



Australian Government  
The Treasury

# THE TREASURY

INCOMING SECRETARY  
BRIEF  
2014



## Briefing pack contents

### **1. PORTFOLIO MINISTERS AND AGENCIES**

- 1.1 Portfolio Ministers
- 1.2 Portfolio agencies

### **2. SNAPSHOT OF TREASURY**

- 2.1 Organisational structure
- 2.2 Recent history of Treasury

### **3. SECRETARY'S RESPONSIBILITIES AND COMMITMENTS**

- 3.1 External board and committee memberships
- 3.2 Calendar of next three months existing commitments
- 3.3 Australian Treasury Advisory Council

### **4. TREASURY OPERATIONAL ASPECTS**

- 4.1 Departmental operations
  - 4.1.1 Financial statements
  - 4.1.2 Administered programs
  - 4.1.3 Workforce report
- 4.2 Priority Organisational strategies
  - 4.2.1 Progressing Women Initiative
  - 4.2.2 Treasury Management Model
  - 4.2.3 Treasury governance arrangements

### **5. STRATEGIC POLICY PRIORITIES**

- 5.1 Overview of strategic policy priorities

**PROPOSED FURTHER BRIEFING MATERIAL TO BE  
PROVIDED PRIOR TO COMMENCEMENT**

- Issues requiring decisions or action by you within four weeks of commencing
- Key Administrative Responsibilities
- List of key stakeholders
- A snapshot of major/emerging issues by Group
- Economic outlook
- Fiscal update
- Inquiries and reviews: update
  - Financial System Inquiry
  - Competition Policy Review
  - Tax White Paper
  - Reform of the Federation White Paper

Incoming Secretary brief

## 2. Snapshot of Treasury

### **2.1 Organisational structure**

### **2.2 Recent history of Treasury**





Secretary  
John Fraser

Executive Officer  
Peter Robinson

Executive Director (Domestic)  
**Jenny Wilkinson A/g**  
Executive Director (International)  
**H K Holdaway A/g**

Executive Director  
**Nigel Ray**

Executive Director  
**Jan Harris**

Executive Director  
**Rob Heferen**

Executive Director  
(Policy Coordination and Governance)  
**Luise McCulloch A/g**

Group General Manager  
**Mary Balzary**

## Macroeconomic Group

Macroeconomic Conditions Division

General Manager  
**Brenton Goldsworthy A/g**  
**Christine Barron**  
(Post Competition Policy Review)  
Principal Adviser  
**Bryn Battersby A/g**  
**Geoff Francis**  
(Post Competition Policy Review)

Macroeconomic Modelling and Policy Division

General Manager  
**Simon Duggan**  
Principal Advisers  
**Angela Woo**  
**Michael Kouparitsas**  
**David Drage**

International Policy and Engagement Division

General Manager  
**Matt Flavel**  
Principal Advisers  
**James Chisholm**  
**Jaclyn Rowbotham**  
**Bill Brummit**

## Overseas Posts

Beijing  
**David Woods**  
(Posting ceases January 2018)

Jakarta  
**Shaun Anthony**  
(Posting ceases January 2018)

London  
**James Kelly**  
(Posting ceases January 2016)

New Delhi  
**Hamish McDonald**  
(Posting ceases August 2017)

Paris  
**Sue Vroombout**  
(Posting ceases December 2015)

Tokyo  
**Kate Phipps**  
(Posting ceases January 2016)

Washington  
**Hector Thompson**  
(Posting ceases November 2017)

## Overseas Operations

Papua New Guinea  
**Bruce Reid**  
(Non-ongoing - contract ceases June 2015)

Solomon Islands  
**Colin Johnson**  
(Non-ongoing - contract ceases March 2015)  
**Bryn Battersby (from March 2015)**

Jakarta  
**Natalie Horvat**  
(Ceases deployment December 2015)

## Fiscal Group

Budget Policy Division

General Manager  
**Amanda Cattermole**  
Principal Advisers  
**Jonathan Rollings**  
**Matthew Crooke**

Commonwealth-State Relations Division

General Manager  
**Sam Reinhardt**

Infrastructure, Industry, Environment and Defence Division

General Manager  
**Damien White**  
Chief Adviser — Infrastructure and National Security  
**Chris Legg**

Principal Adviser  
**Melissa Cranfield**  
**Trevor Thomas (March 2015)**

Social Policy Division

General Manager  
**Leesa Croke**  
Principal Advisers  
**Rob Raether**  
**Marty Robinson**

## Markets Group

Financial System and Services Division

General Manager  
**Meghan Quinn**  
Principal Advisers  
**Diane Brown**  
**Vicki Wilkinson**  
**Trevor Power**  
**Patrick Boneham (May 2015)**

Deregulation Division

General Manager  
**Paul McCullough**

Small Business Competition Consumer Policy Division

General Manager  
**Ben Dolman A/g**  
**Michael Willcock (February 2015)**  
Principal Adviser  
**Anne Scott**  
**Amanda Sayegh (March 2015)**

Foreign Investment and Trade Policy Division

General Manager  
**Robert Donnelly**  
Principal Adviser  
**Patrick Boneham A/g**  
**Adam McKissack (April 2015)**

Australian Government Actuary

General Manager  
**Peter Martin**  
Principal Advisers  
**Michael Burt**  
**Susan Antcliff**

Takeovers Panel

General Manager  
**Allan Bulman**  
Chief Adviser  
**Alan Shaw**

Competition Policy Review Secretariat

Secretariat  
**Christine Barron**  
Chief Adviser  
**Kevin Cosgriff (Secondee)**  
Principal Advisers  
**Russ Campbell**  
**Geoff Francis**

Office of the Australian Small Business Commission

Commissioner  
**Mark Brennan**  
Deputy Commission (Manager)  
**Craig Latham**

## Revenue Group

Corporate and International Tax Division

General Manager  
**David Pearl A/g**  
Principal Adviser  
**Paul Horrocks**  
Manager  
**Matthew Brine**

Tax Analysis Division

General Manager  
**Steve French**  
Manager  
**Anthony King**  
Principal Adviser  
**Marisa Purvis Smith**

Personal and Retirement Income Division

General Manager  
**Paul Tilley**

Small Business Tax Division

General Manager  
**Kate Preston A/g**  
**Russ Campbell**  
(Post Competition Policy Review)

Law Design Practice

General Manager  
**Tom Reid**  
Principal Advisers  
**Tony Regan**  
**Ben Kelly (Secondee)**  
**Christopher Leggett A/g**

Board of Taxation Secretariat

Manager  
**Matthew Brine**

Tax White Paper Task Force

General Manager  
**Roger Brake**  
Principal Advisers  
**Graeme Davis**  
**Kerstin Wijeyewardene**

Financial System Inquiry Secretariat  
**John Lonsdale (SES 3)**

## Corporate Strategy and Services Group

People and Organisational Strategy Division

General Manager  
**Emma Greenwood**

Financial and Facilities Management Division

Chief Financial Officer/General Manager  
**Matthew King**

Ministerial and Communications Division

General Manager  
**Luke Hickey**

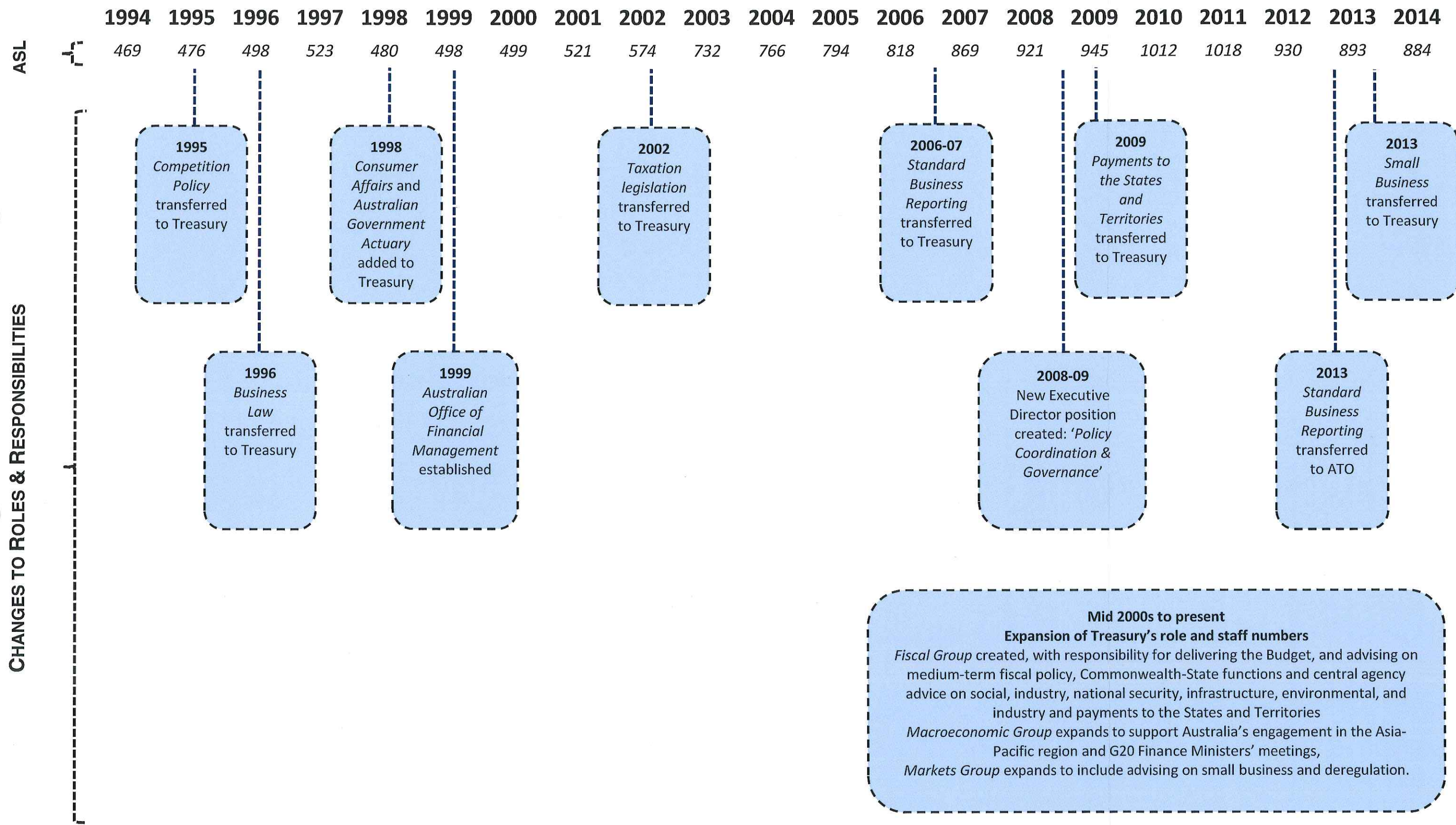
Business Services Division

Chief Information Officer/General Manager  
**Peter Alexander**



2.2 Recent history of Treasury

SIGNIFICANT ORGANISATIONAL EVENTS AT TREASURY IN THE LAST TWENTY YEARS





### 3. Secretary's responsibilities and commitments

#### **3.1 External board and committee memberships**

#### **3.2 Calendar of next three months existing commitments**

#### **3.3 Australian Treasury Advisory Council**

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## 3.1 External board and committee memberships

<i>Secretary Chairs</i>		
Committee	Details	Reason for attendance
Australian Office of Financial Management (AOFM) Advisory Board	<b>Other Treasury attendance:</b> ED (Fiscal Group) <b>Frequency:</b> Quarterly	The AOFM Advisory Board provides advice and oversight of AOFM operations.
Heads of Treasuries (HoTS)	<b>Other Treasury attendance:</b> ED (Fiscal Group) <b>Frequency:</b> Quarterly	The Council on Federal Financial Relations (CFFR) work is supported by the Heads of Treasuries.

<i>Secretary attends</i>		
Committee	Details	Reason for attendance
Council on Federal Financial Relations (CFFR)	<b>Chair:</b> Commonwealth Treasurer <b>Other Treasury attendance:</b> ED (Fiscal Group) <b>Frequency:</b> 1-2 per year (will usually be in advance of a COAG meeting).	The CFFR collaborates on intergovernmental financial matters through its primary function of oversight of the operation of the Inter-Governmental Agreement (IGA). The Federation White Paper is a priority for the PM and is closely aligned with the Tax White Paper. The Asset Recycling Initiative (ARI) is a priority for the Treasurer.
Council of Financial Regulators (CFR)	<b>Chair:</b> RBA Governor <b>Other Treasury attendance:</b> ED (Markets Group) back up for Secretary. <b>Frequency:</b> 3-4 per year	CFR meeting in March 2015 will discuss progress on response to Financial System Inquiry. Forum to engage collectively with heads of RBA, APRA and ASIC.
Defence Strategic Reform Advisory Board	<b>Chair:</b> Secretary of Defence <b>Other Treasury attendance:</b> ED (Fiscal Group) backup for Secretary <b>Frequency:</b> Quarterly	Secretaries level board.  Provides advice to Government, via the Minister for Defence on Defence strategic reforms with a focus on productivity and efficiency.



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<b>Secretary attends</b>			
<b>Committee</b>	<b>Details</b>		<b>Reason for attendance</b>
National Security Committee (NSC) of Cabinet	<b>Chair:</b> Prime Minister <b>Other Treasury attendance:</b> None <b>Frequency:</b> Regular (fortnightly) meetings are supplemented with additional ad hoc meetings.		The Treasurer is a member of the National Security Committee of Cabinet.  Subsection 47E(d)
Secretaries Committee on National Security (SCNS)	<b>Chair:</b> Secretary, PM&C <b>Other Treasury attendance:</b> ED (Fiscal Group) may be given permission to attend for the Secretary in limited circumstances. <b>Frequency:</b> Regular fortnightly meetings are supplemented by additional meetings as necessary.		Secretaries level committee.  SCNS reviews Cabinet Submissions prior to consideration by the National Security Committee of Cabinet.
Reserve Bank Australia (RBA) Board	<b>Chair:</b> Governor of RBA <b>Other Treasury attendance:</b> ED (Macroeconomic Group) backup for Secretary in their absence. <b>Frequency:</b> 1 <sup>st</sup> Tuesday of every month.		Membership mandated by Reserve Bank Board Act; however Act allows Secretary to nominate a delegate.
Secretaries Board	<b>Chair:</b> Secretary, PM&C <b>Other Treasury attendance:</b> None <b>Frequency:</b> 1 <sup>st</sup> Wednesday of each month.		Main forum for all Secretaries and APSC Commissioner to meet and discuss service-wide issues.
Secretaries Committee on Deregulation	<b>Chair:</b> Secretary, PM&C <b>Other Treasury attendance:</b> ED (Markets Group) backup for Secretary. <b>Frequency:</b> 3 per year.		Key priority area for the Government.

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<b>Secretary attends</b>			
<b>Committee</b>	<b>Details</b>		<b>Reason for attendance</b>
Secretaries Committee on Indigenous Reform (SCIR)	<b>Chair:</b> <b>Other Treasury attendance:</b> <b>Frequency:</b>	Secretary, PM&C ED (Fiscal Group) backup for Secretary. 1 <sup>st</sup> Wednesday of each month following Secretaries Board.	Priority for the PM; seeking an ambitious whole-of-government approach.
Secretaries Committee on Northern Australia	<b>Chair:</b> <b>Other Treasury attendance:</b> <b>Frequency:</b>	Secretary, PM&C ED (Fiscal Group) backup for Secretary. 4 <sup>th</sup> Thursday of each month.	Subsection 47E(d)
Trans-Tasman Council on Banking Supervision (TTBC)	<b>Chair:</b> <b>Other Treasury attendance:</b> <b>Frequency:</b>	Rotates annually between NZ Treasury Secretary and Australian Treasury Secretary. ED (Markets Group) on TTBC Deputies Group. 1 per year (next meeting mid-July, Wellington – NZ Treasury Chairs).	Subsection 47E(d) Forum for maintaining important relationships with heads of NZ Treasury and RBNZ.
Workplace Relations Roundtable	<b>Chair:</b> <b>Other Treasury attendance:</b> <b>Frequency:</b>	Public Service Commissioner None Ad hoc	Subsection 47E(d)



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*Secretary is a member of committee, but we recommend a delegate be sent to attend in your place*

Committee	Meeting details		Suggested delegate
Board of Taxation (BoT)	<b>Chair:</b>	Teresa Dyson (Deloitte)	ED (Revenue Group)
	<b>Frequency:</b>	Monthly	
Secretaries Committee on Federation White Paper	<b>Chair:</b>	Secretary, PM&C	ED (Fiscal Group)
	<b>Frequency:</b>	Quarterly	
Standard Business Reporting Board (SRB)	<b>Chair:</b>	Secretary, Treasury	ED (Markets Group)
	<b>Frequency:</b>	3-4 per year.	

## 3.2 Calendar of next three months existing commitments

January 2015	February 2015	March 2015	April 2015
No Meetings	<b>Tue 3</b> Reserve Bank of Australia (RBA) Board meeting (9.00am)	<b>Mon 2</b> Reserve Bank of Australia Dinner (Melbourne)	<b>Wed 1</b> Secretaries Board meeting (PMC) (8.30am) Secretaries Committee on Indigenous Reform (10.30am)
	<b>Wed 4</b> Secretaries Board meeting (PMC) (8.30am) Secretaries Committee on Indigenous Reform (10.30am)	<b>Tues 3</b> Reserve Bank of Australia Board meeting (Melbourne) (9.00am) Reserve Bank of Australia Community Dinner (Melbourne)	<b>Tues 7</b> Reserve Bank of Australia Board meeting (9.00am)
	<b>Thurs 5</b> Defence Strategic Reform Advisory Board meeting (timing to be confirmed)	<b>Wed 4</b> Secretaries Board meeting (PMC) (8.30am) Secretaries Committee on Indigenous Reform (10.30am)	<b>Thurs 16 to Sun 19</b> G20 Finance Ministers' Meeting and IMF/World Bank Spring Meetings, Washington DC (International)
	<b>Mon 9</b> Australian Treasury Advisory Council meeting (RBA Sydney) (9.30am)	<b>Tues 10</b> Australian Office of Financial Management Board meeting (10.00am)	<b>Fri 17</b> Board of Taxation (Melbourne or Sydney)
	<b>Mon 9</b> G20 Finance Ministers Meeting, Istanbul (International)	<b>Wed 11</b> Inclusive Workplace Committee meeting and lunch (11.00am)	
	<b>Tues 10</b>	<b>Thurs 12</b> Standard Business Reporting Board meeting (10.00am)	
	<b>Fri 13</b> Board of Taxation (Melbourne or Sydney)	<b>Tues 17</b> Council of Financial Regulators (Sydney) (2.30pm)	
		<b>Thurs 19</b> Australian Office of Financial Management Board meeting (TBC) (10.00am)	
		<b>Fri 20</b> Board of Taxation (Canberra)	
		<b>Wed 25</b> Sir Roland Wilson Board #1 (12.00noon)	
		<b>Thurs 26</b> Standard Business Reporting Board meeting (10.00am)	



### 3.3 Australian Treasury Advisory Council

The Australian Treasury Advisory Council (ATAC) is a governance and advisory body established in March 2014. Membership of the council is at the invitation of the Secretary and includes a number of private sector leaders.

#### Role

The ATAC supports the Secretary in ensuring that the Treasury's organisational strategy, capability and performance make the best possible contribution to the achievement of its mission statement. The ATAC is an advisory body, not a decision-making body. It replicates the discipline provided by a private sector governance Board by providing additional perspective and external expertise to the Secretary.

#### Members

The ATAC is comprised of the Secretary to the Treasury (who is Chair of the ATAC), the Executive Director, Policy Coordination and Governance, and a minimum of three, and up to seven, external members. Current external members are:

Elizabeth Bryan	Chair of Caltex
Tracey Horton	Director, SKILLED Group, Navitas Limited and Automotive Holdings Group
Belinda Hutchinson	Chancellor of University of Sydney
Akiko Jackson	Independent management consultant in the financial services industry
Gabriel Makhlouf	Secretary to the New Zealand Treasury
Kevin McCann	Chair of Macquarie Group Limited and Macquarie Bank Limited
Mike Vertigan	Chair of the Board of Australian Maritime College and Director of the Commonwealth Superannuation Fund and Aurora Energy

In March 2014, Dr Parkinson was appointed by his New Zealand counterpart, Gabriel Makhlouf, to the New Zealand Treasury Board. The New Zealand Treasury Board is the governance body that supports the New Zealand Treasury Secretary to meet the strategic goals and ambitions of the New Zealand Treasury.

**FOR OFFICIAL USE ONLY****Meetings**

To date, there have been three ATAC meetings.

The next scheduled meeting is:

- Monday 9 February 2015, 9:30am-12:30pm, Reserve Bank of Australia (65 Martin Place), Sydney

Subsection 47E(d)



## 4. Treasury operational aspects

### **4.1 Departmental operations**

- 4.1.1 Financial statements
- 4.1.2 Administered programs
- 4.1.3 Workforce report

### **4.2 Priority Organisational strategies**

- 4.2.1 Progressing Women Initiative
- 4.2.2 Treasury Management Model
- 4.2.3 Treasury governance arrangements

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## 4.1.1 Financial statements

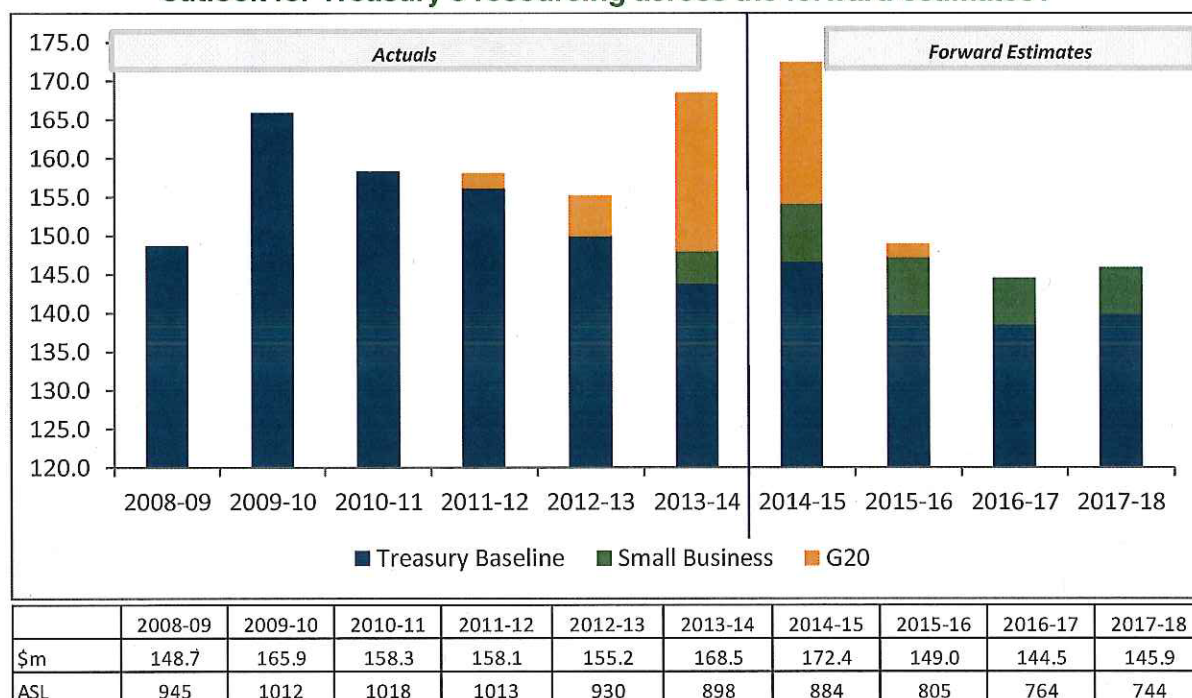
### What is the Treasury's current financial performance and position?

- At the end of October 2014, Treasury's year-to-date (YTD) surplus was \$0.79 million. The surplus primarily relates to lower staffing levels following the redundancy and incentive to retire process and an underspend in the Board and Panels.

Subsection 47E(d)

- The departmental net asset position is \$38.3 million as at 31 October 2014 comprising \$97.1 million in assets and \$58.8 million in liabilities.
- Assets are primarily attributable to cash reserves and fixed assets. Liabilities are primarily attributable to employee provisions.
- The Treasury has \$59.6 million in cash reserves as at 31 October 2014.
- The Treasury has a liquidity ratio of around 2.2 which means that the Treasury has sufficient capacity to extinguish short-term debts immediately.

### How has the Treasury's resourcing changed and what is the outlook for Treasury's resourcing across the forward estimates?





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- Based on the latest forecast, the Treasury will end this financial year with around 818 staff and is well placed to meet its budget out to 2017-18 (a budgeted staffing level of 744) without further redundancies. There will be scope to engage some staff across these years to meet capability gaps as they arise.
- In order to meet budget over the forward estimates, The Treasury managed a reduction in staffing resources. This has been achieved over a period of three financial years through three voluntary redundancy and incentive to retire processes and a recent involuntary redundancy process, as well as reduced employment and the transfer of staff to other departments.
- The Treasury has also made savings in discretionary costs through initiatives such as reducing the use of consultants, subscriptions and travel.

# ATTACHMENT A: TREASURY ASL, 2002-03 TO 2017-18





**FOR OFFICIAL USE ONLY****4.1.2 Administered programs****What is the total value of the administered programs managed on behalf of the Government?**

- The Treasury manages around \$83.9 billion<sup>1</sup> in administered programs on behalf of the Government. These consist of:
  - GST and other general revenue assistance — \$54.9 billion
  - Payments to the States and Territories — \$29.0 billion
  - Other — \$0.04 billion
- The Treasury administers around \$33.4 billion in assets and \$13.6 billion in liabilities on behalf of the Government (as at Budget 2014-15). Significant items include:
  - Assets:
    - : Investments in Australian Government entities such as the Reserve Bank of Australia — \$20.0 billion
    - : International Monetary Fund (IMF) Quota — \$11.1 billion
    - : Investments in International Financial Institutions — \$1.0 billion
  - Liabilities:
    - : Promissory Notes — \$7.7 billion
    - : IMF Special Drawing Rights (SDR) Allocation — \$5.1 billion
    - : Provision for Natural Disaster Relief and Recovery Arrangements — \$0.7 billion.

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<sup>1</sup> Estimate for the financial year ending 30 June 2015 as at Budget 2014-15.

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## 4.1.3 Workforce report

The Treasury staffing profile (as at 30 September 2014<sup>1</sup>):

<i>Total Staffing</i>	
Total full time equivalent (FTE)	859.7
Total Head count	891
<i>Staffing by classification (FTE)<sup>2</sup></i>	
APS1-2	1
APS3	41.4
APS4	35.8
APS5	128.5
APS6	201.5
EL1	198.0
EL2	165.5
SES Band 1	55.4
SES Band 2	24.6
SES Band 3	7.0
Secretary	1.0
<i>Demographics</i>	
% female (total staff)	50.8%
% female (SES)	33.0%
% part time of total staff	13.4%
Average age	36.5
Median Tenure (years)	5.6
<i>Staff mobility</i>	
Staff turnover rate (annualised for 2014-15)	1.8%
Total voluntary redundancies (2014), headcount	74
Total SES incentives to retire (2014), headcount	8
Total involuntary redundancies (2014), headcount	35
Secondees into the department (from the non-public sector)	9
Secondees into the department (from the public sector)	41
Secondees out of the department (into the non-public sector)	4
Secondees out of the department (into the public sector)	19
<i>Recruitment</i>	
Graduate program intake (2014)	29
Estimated graduate program intake (2015)	26 (46% female)

Each quarter, the People and Organisational Strategy Division (POSD) produces a Workforce Report. The one-page summary from the quarter one, 2014-15 is attached. The full report is available in Appendix C.

<sup>1</sup> Staffing profile will be updated at 31 December 2014

<sup>2</sup> Note: This data is presented on an actual classification basis, i.e. acting staff will appear in their acting classification not their substantive classification.



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## Workforce Report Summary, Quarter One, 2014-15

	As at 30 September 2014	As at 30 September 2013	Variance	
<b>Current Profile (FTE)</b>				
<b>Total Treasury</b>	<b>859.7</b>	<b>911.1</b>	<b>-51.4</b>	<b>▼</b>
Ongoing	790.6	859.5	-68.9	▼
Non-ongoing	14.9	12.6	2.3	▲
NATS- Paid	54.2	39.0	15.2	▲
NATS- Unpaid	65.2	73.3	-8.1	▼
<b>Gender Reporting (Headcount)</b>				
SES % female representation	33.0	27.5	5.5pp	▲
'CEO' minus one %	42.9	14.3	28.6pp	▲
'CEO' minus two %	27.8	29.5	-1.8pp	▼
'CEO' minus three %	35.6	27.5	8.1pp	▲
<b>Movement (FTE)</b>				
Turnover Rate (% ongoing)	1.8	8.1	-6.3	▼
Total Separations	74.4	26.2	48.2	▲
Operative ongoing	41.8	18.2	23.6	▲
Operative non-ongoing^	3.8	2.0	1.8	▲
Inoperative	28.8	6.0	22.8	▲
Total Commencements	5.9	6.6	-0.7	▼
Operative ongoing	1.0	5.0	-4.0	▼
Operative non-ongoing^	4.9	0.6	4.3	▲
<b>Demographics (Headcount)</b>				
% Female Staff- Total	50.8	48.0	2.9pp	▲
% Female Staff – SES	33.0	27.5	5.5pp	▲
% Female Staff – EL2	48.6	44.6	4.0pp	▲
% Female Staff – EL1	54.1	50.9	3.2pp	▲
% Female Staff – APS	54.0	52.2	1.8pp	▲
Average Age	36.5	37.9	-1.3	▼
% Part-time	13.4	13.2	0.2pp	▲
% of Males that are PT	4.1	5.0	-0.9pp	▼
% of SES that are PT	5.8	9.1	-3.3pp	▼
Median Tenure (years)	5.6	5.2	0.4	▲
<b>Organisational Health</b>				
Avg. sick leave days per FTE	1.9	2.1	-0.2	▼
Current Org. Well-being Caseload	47	39	8	▲
Compensation	28	26	2	▲
Non-Compensation	10	9	1	▲
Early intervention	9	4	5	▲

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## 4.2.1 Progressing Women Initiative

- *Progressing Women* is a significant long-term cultural change program, requiring sustained leadership and commitment at all levels. *Progressing Women* was launched following the *Women in Treasury* review undertaken by external consultant Deborah May (Managing Director, The May Group) in 2011.
  - Prior to 2011, initiatives such as recruitment, role models, childcare and flexible work policies were introduced by Treasury to facilitate an increase in the representation of women in leadership. However, progress was slow and women remained under-represented in the senior ranks.
  - The *Women in Treasury* review found that barriers to women's progress often came from unrecognised biases rather than conscious prejudice. These biases include some institutional biases towards an homogenous leadership style – including around how work is allocated – and assumptions about the willingness and capacity of staff with family commitments, or those who work flexibly, to take on particular types of work.
- The vision for *Progressing Women* is 'to widen and deepen the pool of future leaders in the Treasury by harnessing the talents of women at all levels and, in doing so, increase the capability of Treasury to deliver on its mission and ensure that the Treasury is an employer of first choice for women and men.'
- *Progressing Women* comprises a holistic suite of strategies designed to elevate the representation of women in leadership at all levels in the Treasury. Strategies have included:
  - Establishing an Inclusive Workplace Committee (IWC) - the key decision making body for *Progressing Women*;
  - Holding regular Leadership Seminars to allow staff to hear the personal experiences of business and community leaders and the work they and their organisations have done to embed inclusive cultures and promote greater diversity;
  - Implementing an 'if not, why not' approach to flexible work – where an application for flexible work is approved unless there is a valid business case why the proposed working option is not suitable;
  - Increasing transparency in relation to gender imbalance in Treasury, as well as the measures being taken to create a more inclusive workplace – encouraging staff to become mindful of gender diversity as normal, everyday practice;
  - Replacing Treasury's Work Value Matrix with the Integrated Leadership System to better embed the behaviours that have been identified as important for the department in our performance management system, and to remove observable biases in appraisal outcomes.



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- Treasury has also set measurable targets for female representation in the senior leadership of 35 per cent by 2016 with a longer term target of 40 per cent.
  - Women currently account for 33 per cent of Treasury's senior leadership (including staff acting at a higher classification), an increase from around 23 per cent in 2011.
- Deborah May has undertaken a follow up assessment of Treasury's progress over the past three years in creating a more inclusive workplace culture and will report to the IWC at the March 2015 meeting.

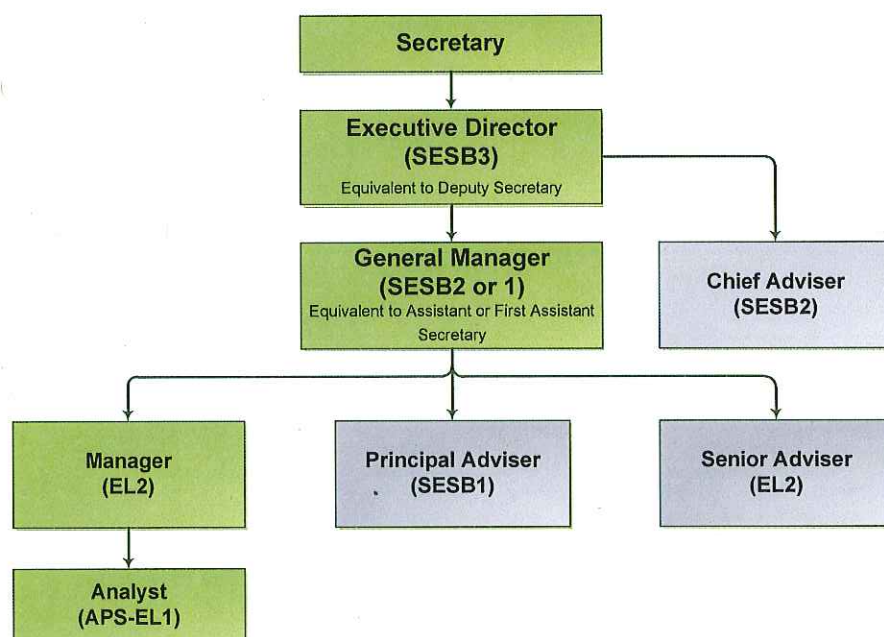
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## 4.2.2 Treasury Management Model

### Key Points

The Treasury Management Model (see chart below) is a five level management structure with devolved decision-making and responsibility that enables staff at all levels to utilise their expertise. This flattened structure was a result of an Organisational Review in 1998 and since its introduction in 1999 has contributed to a more flexible and less bureaucratic organisational structure, which remains uncommon in the Australian Public Service.

- The management structure comprises the Secretary, Executive Directors (SES Band 3), General Managers (SES Band 1 or 2), Managers (EL2) and Analysts (APS-EL1). These arrangements clarify role accountabilities and devolve decision making through a flat leadership structure.
- A stream of Advisers sits within the structure—Chief Advisers (SES Band 2) report to the Executive Director with Principal Advisers (SES Band 1) and Senior Advisers (EL2) reporting to the General Manager.
  - Treasury utilises Adviser positions where a high level policy or organisational focus is required. These roles generally do not include managerial responsibilities but are used to undertake specific tasks, address urgent or long term policy challenges, co-ordinate cross Divisional or cross Group issues, provide representation, and mentor junior staff.
- The Executive Board is the key decision making body under the Treasury Management Model and provides leadership to the department.
- The governance arrangements below the Executive Board level are outlined in section 4.2.3.





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- The number of SES staff the Treasury can have employed at any one time is capped. Every APS agency agrees to their upper limit of operative SES with the Australian Public Service Commission (APSC). The Treasury's current SES cap is 88. The cap on SES numbers will continue to apply until the end of 2016.
  - As at 30 October, Treasury had 85 SES staff.

## 4.2.3 Treasury governance arrangements

The Treasury governance model (refer to diagram) seeks to deliver efficient and effective decision-making, clear accountability and transparency, and broad engagement. It also:

- allows the Secretary and the Executive Board to focus on strategic organisational issues;
- ensures that the Secretary and Executive Board can take decisions based on well considered advice that reflects the views of the SES and Treasury officers more broadly; supports the SES to take ownership of organisational decisions; and
- allows further consideration of a range of strategic organisational issues that were raised in the Capability Review and Strategic Review.

### *Role of the Committees*

- These committees are formal sub-committees of the Executive Board.
- They are involved in a periodic horizon scan, every six months, to ensure that the issues of importance to Treasury and officers at all levels are finding their way onto the agenda.
- Issues considered by the committees can be self-generated, sent to the committees by the Board or brought to the committees by GEMs or broader SES discussions.
- The Committees predominantly provide advice and recommendations to the Secretary and Executive Board, although they may be delegated specific decision making authority at times.

### *Membership of Committees*

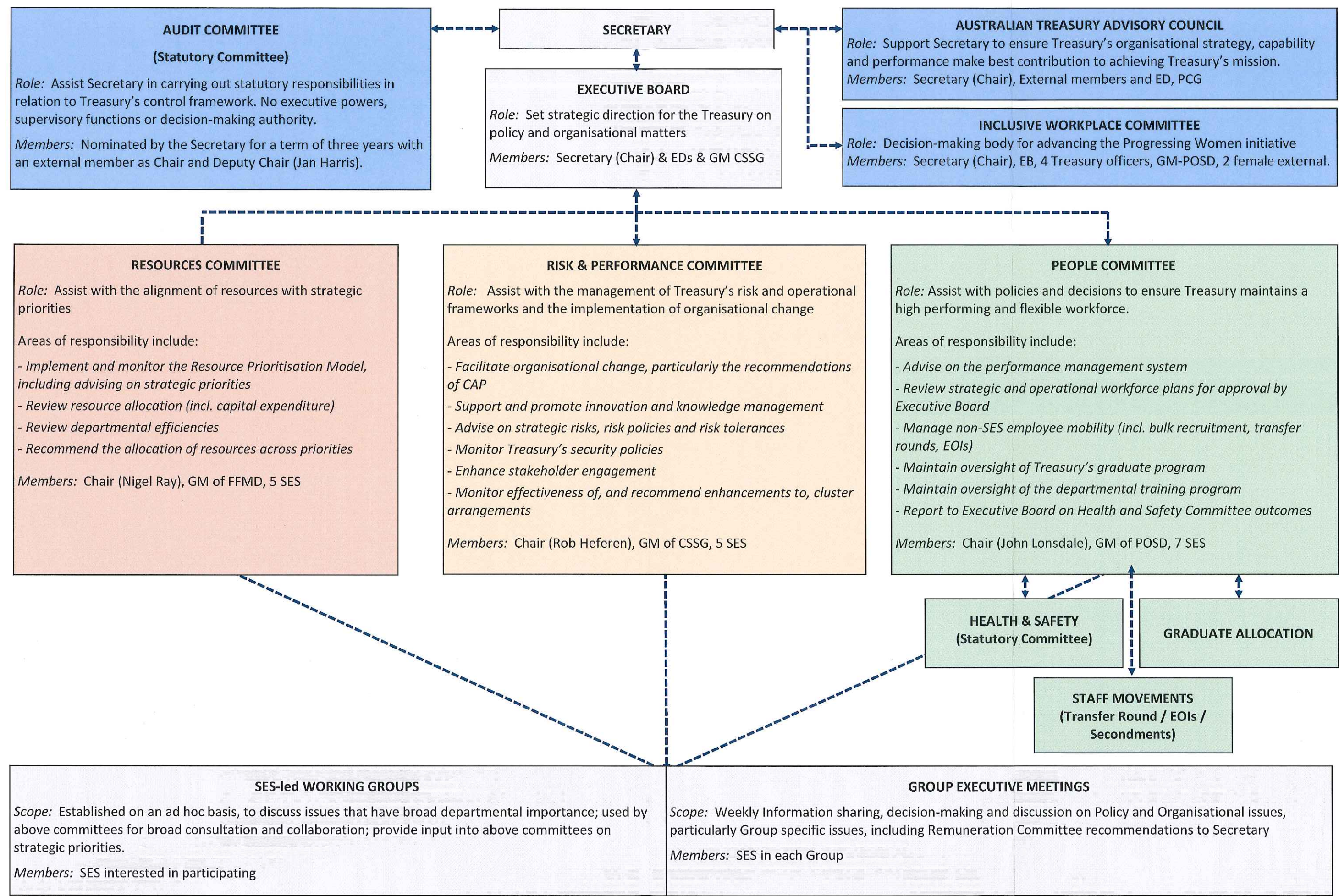
- Membership of the committees has been drawn from SES officers of all Groups, with regular, staggered rotation to ensure that ideas and approaches are refreshed while ensuring continuity.

<b>Resource Review Committee</b> Chair: Nigel Ray	<b>Risk and Performance Committee</b> Chair: Rob Heferen	<b>People Committee</b> Chair: John Lonsdale
<i>Members:</i> Chief Financial Officer	<i>Members:</i> GM Corporate Strategy and Services Group	<i>Members:</i> GM People and Organisational Strategy Division
Roger Brake	Leesa Croke	Matt Flavel
Rob Donelly	Tom Reid	Meghan Quinn
HK Holdaway	Matt Brine	Christine Barron
Marisa Purvis-Smith	Peter Alexander	Steve French
Jonathon Rollings	Simon Duggan	Michael Willcock
		Vicki Wilkinson
		Sam Reinhardt



# Department of the Treasury organisational governance structure

STRATEGIC  
COMMITTEE  
POTENTIAL  
SUB-COMMITTEES  
INFORMATION / ADVICE / GUIDANCE





Incoming Secretary brief

## 5. Strategic policy priorities

### **5.1 Overview of strategic policy priorities**



