1	43 252 – 49 164
APS Level 2	50 638 – 55 590
APS Level 3	57 659 – 64 516
APS Level 4	66 452 – 69 439
APS Level 5	71 523 – 75 095
APS Level 6	77 347 – 88 473
Executive Level 1	95 554 – 109 944
Executive Level 2 lower	116 761 – 132 592
Executive Level 2 upper	137 895 – 148 107

- employee assistance program
- flexible remuneration packaging scheme
- provision for business related equipment.

Commonwealth Disability Strategy

The *Commonwealth Disability Strategy* is taken into account in ARPANSA's forward-planning and corporate planning processes.

Statistics on Staffing

Remuneration, statistics and staffing profile

All ARPANSA staff are employed under the *Public Service Act 1999*. The CEO is a full-time holder of a Public Office, whose salary and allowances are determined by the Remuneration Tribunal.

Statistics on staffing are set out in Tables 5 to 10.

Outlook for 2013–14

In keeping with the Agency's *Strategic Directions 2012-16*, ARPANSA will continue to develop its leaders and its workforce. ARPANSA is committed to building a high performance organisation and

aligning its human capital management strategies with the Agency's organisational direction.

- *Strategic initiatives*. Continue to align People & Culture's strategic direction with ARPANSA's business needs through:
 - » investing in human capital management with an emphasis on strengthening the Agency's leadership and culture and organisational effectiveness
 - » facilitating and contributing to the outcomes delivered through the ARPANSA reform and restructure and post-implementation realignment processes
 - » developing a succession management strategy aimed at ensuring leadership continuity
 - » developing strategies aimed at addressing the key findings of the 2013 APSC employee census.
- *Service delivery initiatives*. Enhance People & Culture section's business focus through:
 - » improving consistency in the interpretation and application of employment conditions
 - » continuing the simplification/automation of People & Culture practices and procedures (for example, payroll).

Table 5: Full-time equivalent (FTE) staff by gender and classification

Classification	Female		Male		TOTAL	
	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013
Graduate	-	-	-	-	-	-
APS Level 1	-	-	-	-	-	-
APS Level 2	7.68	7.68	-	-	7.68	7.68
APS Level 3	10	9.8	1	2	11	11.8
APS Level 4	6.6	6.6	1	-	7.6	6.6
APS Level 5	8.69	7.29	10	10.6	18.69	17.89
APS Level 6	9	10	21.6	20	30.6	30
Executive Level 1	14.5	13.6	28.8	26.2	43.3	39.8
Executive Level 2	2	2	21.7	22	23.7	24
SES Band 1	-	-	3	3	3	3
TOTAL	58.47	56.97	87.1	83.8	145.57	140.77

Table 6: Staff by location, gender and classification

Classification	SES	EL 2			EL 1			APS 6			APS 5			APS 4			APS 3			APS 2			APS 1			Graduate			TOTAL		
		June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013		
New South Wales																															
Female	1	-	1	-	3	3	3	3	3	3	1	1	1	1	1	1	2	1	2	1	2	2	2	-	-	-	-	-	-	14	11
Male	1	1	7	6	10	7	2	3	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	20	18	
Total	2	1	8	6	13	10	5	6	1	1	1	1	1	1	1	2	2	2	2	2	2	2	-	-	-	-	-	-	34	29	
Victoria																															
Female	-	-	1	1	11	10	6	8	9	7	6	6	6	9	11	6	6	6	6	6	6	6	-	-	-	-	-	-	48	49	
Male	2	2	17	19	19	20	20	17	10	11	1	-	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	70	69	
Total	2	2	18	20	30	29	26	25	19	18	7	6	10	12	6	6	6	6	6	6	6	6	-	-	-	-	-	-	118	118	
Australian Capital Territory																															
Female	-	-	1	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	2	
Male	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total	-	-	1	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	2	
Total																															
Female	-	-	2	2	15	14	9	11	10	8	7	7	11	12	8	8	8	8	8	8	8	8	-	-	-	-	-	-	63	62	
Male	3	3	24	25	29	26	22	20	10	11	1	-	1	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90	87	
TOTAL	3	3	26	27	44	40	31	31	20	19	8	7	12	14	8	8	8	8	8	8	8	-	-	-	-	-	-	153	149		

Table 7: Inoperative staff

Classification	Female				Male				TOTAL	
	Ongoing		Non-Ongoing		Ongoing		Non-Ongoing		June 2012	June 2013
	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013		
SES	1								1	
Executive Level 1-2					1	1			1	1
APS Level 1–6										
Total	1				1	1			2	1

Table 8: Distribution of staff by Branch

Branch	Female				Male				TOTAL	
	Ongoing		Non-Ongoing		Ongoing		Non-Ongoing		June 2012	June 2013
	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013		
Office of the CEO	4	4	-	-	4	2	-	-	8	6
Legal Office	3	2	-	-	2	2	-	-	5	4
Radiation Health Services	22	22	1	-	29	29	1	-	53	51
Medical Radiation Services	4	4	1	1	10	9	5	8	20	22
Operations Services	9	9	-	1	19	18	1	-	29	28
Corporate Office	18	18	1	1	15	19	4	-	38	38
TOTAL	60	59	3	3	79	79	11	8	153	149

Table 9: Staff employed under the PS Act

	Full-time Ongoing		Full-time Non-Ongoing		Part-time Ongoing		Part-time Non-Ongoing		TOTAL	
	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013
Female	51	48	3	1	9	11	-	2	63	62
Male	77	79	9	4	2	-	2	4	90	87
TOTAL	128	127	12	5	11	11	2	6	153	149

Table 10: Staff by gender and classification

Classification	Female		Male		TOTAL	
	June 2012	June 2013	June 2012	June 2013	June 2012	June 2013
Graduate	-	-	-	-	-	-
APS Level 1	-	-	-	-	-	-
APS Level 2	8	8	-	-	8	8
APS Level 3	11	12	1	2	12	14
APS Level 4	7	7	1	-	8	7
APS Level 5	10	8	10	11	20	19
APS Level 6	9	11	22	20	31	31
Executive Level 1	15	14	29	27	44	41
Executive Level 2	2	2	24	24	26	26
SES Band 1	1	-	3	3	4	3
TOTAL	63	62	90	87	153	149

- *Service promotion initiatives.* Increase ARPANSA's understanding of People & Culture section's activities and strategies by:
 - » working more closely with section managers and staff across the Agency
 - » creating and actively participating in external and internal fora and networks.

Purchasing

In 2012–13, with exception of those instances reported in the Certificate of Compliance, ARPANSA complied with the Government's purchasing policies as stated in the Commonwealth Procurement Rules (CPRs). ARPANSA's Procurement activities for the year, were consistent with the 'value-for-money' rule underpinning the CPRs.

ARPANSA's *Annual Procurement Plan* was published on the AusTender website in June 2013.

Asset Management

ARPANSA manages non-financial assets totalling \$27.5 million. The major categories are land and buildings and infrastructure plant and equipment. ARPANSA's Capital Investment plan is reviewed annually to ensure on-going building maintenance and renovation; equipment purchases and IT infrastructure upgrades meet future research and operational requirements.

Consultants

During 2012–13, nine new consultancy contracts were entered into involving total actual expenditure of \$262 593. In addition, five ongoing consultancy contracts were active during the 2012–13 year, involving total actual expenditure of \$75 058.

The Agency policy on selection and engaging consultants is in accordance with the CPRs, based on the core rule of value for money and underpinned by:

- encouraging competitive and non-discriminatory processes
- using Commonwealth resources in an efficient, effective, economical and ethical manner that is not inconsistent with the policies of the Commonwealth
- making decisions in an accountable and transparent manner
- considering the risks
- conducting a process commensurate with the scale and scope of the procurement.

ARPANSA engaged consultants where there was a requirement for specialist expertise that was not available within the Agency, or where an independent assessment was required. The selection process included selection from a panel or direct engagement of a recognised or pre-eminent expert.

The annual report contains information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website at: www.tenders.gov.au.

