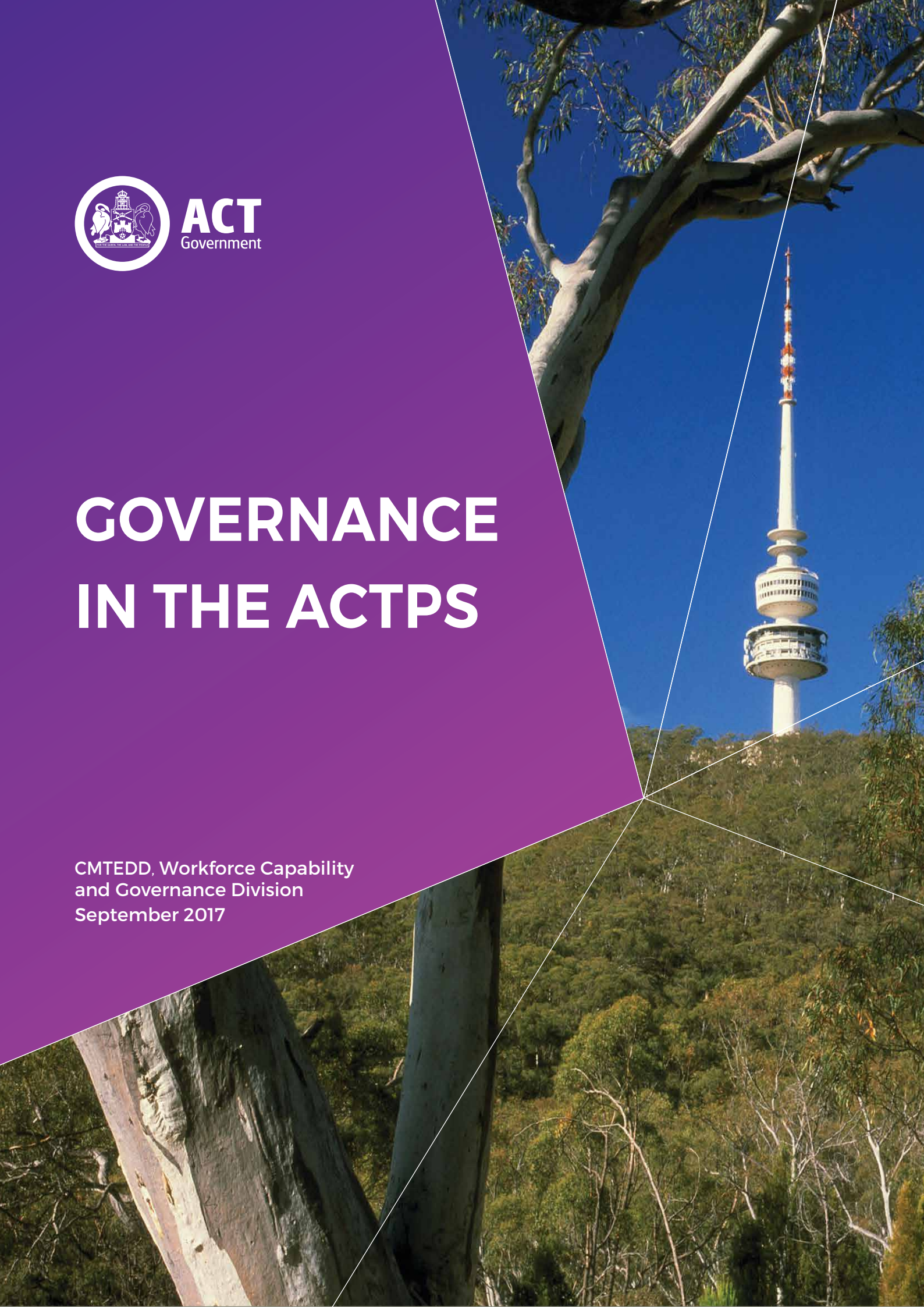




**ACT**  
Government

# GOVERNANCE IN THE ACTPS

CMTEDD, Workforce Capability  
and Governance Division  
September 2017



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# INTRODUCTION

This guide has been developed to provide an overview of governance arrangements in the ACT Public Service (ACTPS).

The ACT Government requires accountability in making and implementing decisions. As an employee it is essential that you understand the ethical and accountability obligations of you as an employee and your directorate or agency. It is important you prioritise good governance and provide leadership to enhance positive work cultures and foster integrity, and appropriately address wrongdoing if it occurs.

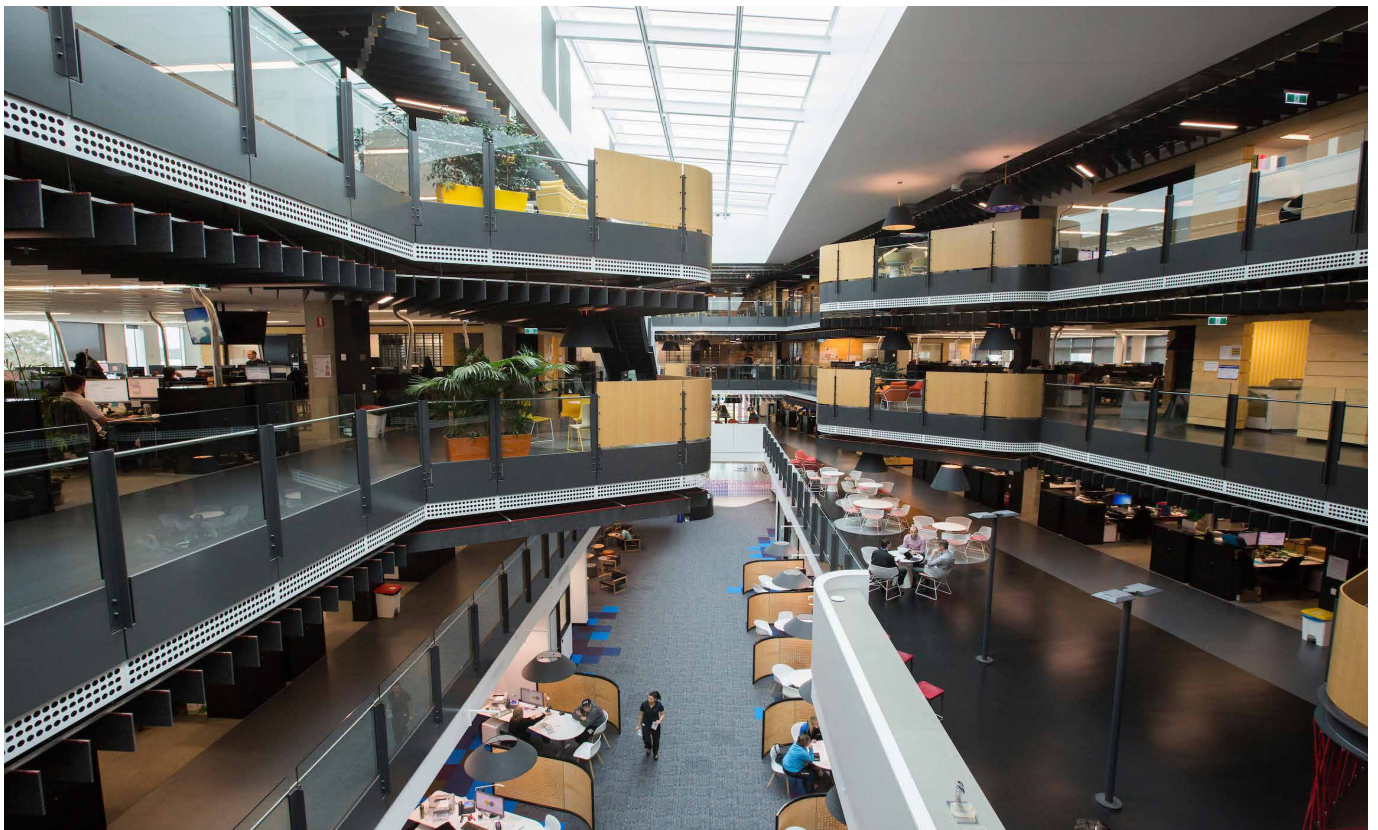
The ACTPS' governance and accountability structures include legislation, policies, frameworks, tool kits and guides.

## ACTPS CODE OF CONDUCT

The ACTPS Code of Conduct sets out the Employee Values and Signature Behaviours that apply to every ACTPS employee. The ACTPS values are Respect, Integrity, Collaboration and Innovation. The ACTPS signature behaviours embody the principles of decency, courtesy, professionalism and fairness and exemplify ways of working and the workplace culture that the ACTPS strives to embed.

Senior executives must exhibit the highest standard of ethical conduct and ensure that mechanisms for encouraging that conduct are embedded in the day-to-day operations of the directorate.

Section 9 of the *Public Service Management Act 1994* sets out the general obligations of all public employees.



## LEGISLATION

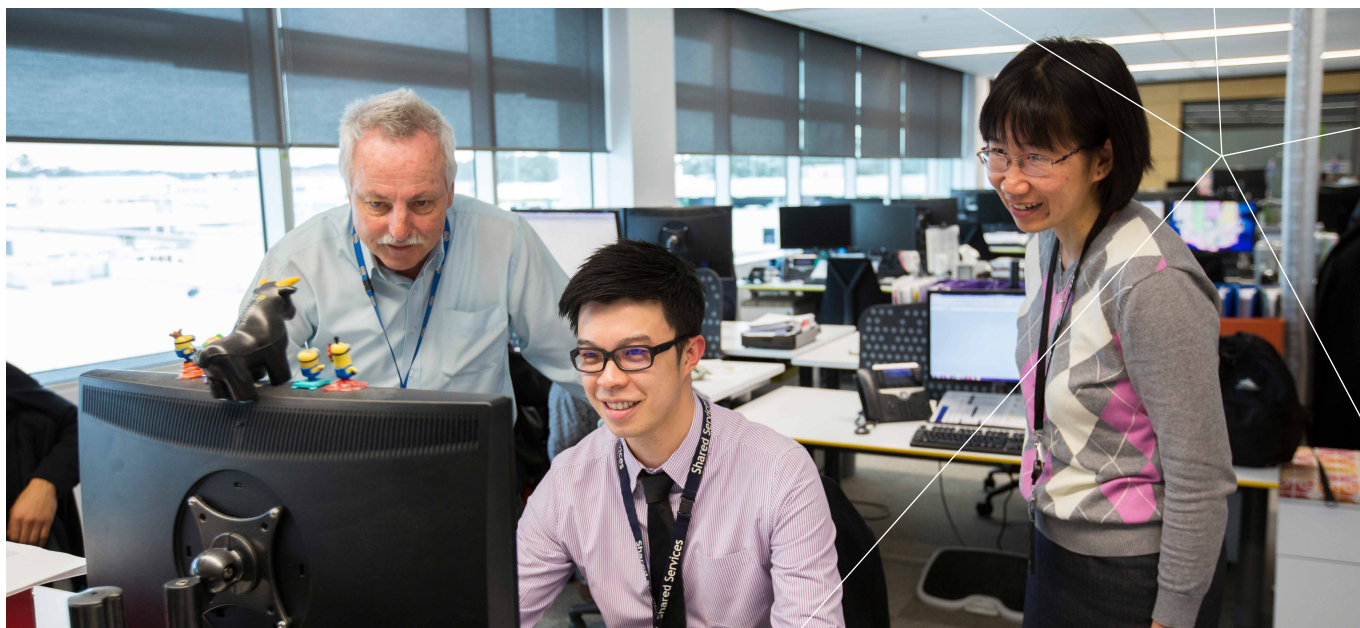
There are a number of key legislative instruments and guidance documents that set the framework around decisions you may be required to make.

These include:

- > *Public Sector Management Act 1994* (the PSM Act) and *Public Sector Management Standards 2016* (the PSM Standards) - cover general provisions (eg values and principles) and primary employment issues including categories of employment, promotion and transfer.
- > *Financial Management Act 1996* - establishes the financial management of the government of the Territory, provides for the scrutiny of that management by the Legislative Assembly, and specifies financial reporting requirements for the government of the Territory and for related purposes.
- > *Auditor-General Act 1996* gives power to the ACT Auditor-General to ensure that monies are spent appropriately and in accordance with the *Financial Management Act 1996*. Representatives of the ACT Auditor-General's Office perform compliance audits of all agencies' financial statements.
- > *Government Procurement Act 2001* and *Government Procurement Regulation 2007* - govern all procurement activities undertaken on behalf of the Territory and establish the Government Procurement Board.
- > *Territory Records Act 2002* - ACT Government directorates are required to comply with records management procedures. As an employee of the ACTPS you must maintain and keep accurate and full records; and identify, classify and capture records, while protecting and undertaking appropriate disposal of records.
- > *Work Health and Safety Act 2011* (the WHS Act) and *Work Health and Safety Regulations 2011* (the WHS Regulations) - provide a framework to secure the health and safety of workers and workplaces by protecting workers and other persons against harm to their health, safety and welfare through the elimination of risks arising from work. The WHS Act and WHS Regulations promote continuous improvement and progressively higher standards of work health and safety.
- > *Human Rights Act 2004* - the ACT was first jurisdiction in Australia to directly incorporate international human rights standards into local law and governance. The *Human Rights Act 2004* requires that all ACT laws be interpreted and applied consistent with those standards, and an understanding of it should inform the work of all public sector employees in the ACT. Further information about the law, including the Plain English Guide to the Human Rights Act is at [www.justice.act.gov.au](http://www.justice.act.gov.au) under Publications, or see the Human Rights Commission website at [www.hrc.act.gov.au](http://www.hrc.act.gov.au).
- > *Freedom of Information Act 1989* provides a legally enforceable right of access for every person, in particular citizens of the ACT, to information in the possession of the ACT Government. The object of the Act is to encourage the prompt release and disclosure of information.
- > *Information Privacy Act 2014* - sets out rules for handling and managing personal information including collection, storage, use and disclosure.
- > *Australian Capital Territory (Self-Government) Act 1988 (Cwlth)* - the Chief Minister allocates powers to be administered by the ACT Executive (Ministers) under Section 43.
- > *Administrative Arrangements 2016 (No 5)* - outlines ministerial responsibilities. It also assigns responsibility for legislation and functions to directorates.
- > ACT Government Legislation Handbook - provides a guide for employees to better understand the ACT legislative process. It provides details of legislative procedures and other practical considerations involved in making and amending legislation.



**All  
legislation  
can be found  
online on the  
ACT legislation  
register**



## DELEGATIONS

Most legislation that applies in the ACTPS, for example, the *Children and Young People Act 2008*, includes authority for certain people to make decisions or perform functions. Under the legislation, the powers rest with Ministers, the Head of Service or directors-general. Delegations are the mechanisms that permit the owner of a power to delegate (in writing) the use of that power by others.

As part of your duties, you may be required to make decisions or undertake functions which will involve exercising delegations under legislation. Staff with delegations have a responsibility when using a delegation to ensure that:

- > their actions are within the power and limitation of their delegation; and
- > they have followed any legislative requirements and directorate procedures.

Schedules of delegations are available on directorate intranets.

## COMMONLY USED DELEGATIONS

*Financial Management* - in the ACTPS each directorate maintains their own financial delegations. In addition, senior executives should be aware of their directorate's Director-General Financial Instructions.

Director-General Financial Instructions provide the framework and guidance to relevant officers and outline their responsibilities and accountabilities. This includes payment of accounts, cash management, ACTPS vehicles, salary packaging, hospitality and asset management.

*Human Resources* - the HR Delegations are derived from the PSM Act, the PSM Standards and ACTPS Enterprise Agreements. They may empower people in certain positions to appoint, transfer and promote staff, approve leave and approve second jobs.

## BUDGET

Senior executives are responsible for delivering outputs within the budget allocated to them. Their financial decision making powers are limited to those budgets.

Senior executives are responsible for:

- > operating within budget limits for areas of control;
- > monthly reviews of discretionary expenditure against budget;
- > ensuring that their business unit meets its reporting responsibilities; and
- > maintaining auditable information relevant to their areas of control to substantiate all financial amounts.



## PROCUREMENT IN THE ACTPS

The ACTPS procures a wide range of goods, services and works from the private sector. Procurement in the ACTPS is governed by the *Government Procurement Act 2001* and *Government Procurement Regulation 2007*.

Procurement and Capital Works is the ACT Government’s centre of expertise for procurement matters. It provides procurement-related services to ACT Government agencies and the community.

### Procurement of Goods, Services and Works with a total estimated value

Value	Requirement
Under \$25,000	A Territory entity must seek at least 1 oral quotation from a supplier.
\$25,000 – under \$200,000	A Territory entity must seek at least 3 written quotations from suppliers.
\$200,000 or more	A Territory entity must invite public tenders

The easiest and simplest way to buy goods and services is from a contracting arrangement that has already been set up. These are contracts that have been through a procurement process that has assessed the quality and ability of suppliers. These contracts are available for you to use at any time regardless of the value of your requirement.

These arrangements come in many types and forms but the most commonly known ones are referred to as ‘Whole of Government’ arrangements. Procurement and Capital Works has developed a suite of Whole of Government contracts. Many of these are panel arrangements and usually consist of a number of suppliers. Those available to you together with details on how to use them can be found on the Shared Services Procurement portal (<http://shareservices/actgovt/procurement.htm>).

## PROTECTIVE SECURITY

### INFORMATION SECURITY

Information Security (INFOSEC) is part of the security framework established to protect the ACT Government's information and information assets. Although we are one government, different areas face different risks arising from the loss of information. The ACT Government has adopted a principles based risk framework. Appropriate risk based security measures should be developed to protect information from accidental or unauthorised loss, release or damage.

The mandatory conditions are based on the three principles of information security:

- > **confidentiality** – ensuring that information is accessible only to those authorised to have access, the 'need to know';
- > **integrity** – safeguarding the accuracy and completeness of information and processing methods; and
- > **availability** – ensuring that authorised users have access to information and associated assets when required.

### PROTECTIVE SECURITY POLICY FRAMEWORK

The ACT Government Protective Security Policy Framework (PSPF) information security mandatory conditions provide directorates across the ACTPS the requirements and guidelines to implement sound information security practices to ensure information security requirements are met.

All employees are responsible for:

- > being aware of the importance of their role in, and responsibility for, ensuring the maintenance of good information security practices;
- > reporting issues of information security concern to their manager;
- > classifying information appropriately in accordance with this education guide; and
- > complying with government-wide and agency-specific standards for the protection of ACT Government information.

### WHAT IS OFFICIAL ACT GOVERNMENT INFORMATION?

Official Information is information owned, produced, stored or manipulated by any ACT Government:

- > Minister in their appointed capacity;
- > employee in the course of their employment; or
- > directorate or organisation.

Official ACT Government Information is likely to be subject to the *ACT Territory Records Act (2002)*.

The vast majority of information held, collected and processed by the ACT Government is considered UNCLASSIFIED. **This does not mean that UNCLASSIFIED information is available for public release.**

In the ACT Government, it has been identified that for the majority of SENSITIVE information, the use of Dissemination Limiting Markers (DLMs) are most appropriate.

The DLMs approved for use by the ACT Government are:

- FOR OFFICIAL USE ONLY ;
- SENSITIVE;
- SENSITIVE: PERSONAL;
- SENSITIVE: LEGAL;
- SENSITIVE: AUDITOR-GENERAL; and
- SENSITIVE: CABINET.



**confidentiality,  
integrity, and  
availability.**

## WORKPLACE HEALTH AND SAFETY

The ACT Government is committed to ensuring that all of its workers perform their jobs in safe workplaces without risk of injury and if injured, are supported to ensure that they are able to achieve an early, safe and durable return to work.

Senior management commitment and participation is recognised as essential in achieving effective outcomes in Workplace Health and Safety and injury management. Without genuine commitment at the senior executive level, even the best of strategies can struggle to have lasting impact.

The Workplace Safety and Industrial Relations Division within Chief Minister, Treasury and Economic Development Directorate is responsible for whole-of-government policy and guidance on workplace health and safety matters, as well as the delivery of return to work case management services. The Division also delivers safety support services across the Service to assist directorates and agencies to establish and maintain safe workplaces.

All workers in the ACT are covered under the WHS Act, this includes all ACTPS employees. Under the WHS Act senior executives are personally responsible for the health and safety of their workers. This legislative framework was developed in line with the national harmonisation of workplace safety laws and can be accessed on the Legislation Register.

The Work Health and Safety Regulation 2011 provides additional details on the safety requirements around specific issues such as workplace arrangements, facilities, high risk work, contracting and performing manual tasks at work and can be accessed on the Legislation Register.

The ACT Public Sector Workplace Health and Safety Policy Statement, POL 2012/01' articulates the ongoing commitment to the health, safety and well-being of all ACT Government workers.



The ACTPS Whole of Government Work Safety and Injury Management policies are approved by the Head of Service and provide information and guidance to assist ACTPS directorates and other entities in meeting their workplace safety responsibilities. One of these policies includes the Whole of Government Workplace Health and Wellbeing Policy.

The ACT Government is committed to creating healthy workplaces and investing in initiatives to support the health and wellbeing of ACTPS employees.

Under the Workplace Health and Wellbeing Policy, each directorate is responsible for developing and implementing a health and wellbeing program that consists of targeted initiatives and broader organisational based strategies aimed at improving the health and wellbeing of employees. Senior executives are responsible for developing and introducing a health and wellbeing program into their workplaces in accordance with the principles and guidelines set out in this policy.

In addition to directorate specific health and wellbeing programs, ACTPS employees have access to range of whole of government health and wellbeing activities and services including:

- > ACT Government Gym Register – a register to help employees compare gym membership costs and services, including discounts offered to ACTPS employees.
- > New Access – a free early intervention program that provides access to mental health coaches able to provide psychological support to people with mild depression or anxiety.
- > Healthy Food and Drink Choices Initiative – developed as part of the Government's Healthy Weight Initiative to increase the availability of healthy food and drink choices within ACT Government workplaces, facilities and activities.
- > ACT Employee Online Health and Wellbeing Survey – an online survey to assess your health and wellbeing and receive individual feedback, including ideas on how to address areas of risk.

Further information can be located on the [Workplace Safety and Injury Management page](#).

## CABINET SUPPORT

The Cabinet and Intergovernmental Relations Unit within Chief Minister, Treasury and Economic Development Directorate provides coordination and secretariat services to the Director-General and the Chief Minister to support Cabinet, facilitates the passage of Government business in the Legislative Assembly, provides whole of government policy advice, coordination for the ACT's intergovernmental relations and administers a number of associated ACT laws.

Each directorate has an identified Cabinet Liaison Officer (CLO). CLOs are nominated by directors-general and:

- > provide a central contact point between the directorate, the Cabinet Secretariat and other directorates on Cabinet business;
- > coordinate Cabinet business for their directorate;
- > provide the Cabinet Secretariat with forecasts of Cabinet business for their directorate;
- > ensure procedures set out in the *Cabinet Handbook and the Cabinet Paper Drafting Guide* are followed in their directorate;
- > monitor the timely implementation of Cabinet decisions in their directorate; and
- > under the direction of directors-general, are accountable for managing and recording appropriate access to, and storage of, Cabinet papers for their directorate.

The Cabinet Handbook provides procedural guidance for the administration of the ACT Executive. The procedures have been designed to ensure that Cabinet decisions are based on timely, rigorous and comprehensive analysis of issues and possible responses, including their impact on the Canberra community, the environment and the economy of the Australian Capital Territory. It contains guidance for ACTPS staff on developing, handling, access and other requirements for Cabinet papers.

**The Cabinet Handbook provides guidance on the process for bringing business before Cabinet**

## THE ACT LEGISLATION REGISTER

The ACT Legislation Register (the Register) is central to the making, notification, commencement, operation, interpretation, proof, republication, amendment and repeal of legislation and instruments made under legislation. The *Legislation Act 2001* establishes the ACT Legislation Register.

### WHAT DOES THE ACT LEGISLATION REGISTER DO?

The Register has the following functions:

- > to make authorised versions of new and up-to-date ACT legislation freely accessible;
- > to provide a mechanism for notifying new laws electronically; and
- > to make timely and comprehensive information about ACT legislation available.

### WHAT DOES THE ACT LEGISLATION REGISTER CONTAIN?

The Register contains the following:

- > authorised republications of laws currently in force;
- > Acts as made;
- > subordinate laws as made;
- > disallowable instruments as made;
- > notifiable instruments as made;
- > commencement notices as made;
- > resolutions by the Legislative Assembly to disallow or amend subordinate laws or disallowable instruments;
- > bills presented to the Legislative Assembly;
- > notifications of the making of Acts, subordinate laws, disallowable instruments, notifiable instruments and commencement notices; and
- > notifications of the disallowance or amendment of subordinate laws and disallowable instruments by the Legislative Assembly.

The Register also includes other material to help legislation users, for example, explanatory statements for bills, subordinate laws and disallowable instruments and information about legislation.

## COMMITTEES OF THE LEGISLATIVE ASSEMBLY

Standing committees and select committees are an extension of the Legislative Assembly. They are responsible for examining and inquiring into particular matters that are associated with the governance of the Territory. In addition, the Assembly may refer a particular matter to a committee because the matter warrants detailed examination, the Assembly wants more detailed information to be collected, or it wants to hear other views on the matter, whether they be from experts or other interested parties.

Standing committees are created at the commencement of an Assembly and remain in operation for the life of the Assembly. The standing committees of the ninth Assembly are:

- > Administration and Procedure;
- > Economic Development and Tourism;
- > Education, Employment and Youth Affairs;
- > Environment and Transport and City Services;
- > Health, Ageing and Community Services;
- > Justice and Community Safety;
- > Justice and Community Safety (Legislative Scrutiny role);
- > Planning and Urban Renewal; and
- > Public Accounts.

Select committees are formed to examine a specific issue or set of issues which cannot be adequately considered by an existing standing committee. Once a select committee has completed its inquiry and provided a report, it ceases to operate. For example, select committees on estimates are established each year to consider the ACT budget and appropriations but are dissolved at the conclusion of the inquiry.

Additional information on the committees, including minutes and reports, can be accessed on the Legislative Assembly website.

## PARLIAMENTARY PRIVILEGE AND WITNESSES

The primary function of any parliament (including the Legislative Assembly) is to inquire, debate and legislate. Parliamentary privilege assists and protects these functions. As committees are an extension of the Assembly, parliamentary privilege also applies.

Parliamentary privilege provides an immunity from the ordinary law which is recognised by the law as a right of the Houses of Parliament (and the Assembly) and its members. The principal immunity is the freedom of parliamentary debates and proceedings from question and impeachment in the courts, the most significant effect of which is that members of Parliament cannot be sued for anything they say in debate in the chamber. The immunity also applies to committee proceedings, which come within the definition of 'proceedings in parliament' and not only applies to members, but to people making oral and written submissions to parliamentary committees.

Public sector employees are reminded that evidence to an Assembly committee attracts the protection of parliamentary privilege. With this privilege comes certain responsibilities and witnesses appearing before an Assembly committee are required to be honest and to tell the truth.

The *Parliamentary Privileges Act 1987 (Cwlth)* applies to the Legislative Assembly through Part IV of the *Australian Capital Territory (Self-Government) Act 1988 (Cwlth)* which empowers the Assembly to make laws.

Parliamentary privilege gives members almost unlimited scope to make comment on an issue. However, if a person's (or organisation's) rights are infringed or adverse or misleading comment which is disputed or is defamatory is made, there are processes which the Assembly has adopted to give to such persons and/or organisations a 'right of reply'.

In the Assembly there is a formal mechanism for a 'citizen's right of reply' to comments made about them in the Chamber. To be granted a right of reply, the citizen must demonstrate that they, as a 'person or corporation [have] been adversely affected in reputation or in respect of dealings or associations with others, or injured in occupation, trade, office or financial credit, or that the person's privacy has been unreasonably invaded, by reason of that reference to the person or corporation.

The *Parliamentary Privileges Act 1987 (Cwlth)* also provides protections to witnesses who appear before Parliamentary Committees. Section 12 creates criminal offences and provides for penalties in respect of interference with parliamentary (and Assembly) witnesses. Public sector employees who become aware of information provided by witnesses which is contrary to the facts as they understand them, should approach the committee to seek an opportunity to respond to that evidence. They should never directly approach a witness as that would be behaviour contrary to the Act.

More information can be found at: [Powers of the Assembly](#).

## PUBLIC INTEREST DISCLOSURES

The *Public Interest Disclosure Act 2012* (the PID Act) supports the reporting of wrongdoing in the public sector—it is in the public’s interest that these disclosures are made. The PID Act provides a method for any member of the public, including ACT public servants, to report wrongdoing in the ACT public sector—this is called making a public interest disclosure (also known as ‘whistle-blowing’).

When reporting unethical or corrupt behaviour appropriately you are not breaching confidentiality provisions and you are covered by the protections in the PID Act.

The following matters should be reported:

- > criminal offences;
- > disciplinary offences;
- > conduct adversely affecting impartial performance of official functions;
- > dishonest or partial conduct in official functions;
- > conduct on the part of current or past public officials or agencies amounting to a breach of public trust;
- > misuse of official information;
- > bias;
- > dishonesty at work;
- > negligent or improper management of government funds; and
- > influence of a public sector employee to act improperly.

Each directorate has nominated Disclosure Officers (DO’s). The DO’s are responsible for dealing with complaints and Public Interest Disclosures. As you may receive a disclosure as a senior executive it is important that you are aware of the DO’s within your directorate. If you receive a disclosure, you are required to forward the disclosure to a DO.

If you wish to use the protection offered by the PID Act you may report the issue to:

- > any ACT Government directorate or agency;
- > the Ombudsman’s Office; and or
- > the Auditor-General.

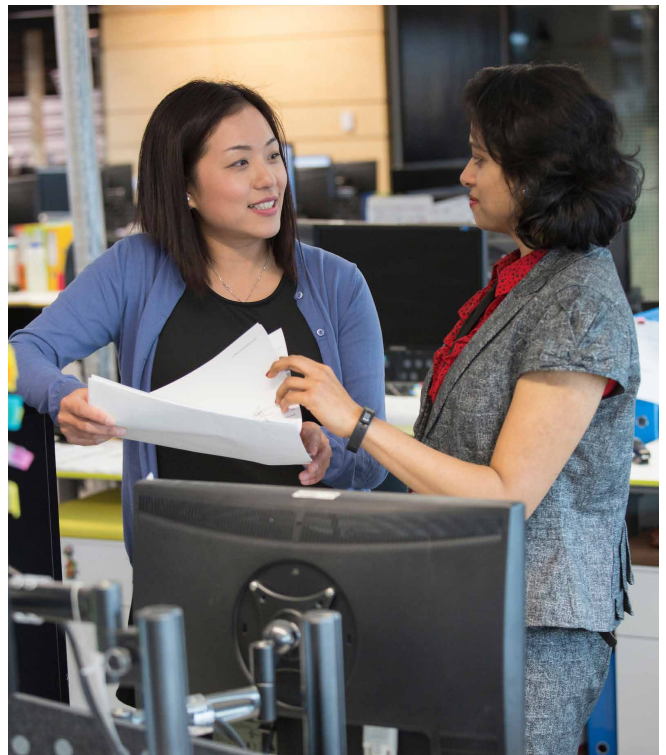
## APPOINTMENT AND ROLE OF SERBIRS

In accordance with section 14 of the PSM Standards<sup>1</sup>, directors-general are required to appoint a senior executive to take responsibility for all integrity issues within their directorate (Senior Executive Responsible for Business Integrity and Risk or SERBIR).

Directors-general are required to provide details of all such appointments to the Director, Public Sector Management Group within CMTEDD.

The principle role of the SERBIR is to regularly report to the director-general, and/or Board of Management as well as the Audit Committee on overall compliance with the Integrity Policy.

One important function of the SERBIR is to be a ‘champion’ of integrity in the directorate and to promote awareness and acceptance of this policy at every opportunity.



<sup>1</sup> Although the *Public Sector Management Standards 2006* have been repealed, this section continues to have application through section 113 of the *Public Sector Management Standards 2016*.

## ACT OMBUDSMAN'S OFFICE

The ACT Ombudsman's office was established in 1989 as part of the framework for ACT self-government. Under an arrangement between the ACT Government and the Australian Government, the Commonwealth Ombudsman is also the ACT Ombudsman. The ACT Ombudsman, Electoral Commissioner and the Auditor-General report to the Legislative Assembly.

The ACT Ombudsman can:

- > investigate complaints about ACT Government directorates and agencies and make recommendations for resolving complaints;
- > foster good complaint handling in ACT Government directorates and agencies;
- > encourage and assist people to resolve problems directly with government agencies;
- > highlight problems in public administration through complaint handling, own motion investigations and reporting;
- > contribute to public discussion on administrative law and public administration;
- > focus attention on the adverse impact government administration can have on individuals;
- > promote open government; and
- > inspect the accuracy and comprehensiveness of law enforcement records, including telephone interceptions and controlled operations.

Since the inception of the ACT Ombudsman's office in 1989, they have assisted in resolving hundreds of individual complaints, and brought about significant improvements in the quality of government administration.

The ACT Ombudsman's office cannot override the decisions of the directorates and agencies they deal with, or issue directions to their staff. Instead, they resolve disputes by consultation and negotiation, and if necessary, by making formal recommendations to the most senior levels of government.

## ACT AUDITOR GENERAL

The ACT Auditor-General is responsible for the audit of all ACT public sector agencies. The main functions of the ACT Auditor-General's Office, as set out in the *Auditor-General Act 1996*, are:

- > to promote public accountability in the public administration of the Territory;

- > to audit annual financial statements of the Territory, directorates and Territory authorities; and
- > to conduct performance audits.

The ACT Auditor-General also has responsibilities under the PID Act, the *Government Procurement Act 2001* and the *Territory-Owned Corporations Act 1990*.

The Office upholds the following values in the performance of its work:

- > independence: its views are impartial and objective;
- > integrity: it exhibits the highest standards of ethical behaviour;
- > professionalism: its work reflects its commitment and is consistently of a high standard;
- > respect: it is trustworthy, honest, and respectful in its dealings with stakeholders; and
- > learning and innovation: it continually seeks improved ways of performing its work.

## ACT GOVERNMENT SOLICITOR

The ACT Government Solicitor was established by the *Government Solicitor Act 1989*. They act as legal practitioners for the Australian Capital Territory, its Ministers, agencies, and officers. The objective of the ACT Government Solicitor is to provide its clients with high quality and timely legal services in a professional and cost effective manner.

The ACT Government Solicitor provides legal services on a wide range of areas including:

- > preparing legal agreements and other legal documents and providing commercial legal advice designed to ensure that the Territory's interests are protected;
- > providing advice to ensure that the Territory and its agencies and officers are aware of their legal rights and obligations and act within the limits of their powers and in accordance with the law;
- > recovering money payable to the Territory including, where necessary, instituting legal proceedings on behalf of revenue collection authorities;
- > protecting the Territory from claims without legal merit and attempting to minimise amounts paid in satisfaction of claims against it in cases where liability exists; and
- > conducting litigation within the policy and that the Crown act as a model litigant.

## KEY DOCUMENTS

Employees have a responsibility to familiarise themselves with their directorate’s policies and procedures, such as the gifts and benefits policy. These documents are generally available on the directorate’s intranet.

The ACTPS Employment Portal (the Portal) is a centralised source for the policies, guidance material and employment information for the ACTPS staff. The Portal holds a number of key pieces of information such as:

### **RESPECT, EQUITY AND DIVERSITY (RED) FRAMEWORK**

The RED Framework supports the ACTPS to meet its obligations under the PSM Act and supports ACTPS employees to understand expectations regarding their own and others’ behaviour in the workplace. In particular, the RED Framework is aligned with the ACTPS Code of Conduct (2013) to fully integrate the ACTPS Values and Signature Behaviours into everyday work practice.

### **MANAGER’S TOOLKIT**

The Manager’s Toolkit has been developed to provide managers, supervisors and staff with easy access to key resources and policies to assist them understand performance and behaviour principles and expectations in the ACTPS.

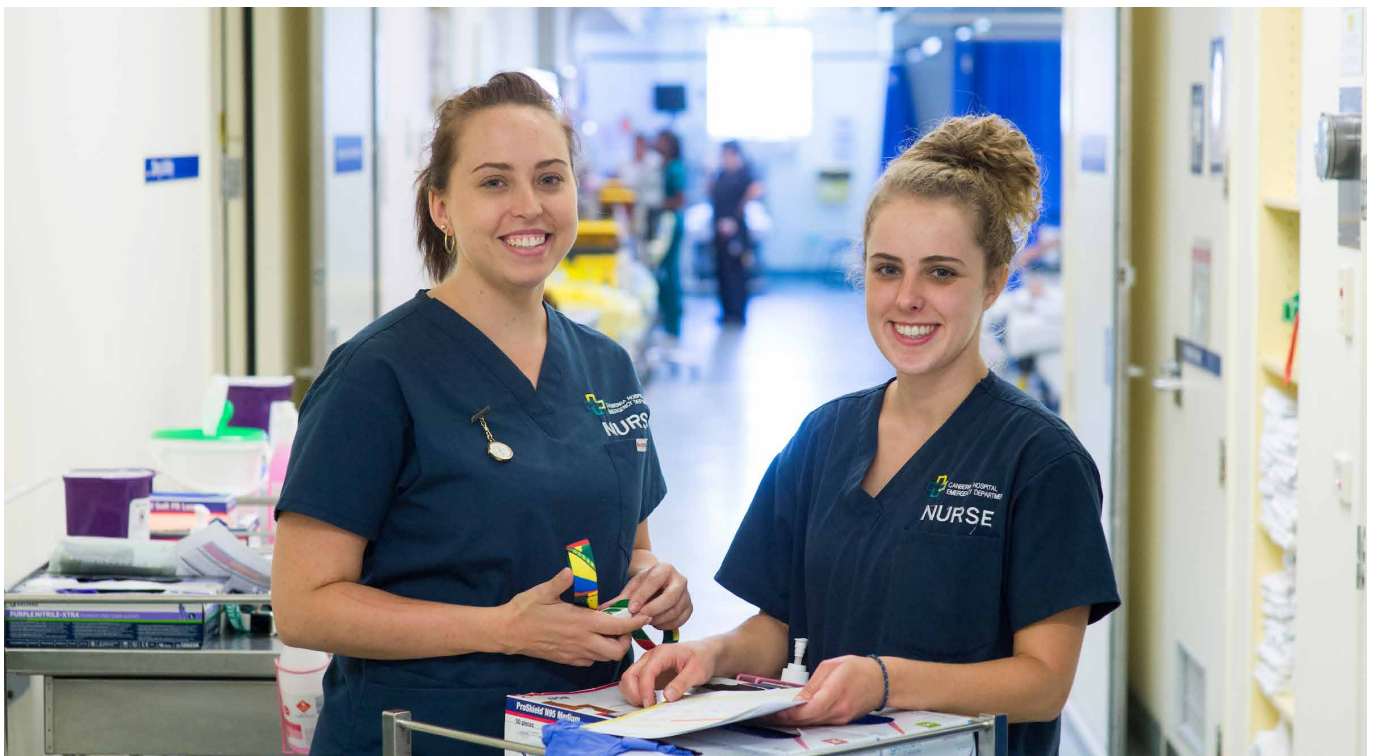
### **RESOLVING WORKPLACE ISSUES RESOURCES**

The Resolving Workplace Issues resources embed positive work cultures across the ACTPS. These resources focus on the identification and management of inappropriate behaviour at the local level through to more serious allegations of misconduct that are managed under ACTPS Enterprise Agreements.

### **RECRUITMENT GUIDELINES**

These guidelines outline and describe better practice recruitment methods and principles intended to support the ACTPS in managing recruitment activity.

The portal can be accessed at: <http://www.cmd.act.gov.au/employment-framework/home>.





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