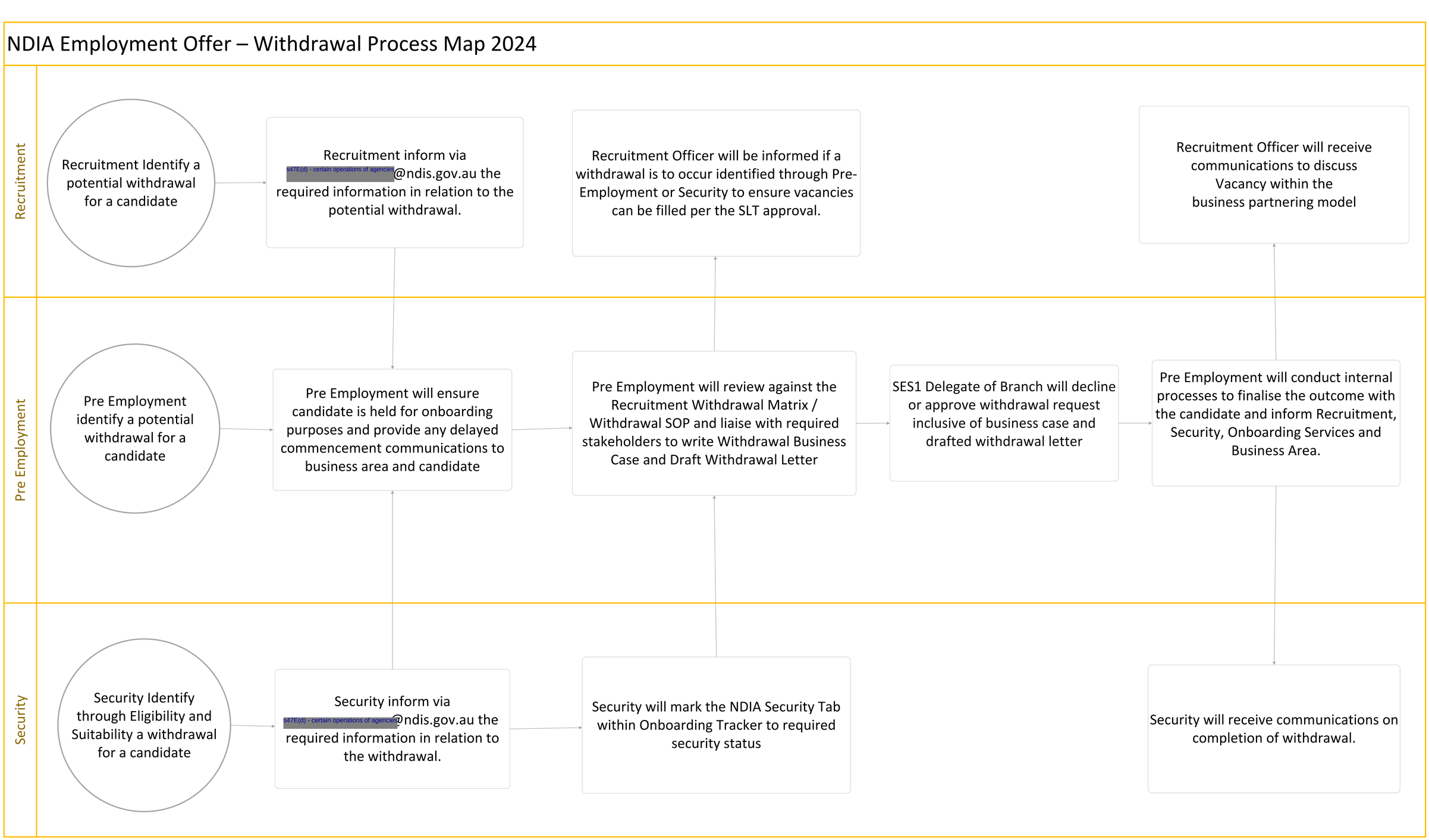
FOI 26.27-0616

NDIA Employment Offer – Withdrawal Process Map 2024



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Aug-24	Recruitment Withdrawal Matrix	Evidence Source
Security		
	National Coordinated Criminal History Check	Pharmacy Id returned outcome
	Code of Conduct - Eligibility and Suitability Assessment	Pre Engagement Pack (PEP)
	Non-Citizenship	Pre Engagement Pack (PEP)
	Bankruptcy	Security Pre Check
	Directorship	Security Pre Check
Workplace Supports		
	Independent Medical Assessment Outcome	Health Declaration Assessment
Recruitment		
	Unable to contact candidate	No response within 21 days
	Merit Protection Commission Outcome	Merit Protection Commission
	Conflict of Interest - Outside Employment	Candidate Identification
	Conflict of Interest - Participant	Candidate Identification
	Conflict of Interest - Relative	Candidate Identification
	Conflict of Interest - Agency Reputation	Candidate Identification
	Integrity Outcome	Recruitment Idenitifcation
	Qualification/Membership Insufficient Evidence	Recruitment Idenitifcation
	Affirmative Measures Insufficient Evidence	Recruitment Idenitifcation
	Administration Error	Recruitment Idenitifcation
	NDIS Worker Screening Check Outcome	Proda Verification

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Owner of the business	Approver Required
[redacted]	
Security	Agency Security Adviser (ASA)
Security	Agency Security Adviser (ASA)
Security	Agency Security Adviser (ASA)
Security	Agency Security Adviser (ASA)
Security	Business Area
[redacted]	
Workplace Supports	Workplace Supports
[redacted]	
Recruitment	Recruitment
Recruitment	Recruitment
Recruitment	Business Area
Recruitment	Business Area
Recruitment	Business Area
Recruitment	Business Area
Recruitment	Recruitment
Recruitment	Business Area
Recruitment	Recruitment
Recruitment	Recruitment
Recruitment	Recruitment

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a. Withdrawal or revocation of an accepted APS employment offer before commencement

The person who has the authority to make an employment decision (including engaging, promoting or moving an APS employee) under the Public Service Act 1999- external site (PS Act) also has the power to cancel or vary that employment decision at any time before it takes effect.

Source links

- **APSC guidance**
- **Public Service Act 1999**

b. Withdrawal of an offer made under section 22(2)(a) of the Public Service Act 1999

Engagement power

Section 22 provides that an Agency Head may, on behalf of the Commonwealth, engage persons as employees for the purposes of the Agency.

Revocation or variation power

Section 33(3) of the Acts Interpretation Act 1901 provides that a statutory power to make, grant or issue an administrative instrument generally includes a power to repeal, rescind, revoke, amend or vary it in the same manner and subject to the same conditions.

Source links

- **Public Service Act 1999**
- **Acts Interpretation Act 1901**

c. Assessment of whether a prospective APS employee is of good character

The nationally coordinated criminal history check (NCCHC) is a character and background check used to assess eligibility and suitability to access Agency information, systems, resources and tenancies.

Source links

- **Agency security screening page**
- **Agency onboarding page**

d. Assessment of candidate suitability, conduct, behaviour or compatibility with APS Values

Work-related qualities

Relevant qualities include skills and abilities; qualifications, training and competencies; standard of performance; capacity to produce outcomes; relevant personal qualities such as honesty and integrity; potential for development; and ability to contribute to team performance.

Merit

Section 10A of PS Act requires engagement and promotion decisions to be based on merit. Relative suitability is assessed through a competitive process by reference to the work-related qualities genuinely required for the duties and candidates' capacity to achieve relevant outcomes.

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Values alignment and Conduct

Personal qualities such as integrity, resilience, collaboration and contribution to positive team culture may be relevant where genuinely connected to the duties.

Source links

- APSC work-related qualities factsheet
- Guide on Merit in the APS
- Public Service Act 1999
- Commissioner's Directions 2022, s 5

e. Handling and verification of adverse information about a candidate

Requirement 5 of the Guide on Merit, up to and including the practical application.

Source links

- Guide on Merit in the APS
- Public Service Act 1999

f. Requirements to notify a candidate of adverse allegations or concerns

APSC cancellation guidance

Source links

- APSC cancellation guidance

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Human Resources (Chief Executive Officer of the National Disability Insurance Agency) Delegation (No.1) 2024

I, Rebecca Falkingham, Chief Executive Officer of the National Disability Insurance Agency, make the following instrument of delegation and authorisation.

Dated 17 April 2024

s47F - personal privacy

Rebecca Falkingham

Chief Executive Officer of the National Disability Insurance Agency

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Part 1 - Preliminary

1. Name

This instrument is the *Human Resources (Chief Executive Officer of the National Disability Insurance Agency) Delegation (No.1) 2024*.

2. Commencement

This instrument commences on the day this instrument is signed by the Chief Executive Officer of the National Disability Insurance Agency.

3. Authority

This instrument is made under:

(a) the *Acts Interpretation Act 1901*;

(b) section 78(7) of the *Public Service Act 1999*;

(c) section 105(3) of the *Public Service Regulations 2023*;

(d) section 69(1) of the A*ustralian Public Service Commissioner's Directions 2022*;

(e) rule 13(1) of the *Public Service Classification Rules 2000*;

(f) section 9(1) of the *Long Service Leave (Commonwealth Employees) Act 1976*;

(g) section 14 of the *Long Service Leave (Commonwealth Employees) Regulations 2016*;

(h) section 11(1) of the *Maternity Leave (Commonwealth Employees) Act 1973*;

(i) clause 5 *National Disability Insurance Agency Enterprise Agreement 2024-2027*;

(j) clauses 64-71, 141, 541, 542.2, 544, 553, 554, 567, 568, 569.2 and 605 of the *National Disability Insurance Agency Enterprise Agreement 2024-2027*; and

(k) section 159(1)-(2) of the *National Disability Insurance Scheme Act 2013*.

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4. Definitions

Note 1: Expressions used in this instrument have the same meaning as the Act or instrument, as in force from time to time, that authorises the making of this instrument. The expressions used in an authorising Act or instrument, are incorporated pursuant to section 46 of the *Acts Interpretation Act 1901*, including those listed below:

(a) ***APS employee*** is defined in section 7 of the *Public Service Act 1999*.

Note 2: A number of expressions used in this instrument are defined in the *National Disability Insurance Scheme Act 2013,* including:

(a) ***CEO*** is defined in section 9 of the *National Disability Insurance Scheme Act 2013*.

(1) In this instrument:

AI Act means *Acts Interpretation Act 1901.*

APS4 means an APS Level 4 classification under the *Public Service Classification Rules 2000*.

APS5 means an APS Level 5 classification under the *Public Service Classification Rules 2000*.

APS6 means an APS Level 6 classification under the *Public Service Classification Rules 2000.*

APSC Directions means *Australian Public Service Commissioner's Directions 2022.*

Commissioner means the Australian Public Service Commissioner appointed under the *Public Service Act 1999*.

EL1 means an Executive Level 1 classification under the *Public Service Classification Rules 2000.*

EL2 means an Executive Level 2 classification under the *Public Service Classification Rules 2000*.

FW Act means *Fair Work Act 2009.*

ISAC means an Independent Selection Advisory Committee established under subdivision B of Division 2 of Part 6 of the *Public Service Regulations 2023*.

LSL Act means *Long Service Leave (Commonwealth Employees) Act 1976.*

LSL Regs means *Long Service Leave (Commonwealth Employees) Regulation 2016.*

MPC means the Merit Protection Commissioner appointed under the *Public Service Act 1999.*

ML Act means *Maternity Leave (Commonwealth Employees) Act 1973.*

NDIA EA means the *National Disability Insurance Agency Enterprise Agreement 2024-2027.*

NDIA means the National Disability Insurance Agency established under section 117 of the *National Disability Insurance Scheme Act 2013.*

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NDIS Act means the *National Disability Insurance Scheme Act 2013*.

NES means the National Employment Standards as defined in the FW Act.

People and Culture means the Division/s or Branch/es in the NDIA responsible for human resources related matters. People and Culture includes the SES Band 3 manager of the Division/s or Branch/es.

PRC means a Promotion Review Committee appointed under Division 2 of Part 4 of the *Public Service Regulation 2023*.

PS Act means *Public Service Act 1999.*

PS Regs means *Public Service Regulations 2023.*

PSC Rules means *Public Service Classification Rules 2000.*

SES Band 1 means a Senior Executive Band 1 classification under the *Public Service Classification Rules 2000.*

SES Band 2 means a Senior Executive Band 2 classification under the *Public Service Classification Rules 2000*.

SES Band 3 means a Senior Executive Band 3 classification under the PSC Rules.

(2) Where this instrument refers to an APS classification and then uses the words '*or above'*, this means an APS employee occupying or performing the duties of that APS classification or a higher classification under the *Public Service Classification Rules 2000*.

For example:

SES Band 1 or above means an APS employee occupying or performing the duties of an SES Band 1 classification or a higher classification under the *Public Service Classification Rules 2000*.

(3) Where this instrument refers to an APS classification '*in People and Culture'*, this means an APS employee occupying or performing the duties of a classification in the Division/s or Branch/es in the National Disability Insurance Agency responsible for human resource related matters.

For example:

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EL1 and above in People and Culture means an APS employee occupying or performing the duties of an Executive Level 1 classification or a higher classification under the *Public Service Classification Rules 2000* in the Division or Branch in the National Disability Insurance Agency responsible for human resource related matters.

(4) Where this instrument refers to an APS classification '*for employees under their control*', this means an APS employee occupying or performing the duties of a classification where the power, function or duty to be delegated is in respect of an employee who is under the APS employee's management control in the National Disability Insurance Agency.

For example:

(a) An APS employee occupying or performing the duties of an Executive Level 2 classification, or a lower classification, under the *Public Service Classification Rules 2000*, would be able to exercise a power or function in respect to an employee under their management control in their team.

(b) An APS employee occupying or performing the duties of a SES Band 1 classification under the *Public Service Classification Rules 2000* would be able to exercise a power or function in respect of an employee in their Branch.

(c) An APS employee occupying or performing the duties of a SES Band 2 would be able to exercise a power or function in respect of an employee in their Division.

(d) An APS employee occupying or performing the duties of a SES Band 3 would only be able to exercise a power or function in respect of an employee in their Group.

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Part 2 - Delegation and authorisation

5. Delegation

(1) Except for the authorisations identified in paragraph 7(1) of this instrument, the CEO delegates the powers, functions, and duties under the provisions of the Acts and instruments specified in an item in Columns 3 and 5 of the table in Schedule 1 of this instrument, to each APS employee occupying or performing the duties of a position described in Column 4 of the same item of the table in Schedule 1.

(2) The CEO delegates to each APS employee occupying or performing the duties of a SES Band 1 or above in People and Culture, all of the CEO's powers, functions and duties under the following Acts and instruments:

(a) *PS Act*;

(b) *PS Regs*;

(c) A*PSC Directions*;

(d) *PSC Rules*;

(e) *LSL Act*;

(f) *ML Act;* and

(g) *NDIA EA*.

Note 1: The class of delegate in Column 4 of the table in Schedule 1 is based on the duties the APS employee is performing in the NDIA at the time the power or function is exercised. The APS employee's substantive classification will apply unless the APS employee is temporarily assigned duties at a higher classification at the time the power or function is exercised.

Note 2: The delegate must comply with any written directions given by the CEO in relation to the exercise of powers and functions, given under the following:

(a) section 78(11) of the *PS Act;*

(b) section 105(8) of the *PS Regs;*

(c) section 69(5) of the *APSC Directions;*

(d) rule 13(6) of the *PSC Rules;*

(e) section 9(4) of the *LSL Act*;

(f) section 11(4) of the *ML Act*.

Note 3: The NDIA EA does not apply to SES employees.

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6. Directions

(1) The delegate must not exercise the delegated power in relation to themselves.

(2) Subject to paragraph 6(3) of this instrument, the delegate must not sub-delegate any of the CEO's powers, functions or duties.

(3) APS employees who are delegated the power to sub-delegate powers, functions, and duties under the NDIA EA in item 6.01 of Schedule 1 of this instrument may subdelegate a power under the NDIA EA.

(4) The delegate must have regard to relevant policies and procedures published by the NDIA and available on the NDIA intranet from time to time.

7. Authorisation

The CEO authorises each APS employee occupying or performing the duties of a position described in Column 4 of Schedule 1 of this instrument to exercise the powers, functions and/or duties specified in Column 3 and 5, as an authorisation not as a delegation, for those items listed as a footnote

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Part 3 - Revocation

8. Revocation of instruments

(1) Under subsection 33(3) of the *AI Act*, this instrument revokes the following instruments:

(a) *Human Resources (Chief Executive Officer of the National Disability Insurance Agency) Delegations (No. 2) 2023;* and

(b) all other instruments made by the CEO, which delegate the CEO's powers and functions under the following:

(i) *PS Act;*
(ii) *PS Regs;*
(iii) *APSC Directions;*
(iv) *PSC Rules;*
(v) *LSL Act;*
(vi) *LSL Regs;*
(vii) *ML Act;* and
(viii) *NDIA EA.*

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Schedule 1

The Public Service Act 1999 allows the CEO to delegate the powers and functions for the employment and the management of employees.

The CEO has delegated some of these powers and functions to particular positions as set out in this Schedule.

Table 1: Allowances and Reimbursements

Column 1 Item	Column 2: Subject	Column 3: Power, function and/or duty	Column 4: Position(s)	Column 5: Source(s)
1.01	Support for Professionals	Approve reimbursement towards annual membership of professional associations relevant to an employee's work in the NDIA within limits specified in NDIA EA Appendix B	EL2 or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 488; NDIA EA Appendix B
1.02	Workplace Contact Officer Allowance	Appoint an employee to undertake a workplace contact officer role. If appointed, the employee will be entitled to be paid an allowance in accordance NDIA EA 74 - 76 and NDIA EA Appendix B, provided they have undertaken the relevant training and/or possess the required certification/s.	EL2 or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 75 and 76; NDIA EA Appendix B
1.03	Workplace Contact Officer Allowance	Determine the eligibility of an employee to be a workplace contact officer, including by reference to an employee's physical availability to undertake the role and whether duties of a particular role may only be satisfactorily performed by an employee maintaining a certain level of physical presence in the workplace.	EL2 or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 76
1.04	Workplace Contact Officer Allowance	Approve under exceptional circumstances the payment of additional role allowances based on operational requirements.	EL2 or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 78
1.05	Community Language Allowance (CLA)	Determine a continuing need for an employee to utilise their particular language skills for communication in languages other than English for the purposes of being paid a CLA and the rate of CLA in accordance with NDIA EA 82 Table 1	EL2 or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 81
1.06	Motor Vehicle Allowance	Approve the use of a private motor vehicle by an employee for official purposes where the delegate considers it will result in greater efficiency or involve less expense for the NDIA – if approved, the employee will receive a motor vehicle allowance in accordance with the rates in NDIA EA 89 and NDIA EA Appendix B	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	NDIA EA 87; NDIA EA Appendix B

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1.07	Excess Fares	Approve in accordance with NDIA EA 102, unless exceptional circumstances exist, reimbursement of excess fares incurred by an employee as a result of work related travel while performing duty temporarily at another location.	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	NDIA EA 101
1.08	Review Rate Travelling Allowance	Approve payment of reasonable expenses and reimbursements related to travel after an employee has temporarily resided in one locality for a period of more than 21 days	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	NDIA EA 500
1.09	Excess Travelling Time	Approve an Excess Travelling Time payment, or time off in lieu up to three months, for an employee where the NDIA initiates a change to the employee's primary place of work and additional time necessarily spent in travel is required.	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 95-99; NDIA EA Appendix B
1.10	School Holiday Family Care Reimbursement	Approve reimbursement of the amount an employee has paid for each school child attending approved or registered care for an approved period of leave, where the leave has been cancelled or the employee is required to return from leave early because of the NDIA's business requirements during school holidays - reimbursement will apply only for the days when the employee is at work (NDIA EA 398). Determine that exceptional circumstances exist such that reimbursement may apply to days when the employee is not at work (under NDIA EA 398).	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 396 - 399
1.11	Extra Family Care Costs	Approve payment or reimbursement (net of government assistance) of the reasonable cost of additional family care arrangements on receipt of satisfactory evidence	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 503
1.12	Loss or Damage to Clothing or Personal Effects	Approve payment of up to the Comcover excess to an employee per incident for loss or damage to clothing or personal effects while the employee is on official business, in accordance with the rates in NDIA EA Appendix B	EL2 or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 90; NDIA EA Appendix B
1.13	Remote Locality Field Allowance	Approve the payment of Field Allowance to an eligible employee for additional expenses that may be incurred when travelling to remote or very remote areas for business purposes, in accordance with the rates in NDIA EA Appendix B	EL2 or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 512; NDIA EA Appendix B
1.14	Additional Expenses	Approve payment to an employee an allowance or reimbursement for reasonable expenses incurred in the course of an employee's employment that is not otherwise specified within the Agreement or policy	EL2 or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 103

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Table 2: Classification and Positions (non-SES)

Column 1: Item	Column 2: Subject	Column 3: Power, function and/or duty	Column 4: Position(s)	Column 5: Source(s)
2.01	Create positions	Create positions in the NDIA for APS employees at classification levels up to and including EL2 and nominate APS employees to occupy such positions	SES Band 2 or above for employees under their control; and EL2 or above in People and Culture	PS Act s77
2.02	Allocation of Classification – To Employees	Allocate an approved classification to a non-SES APS employee in the NDIA	SES Band 2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	PSC Rules r6
2.03	Allocation of Classification – To Group of Duties	For APS classification levels up to and including EL2, allocate an approved classification to each group of duties to be performed in the NDIA based on the work value of the group of duties and work level standards (as applicable)	SES Band 2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	PSC Rules r9(1) - (2A)
2.04	Allocation of Classification – Section 26 Agreement	Allocate to a non-SES APS employee who temporarily moves to the NDIA: • the approved classification that was allocated to the employee immediately before moving to the NDIA; or • another approved classification that is in the same group as the approved classification that was allocated to the employee immediately before moving to the NDIA	SES Band 3; and EL2 or above in People and Culture	PSC Rules r7(3)
2.05	Training related	If a training classification is allocated to a group of duties, ensure that the relevant duties include a requirement to undergo training	SES Band 3; and EL2 or above in People and Culture	PSC Rules r9(3)
2.06	Training related	Allocate to an APS employee a classification mentioned in column 3 of Schedule 2 to the PSC Rules that relates to the employee's training classification, where the employee who is employed at a training classification satisfactorily finishes each training requirement for that classification	SES Band 3; and EL2 or above in People and Culture	PSC Rules r11
2.07	Broadband	Allocate more than one classification (a broadband) to a group of duties and establish further levels of broadbanding or advance an employee to a higher classification in the broadband (not including SES classification)	SES Band 1 or above in People and Culture	PSC Rules r9(4); NDIA EA 115 and 116
2.08	Work level standards	Issue, in writing, APS work level standards for each classification, other than an APS Level classification, Executive Level classification or SES classification, describing the work value of the group of duties to be performed in the NDIA at that classification	SES Band 3; and SES Band 1 or above in People and Culture	PSC Rules r10 NDIA EA 105

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Table 3: Code of Conduct

Column 1: Item	Column2: Subject	Column3: Power, function and/or duty	Column4: Position(s)	Column5: Source(s)
3.01	Establish procedures and ensure access to procedures	Establish written procedures for determining breaches of the APS Code of Conduct and sanctions (if any) to be imposed on an APS employee who is found to have breached the Code of Conduct; and ensure that the procedures established are made publicly available.	SES Band 1 or above in People and Culture	PS Act s15(3)-(5) and 15(7)
3.02	Sanctions	Impose sanction/s for a breach of the APS Code of Conduct	SES Band 1 or above; and EL1 or above in People and Culture	PSA s15(1)-(2)
3.03	Commissioner Code Investigation	Request the Commissioner to inquire into and determine whether an APS employee, or former APS employee, in the NDIA has breached the APS Code of Conduct	SES Band 3; and SES Band 1 or above in People and Culture	PS Act s41B(1)(a)
3.04	Commissioner Code Sanction	If the Commissioner finds that an APS employee in the NDIA has breached the APS Code of Conduct, request the Commissioner to recommend sanctions in respect of the breach	SES Band 3; and SES Band 1 or above in People and Culture	PS Act s41B(9)(b)(i)
3.05	MPC Code Investigation	Request the MPC to inquire into and determine whether an APS employee, or former APS employee, has breached the APS Code of Conduct	SES Band 3; and SES Band 1 or above in People and Culture	PS Act s50A(1)
3.06	Suspension	Suspend an employee from duties with or without remuneration, review the suspension at reasonable intervals and end of the suspension in accordance with PS Regs 14	SES Band 1 or above; and EL1 or above in People and Culture	PS Regs 14[1]
3.07	APSC SES Code Investigation	If an SES employee in the NDIA is suspected of breaching the Code of Conduct, consult with the Commissioner on the process for determining whether the employee has breached the Code of Conduct, consult with the Commissioner before imposing the sanction.	SES Band 1 or above in People and Culture	APSC Directions s64(a)

[1] This regulation is made for the purposes of s 28 of the PS Act.

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3.08	APSC SES Code Sanction	If an SES employee in the NDIA is suspected of breaching the Code of Conduct, and a sanction is being considered, consult with the Commissioner before imposing the sanction on the employee	SES Band 1 or above in People and Culture	APSC Directions s64(b)
3.09	Commissioner Reporting	Consult with the Commissioner before entering into a settlement agreement with a person who is or was an APS employee relating to sexual harassment that includes a non-disclosure or confidentiality provision	SES Band 1 or above in People and Culture	APSC Directions s20
3.10	Commissioner Reporting	Notify the Commissioner of the number of Agreements entered into relating to an APS or former APS person's employment that includes a non-disclosure or confidentiality provision	SES Band 1 or above in People and Culture	APSC Directions s21(2)

Table 4: Consultation and Communication

Column 1: Item	**Column 2: Subject**	**Column 3: Power, function and/or duty**	**Column 4: Position(s)**	**Column 5: Source(s)**
4.01	Consultation – changes to HR policy or guidelines	Consult with employees and/or the Agency Consultative Network (ACN) when proposing to develop or review any NDIA policies, procedures or guidelines that support the operation of the NDIA EA[2]	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	NDIA EA 554
4.02	Consultation - Major Change	Where the NDIA has decided to, or proposes to, introduce a change as described in NDIA EA 533 and 534, notify employees who may be affected by the change and their nominated representatives (if applicable)[3]	EL2 or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 541
4.03	Consultation - Major Change	Discuss with the relevant employees and their nominated representatives (if applicable) the matters set out in NDIA EA 542.1, and, for the purposes of the discussion, provide in writing to the relevant employees and their representatives (if applicable) matters set out in NDIA EA 542.2[4]	EL2 or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 542

[2] Under the NDIA EA, the NDIA will make provision for consultation arrangements regarding general workplace relation matters. Item 4.01 is an authorisation and not a delegation.
[3] Under the NDIA EA, the NDIA must notify the relevant employees of the decision to introduce the change. Item 4.02 is an authorisation and not a delegation.
[4] Under the NDIA EA, the NDIA will discuss the change with relevant employees and provide relevant matter in writing. Item 4.03 is an authorisation and not a delegation.

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4.04	Consultation - Major Change	Determine whether information is confidential or commercially sensitive information and therefore not appropriate for disclosure to employees[5]	SES Band 2 or above; and EL2 or above in People and Culture	NDIA EA 544
4.05	Membership of the ACN	Established the ACN to discuss relevant workplace matters and representation on the committee will be in accordance with the ACN Charter[6]	SES Band 1 or above in People and Culture	NDIA EA 552
4.06	APS Consultative Committee	Provide information as requested by the APSC to support the operation of the APS Consultative Committee	EL1 or above in People and Culture	NDIA EA 562

Table 5: Dispute Resolution

Column 1: Item	**Column 2: Subject**	**Column 3: Power, function and/or duty**	**Column 4: Position(s)**	**Column 5: Source(s)**
5.01	Use and disclosure of personal information	Use and disclose personal information in accordance with the circumstances set out in PS Regs 103	SES Band 1 or above for employees under their control; and SES Band 2 or above; and APS5 or above in People and Culture	PS Regs 103[7]
5.02	Dispute Resolution	Give a direction to an employee to perform other available work at the same workplace or another workplace subject to NDIA EA 569.2[8]	EL2 or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	NDIA EA 569.2

[5] Under the NDIA EA, the NDIA is not required to disclose confidential or commercially sensitive information to relevant employees. Item 4.04 is an authorisation and not a delegation,

[6] The ACN is identified as a key mechanism for consultation under the NDIA EA. Clauses 553 of the NDIA EA do not contain CEO powers or functions. Item 4.05 is an authorisation and not a delegation.

[7] This regulation is made for the purposes of section 72E(a) of the PS Act.

[8] Clause 569.2 of the NDIA EA states that while the parties are trying to resolve the dispute, employees must comply with a direction given by the NDIA to perform other available work at the same workplace, or at another workplace, unless particular criteria is met. Item 5.02 is an authorisation and not a delegation under the NDIA EA.

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5.03	Dispute Resolution	If discussions at the workplace level do not resolve the dispute, refer the dispute to the Fair Work Commission[9]	SES Band 3; and EL2 or above in People and Culture	NDIA EA 567
5.04	Dispute Resolution	Settle a dispute before the Fair Work Commission[10]	SES Band 3; and EL2 or above in People and Culture	NDIA EA 568

Table 6: Governance

Column 1: Item	**Column 2: Subject**	**Column 3: Power, function and/or duty**	**Column 4: Position(s)**	**Column 5: Source(s)**
6.01	Sub-delegation	Delegate to or authorise any person to perform any or all of the CEO's powers or functions under this agreement, including this power of delegation, and may do so subject to conditions.	SES Band 3; and SES Band 1 or above in People and Culture	NDIA EA 5
6.02	Issue Guidelines	Issue NDIA policies, guidelines and/or procedures as necessary	SES Band 3; and EL2 or above in People and Culture	NDIA EA 8
6.03	State of the Service report	Provide the Commissioner with whatever information is required for the purposes of the Commissioner's report on the State of the Service	SES Band 3; and SES Band 1 or above in People and Culture	PS Act s44

[9] Clause 567 of the NDIA EA states that if discussions at a workplace level do not resolve the dispute a party to a dispute may refer the matter to the FWC. Item 5.03 is an authorisation and not a delegation under the NDIA EA.
[10] The components of any settlement proposal or agreement may be subject to their own delegation or authorisation. In that case, the decision maker must ensure an appropriate delegate or authoriser has approved each separate component of the settlement.

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Table 7: Learning and Development

Column 1: Item	Column 2: Subject	Column 3: Power, function and/or duty	Column 4: Position(s)	Column 5: Source(s)
7.01	Approve Study and Professional Development Support	Provide assistance to an employee for undertaking an approved course of study or for professional development, this includes leave (paid or unpaid) for study and exams including reasonable travel time	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 484
7.02	Study and Professional Development Financial Support	Provide assistance to an employee for undertaking an approved course of study or for professional development. This includes financial assistance or reimbursement of reasonable costs associated with your study or professional development	SES Band 1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 484
7.03	Integrity Training APS ongoing employees	Ensure arrangements are made for an ongoing APS employee to undertake integrity training within 6 months of their employment	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	APSC Directions s19(1)
7.04	Integrity Training APS non-going employees	Ensure arrangements are made for a non-ongoing APS employee to undertake integrity training as soon as practicable after their engagement.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	APSC Directions s19(2)
7.05	First Nations cultural competency training	Ensure arrangements are made for any ongoing EL2 employees to undertake First Nations cultural competency training within 12 months of the commencement of the EA and any new or promoted ongoing EL2s within 6 months of engagement.	SES Band 1 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 432 and 433

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Table 8: Leave

Column 1: Item	Column 2: Subject	Column 3: Power, function and/or duty	Column 4: Position(s)	Column 5: Source(s)
8.01	Annual Leave	Approve an employee taking annual leave on full or half pay at any time	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 262
8.02	Annual Leave Half Pay	Determine if an employee requests to take their paid annual leave at half pay is approved when that employee has an excess annual leave balance. For the purposes of this Agreement, an excess annual leave balance is eight weeks of paid annual leave based on the employee's ordinary hours of work.	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 264
8.03	Purchased Leave	If an employee has more than 12 months APS service as an ongoing or non-ongoing employee, agree to the employee purchasing up to eight weeks of unpaid leave, funded by salary deductions over a maximum period of 12 months	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 272
8.04	Excess Annual Leave	Direct an employee who has an excess annual leave balance to take a period of annual leave to reduce their annual leave balance.	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 265
8.05	Annual Leave – Voluntary Cash Out	Approve an employee's application to cash out any amount of their annual leave subject to the employee meeting the requirements in NDIA EA 269	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 269, 270
8.06	Personal / Carers Leave	Approve an employee's application for personal/carer's leave with pay, subject to available personal leave credits, where the employee is absent for up to 10 consecutive working days due to personal illness or injury, or to provide care or support to a member of the employee's immediate family or household because of the member's personal illness or injury or an unexpected emergency affecting the member	APS5 and APS6 with employee supervisory duties or above for employees under their control for periods up to 10 working days; and SES Band 3; and APS5 or above in People and Culture	NDIA EA 255 and NDIA EA 286
8.07	Personal / Carers Leave	Approve an employee's application for personal/carers leave with pay, subject to available personal leave credits, in excess of 10 consecutive working days where the employee is absent due to personal illness or injury, or to provide care or support to a member of the employee's immediate family or household because of the member's personal illness or injury or an unexpected emergency affecting the member	EL1 for periods up to 1 month in respect of employees under their control; and EL2 or above for periods up to 3 months for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 286

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8.08	Personal / Carers Leave	Request an employee produce satisfactory medical evidence or other supporting documentation to support any period of personal leave where the employee has had repeated or frequent single day or short term absences, or a pattern of taking a particular working day off (e.g. Mondays)	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	NDIA EA 255 and NDIA EA 294, 295
8.09	Personal / Carers Leave	Grant an exception to the requirement to provide a medical certificate or other supporting documentation for personal/carer's leave under NDIA EA 294 where the requirements in NDIA EA 297 are met	EL2 or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	NDIA EA 255 and NDIA EA 297
8.10	Personal / Carers Leave	Approve an employee's request to convert personal/carer's leave credits to half pay to cover a period of leave for sick or caring purposes	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 NDIA EA 283
8.11	Additional Personal / Carers Leave Paid	Grant inexpectional circumstances, where an employee has insufficient personal/carer's leave credits and subject to the provision of suitable evidence, may grant additional personal/carer's leave with pay.	EL2 for periods up to 10 working days in respect of employees under their control; or SES Band 1 for periods up to 1 month in respect of employees under their control; or SES Band 2 for periods up to 3 months in respect of employees under their control SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 285
8.12	Additional Personal / Carers Leave Unpaid	Grant inexpectional circumstances, where an employee has insufficient personal/carer's leave credits and subject to the provision of suitable evidence, may grant additional personal/carer's leave without pay.	APS5 and APS6 with employee supervisory duties or above for employees under their control up to 10 working days or EL1 for periods up to 1 month in respect of employees under their control; or EL2 for periods up to 3 months in respect of employees under their control SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 285, NDIA EA 290
8.13	Compassionate leave	Grant 3 days paid compassionate leave per occasion	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 349

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8.14	Bereavement leave	Grant 3 days paid bereavement leave per occasion	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 353
8.15	Bereavement leave - Additional Paid and Unpaid	Grant additional bereavement leave paid or unpaid to an employee upon the death of a family member.	EL1 for periods up to 5 working days for employees under their control; and EL2 for periods up to 10 working days for employees under their control; and SES Band 1 for periods up to 1 month for employees under their control; and SES Band 2 for periods up to 3 months in respect of employees under their control. SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 356
8.16	Long Service Leave	The minimum period for which LSL will be granted is 7 calendar days (whether taken at full or half pay)	EL1 for periods up to 1 month in respect of employees under their control; and EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 310
8.17	Long Service Leave	Authorise payment in lieu of long service leave upon cessation or death after 10 years' service	EL1 or above in People and Culture	LSL Act s16(4)-(7)
8.18	Long Service Leave	Determine that a period of leave of absence without pay is to be included in a period of service for LSL Act purposes	EL1 or above in People and Culture	LSL Act s12(3)(b)-(4)
8.19	Long Service Leave	Recognise prior service for LSL Act purposes	APS5 or above in People and Culture	LSL Act s11-12
8.20	Long Service Leave	Determine previous service is continuous where the delegate is satisfied that, among other things, termination of previous employment was due to ill health and recommencement occurred within 12 months of being able to work again	APS5 or above in People and Culture	LSL Act s12(7)-(8) and LSL s13(8)-(9)
8.21	Long Service Leave	Grant long service leave on full salary in specified circumstances with less than 10 years' service	SES Band 3; and EL1 or above in People and Culture	LSL Act s17(1)

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8.22	Long Service Leave	Authorise payment in lieu of long service leave upon cessation/death of an employee with less than 10 years' service	SES Band 3; and EL1 or above in People and Culture	LSL Act s17(2)-17(5)
8.23	Long Service Leave	Determine period of full pay long service leave deemed to have been granted, for certain recognised service where satisfied it is not granted at full or half pay	SES Band 3; and EL1 or above in People and Culture	LSL Act s19(2)(b)
8.24	Long Service Leave	Determine period of long service leave deemed granted in respect of certain recognised service where a payment in lieu of long service leave has been made	SES Band 3; and EL1 or above in People and Culture	LSL Act s19(2)(d)
8.25	Long Service Leave	Direct that the death of an employee, whose period of service is at least one year, is to be presumed to have occurred on a specified date for the purposes of the LSL Act	SES Band 3; and EL1 or above in People and Culture	LSL Act s23(1)
8.26	Long Service Leave	Have regard to losses suffered by dependants as a result of the loss of earnings of the employee	SES Band 3; and EL1 or above in People and Culture	LSL Act s23(2), 16(7), 17(5)
8.27	Long Service Leave	Authorise payment(s) to a deceased employee's legal personal representative	SES Band 3; and EL1 or above in People and Culture	LSL Act s23(3), 16(7), 17(5)
8.28	Long Service Leave	Appoint and authorise payment to trustee(s) where payee has a legal disability	SES Band 3; and EL1 or above in People and Culture	LSL Act s23(4)
8.29	Long Service Leave	Pay amount to Commonwealth after death in specified circumstances	SES Band 3; and EL1 or above in People and Culture	LSL Act s23(5)
8.30	Long Service Leave	Authorise payment of excess amounts under transitional provisions of the LSL Act	SES Band 3; and EL1 or above in People and Culture	LSL Act s24
8.31	Long Service Leave	Certify in writing periods in respect of which higher duties would have been performed	SES Band 3; and EL1 or above in People and Culture	LSL Regs 14
8.32	Parental Leave	Grant paid leave due to stillbirth, pregnancy loss or premature birth.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 340, 342 and 344

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8.33	Parental Leave	Grant an employee parental leave without pay up to 24 months from the child's birth or placement.	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 326
8.34	Parental Leave	Grant an employee parental leave with pay up to 24 months from the child's birth or placement.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 326
8.35	Maternity Leave	Determine whether an employee on leave without pay can be granted maternity leave	SES Band 1 or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	ML Act s6(4F)
8.36	Maternity Leave	Determine whether unauthorised absence of a pregnant employee prior to maternity leave is in extenuating circumstances	SES Band 1 or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	ML Act s6(4C)
8.37	Maternity Leave	Grant or refuse an application to resume duty/provide reasons for refusal	SES Band 1 or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	MLA s7A (1)(2) MLA s7A(4)(a)
8.38	Maternity Leave	Within 7 business days of receiving a request under ML Act s7A (4), review a decision by a leave officer refusing permission for an employee to resume duty and either affirm the decision or quash the decision and grant the applicant permission to resume duty, and inform the applicant in writing of the decision	SES Band 1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	ML Act s7A (4-6)
8.39	Miscellaneous Leave - Paid	Grant an employee leave with pay where no other appropriate leave type applies and subject to certain conditions, such as short term special/emergency situations, or for a purpose that the delegate considers to be in the interests of the NDIA	EL1 for periods up to 5 working days for employees under their control; and EL2 for periods up to 10 working days for employees under their control; and SES Band 1 for periods up to 1 month; for employees under their control and SES Band 2 for periods up to 3 months in respect of employees under their control. SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 311

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8.40	Miscellaneous Leave - Unpaid	Grant an employee leave without pay where no other appropriate leave type applies and subject to certain conditions, such as short term special/emergency situations, or for a purpose that the delegate considers to be in the interests of the NDIA	EL2 for periods up to 1 month in respect of employees under their control; or SES Band 1 or above for periods up to 12 months in respect of employees under their control SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 311
8.41	Family and Domestic violence Leave - Paid	Grant an employee paid miscellaneous leave in accordance with NDIA EA 311 who is experiencing family and domestic violence which may include, but are not limited to NDIA EA 415	APS5 and APS6 with employee supervisory duties or above for employees under their control; and EL2 or above in People and Culture	NDIA EA 311 and NDIA EA 415
8.42	NAIDOC Week Leave	Grant an employee one day of paid leave for the employee to participate in NAIDOC Week celebrations	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 315
8.43	First Nations ceremonial Leave - Paid	Grant First Nations employees access up to six days of paid leave over two calendar years to participate in significant activities associated with their culture or to fulfil ceremonial obligations.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 317
8.44	First Nations ceremonial Leave - Unpaid	Grant up to two months miscellaneous leave without pay to participate in significant activities associated with their culture or to fulfil ceremonial obligations.	EL2 for periods up to 1 month in respect of employees under their control; or SES Band 1 or above for periods up to 12 months in respect of employees under their control SES Band 3; and EL2 or above in People and Culture	NDIA EA 311 and NDIA EA 317
8.45	First Nations ceremonial Leave - Additional Paid and Unpaid	Grant additional leave for cultural or ceremonial purposes as miscellaneous leave with or without pay.	EL1 for periods up to 5 working days for employees under their control; and EL2 for periods up to 10 working days for employees under their control; and SES Band 1 for periods up to 1 month for employees under their control; and SES Band 2 for periods up to 3 months in respect of employees under their control. SES Band 3; and EL2 or above in People and Culture	NDIA EA 311 and NDIA EA 318

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8.46	Cultural Leave - Paid	Grant an employee up to three days paid cultural leave per year for the purpose of attending significant religious or cultural obligations associated with the employees' particular faith or culture.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 321
8.47	Cultural Leave- - Additional Paid and Unpaid	Grant additional leave for cultural purposes as miscellaneous leave either with or without pay	EL1 for periods up to 5 working days for employees under their control; and EL2 for periods up to 10 working days for employees under their control; and SES Band 1 for periods up to 1 month for employees under their control; and SES Band 2 for periods up to 3 months in respect of employees under their control. SES Band 3; and EL2 or above in People and Culture	NDIA EA 311 and NDIA EA 322
8.48	Cultural Leave- Unpaid	Grant an employee up to up to two months miscellaneous leave without pay for the purpose of attending significant religious or cultural obligations associated with the employees' particular faith or culture.	EL2 for periods up to 1 month in respect of employees under their control; or SES Band 1 or above for periods up to 12 months in respect of employees under their control SES Band 3; and EL2 or above in People and Culture	NDIA EA 311 and NDIA EA 321
8.49	Emergency Response Leave - Paid	Grant full-time and part-time employees access to 20 working days of paid emergency response leave at their full rate of pay per year if required and may approve additional emergency response leave with pay.	EL1 for periods up to 5 working days for employees under their control; and EL2 for periods up to 10 working days for employees under their control and SES Band 1 for periods up to 1 month for employees under their control; and SES Band 2 for periods up to 3 months in respect of employees under their control. SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 362

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8.50	Emergency Response Leave - Paid and Unpaid	Grant reasonable paid or unpaid leave for ceremonial duties and training.	EL1 for periods up to 5 working days for employees under their control; and EL2 for periods up to 10 working days for employees under their control; and SES Band 1 for periods up to 1 month for employees under their control; and SES Band 2 for periods up to 3 months in respect of employees under their control. SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 365
8.51	Disaster Support	Grant paid miscellaneous leave for an employee where an official disaster or emergency is declared and this prevents an employee from reasonably attending work, or where it impacts their household or home and flexible working arrangements to assist are not appropriate. The period of leave is to give consideration to NDIA EA 442	EL1 for periods up to 5 working days for employees under their control; and EL2 for periods up to 10 working days for employees under their control; and SES Band 1 for periods up to 1 month for employees under their control; and SES Band 2 for periods up to 3 months in respect of employees under their control. SES Band 3; and EL2 or above in People and Culture	NDIA EA 311 and NDIA EA 441
8.52	Sabbatical Leave	Grant an employee sabbatical leave	SES Band 1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 358
8.53	Community Volunteering Leave Paid and Unpaid	Grant an employee up to four days of miscellaneous leave with pay and a reasonable amount of miscellaneous leave without pay to undertake community volunteering leave.	EL1 for periods up to 5 working days for employees under their control; and EL2 for periods up to 10 working days for employees under their control; and SES Band 1 for periods up to 1 month for employees under their control; and SES Band 2 for periods up to 3 months in respect of employees under their control. SES Band 3; and EL2 or above in People and Culture	NDIA EA 311 and NDIA EA 371

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8.54	Defence Reservist Leave - Paid and Unpaid	Approve an employee leave with or without pay to undertake Australian Defence Force (ADF) Reserve and continuous full-time service (CFTS) and Australian Defence Force Cadet obligations in accordance with NDIA EA 375-382	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 374
8.55	Defence Reservist Leave	Grant paid leave to an employee to attend an interview or medical examination in connection to enlistment in a Reserve Force	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 255 and NDIA EA 379
8.56	Unauthorised Absence	Determine an employee's absence without approval as an unauthorised absence	EL1 or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	NDIA EA 255 and NDIA EA 394
8.57	Leave to attend proceedings	Grant an employee paid or unpaid miscellaneous leave if required to give evidence to a Court, Tribunal or Royal Commission for any other reason.	EL1 for periods up to 5 working days for employees under their control; and EL2 for periods up to 10 working days for employees under their control; and SES Band 1 for periods up to 1 month for employees under their control; and SES Band 2 for periods up to 3 months in respect of employees under their control. SES Band 3; and EL2 or above in People and Culture	NDIA EA 311 and NDIA EA 392
8.58	Leave to attend proceedings	Refuse to release an employee from duty having regard to business requirements and whether the employee's attendance is necessary for the Court, Tribunal or Royal Commission hearing.	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 393
8.59	Portability of Leave	Recognise any unused accrued personal/carer's leave where the ongoing employee immediately prior to the engagement, was previously employed by a State, Territory Government or Government entity provided there is no break in continuity of service	SES Band 3; and APS5 or above in People and Culture	NDIA EA 255 and NDIA EA 303, 304

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8.60	Government Directed Miscellaneous Leave - Paid	Grant a casual employee paid miscellaneous leave where Government directive provides for this.	EL1 for periods up to 5 working days for employees under their control; and EL2 for periods up to 10 working days for employees under their control; and SES Band 1 for periods up to 1 month for employees under their control; and SES Band 2 for periods up to 3 months in respect of employees under their control. SES Band 3; and EL2 or above in People and Culture	NDIA EA 311 and NDIA EA 312
8.61	Leave without pay	Arrange for an APS employee on leave granted under APSC Directions s67(1) to return to the NDIA as soon as practicable and arrange for the employee to undertake duties at the NDIA at their former classification or an equivalent classification	SES Band 3; and EL2 or above in People and Culture	APSC Directions s67(2)
8.62	Leave without pay	Grant leave without pay to an ongoing APS employee who applies for leave to undertake or continue specified employment under the Governor-General Act 1974 or the Members of Parliament (Staff) Act 1984	SES Band 3; and EL2 or above in People and Culture	APSC Directions s67(1)

Table 9: Recruitment

Column 1: Item	**Column 2: Subject**	**Column 3: Power, function and/or duty**	**Column 4: Position(s)**	**Column 5: Source(s)**
9.01	Assignment of duties (includes promotion, temporary transfer)	Determine the duties of an APS employee in the NDIA, and the place or places at which the duties are to be performed	EL2 or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	PS Act s25
9.02	Movements between agencies	Enter into an agreement in writing with an APS employee for the employee to move to the NDIA from another agency	SES Band 1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	PS Act s26

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9.03	Reduction without consent	Reduce an APS employee's classification without the employee's consent, only in the prescribed circumstances in PS Act 23(4)	SES Band 3; and EL2 or above in People and Culture	PS Act s23(4)
9.04	Independent Selection Advisory Committee (ISAC)	Request the MPC to establish an ISAC	SES Band 3; and EL1 or above in People and Culture	PS Regs s60
9.05	Independent Selection Advisory Committee (ISAC)	Nominate a person to be a member of an ISAC	SES Band 3; and EL1 or above in People and Culture	PS Regs s62
9.06	Promotion Review Committee (PRC)	Nominate an APS employee to be a member of a PRC	SES Band 3; and EL1 or above in People and Culture	PS Regs s26
9.07	Promotion Review Committee (PRC)	Receive a written notice from the PRC requiring documents or information relevant to the review and give information and/or documents in the way, and at the time, stated in the notice.	SES Band 3; and EL1 or above in People and Culture	PS Regs s32
9.08	Promotion on completion of appointment to a statutory office	Request, in writing, the Commissioner to authorise the promotion of an ongoing APS employee if the requirements in APSC Directions s34 apply. If the Commissioner authorises the promotion, promote the employee	SES Band 3; and EL1 or above in People and Culture	APSC Directions s34
9.09	Movement between Agencies	Where an employee is moving to another agency on promotion, and is suspected of having breached the APS Code of Conduct, is formally advised of the suspected breach and the matter is not resolved before the employee moves to take up the promotion, agree that the employee's promotion may take effect	SES Band 1 or above in People and Culture.	APSC Directions s47

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9.10	Decisions that must be notified in the Public Service Gazette	Notify an employment decision specified in s 40(1) of the APSC Directions in the Gazette (the decision must be notified within three months after the decision was made, unless the Commissioner agrees to a different arrangement)	SES Band 3; and EL1 or above in People and Culture	APSC Directions s40
9.11	Cancel a specified decision	Notify a decision to cancel any employment decisions specified in APSC Directions s41(1) in the Gazette within three months after the cancellation decision is made and in accordance with the notification requirements in APSC Directions s41(3).	SES Band 3; and EL1 or above in People and Culture	APSC Directions s41
9.12	Restrict employment opportunity	Decide that, for reasons of cost or operational efficiency, a vacancy at a non SES classification (other than a vacancy at the APS Level 1 or a training classification) should be filled by a person who is already an eligible employee	SES Band 3; and EL1 or above in People and Culture	APSC Directions s25(4)
9.13	Vacancy	Advertise a vacancy for non-ongoing APS employees to be filled subject to relevant APS and NDIA requirements	SES Band 1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	APSC Directions s27(3)
9.14	Engage Australian Citizens	Engage a person who is an Australian citizen as APS employee, and impose conditions on that engagement (including conditions dealing with probation and other appropriate clearances)	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	PS Act s22
9.15	Probation Waiver	May waive the requirement for an APS employee to be engaged on probation, if the delegate is satisfied that there are reasonable circumstances justifying the waiver.	SES Band 1 or above in People and Culture	APSC Directions s44(2)
9.16	Engage non Australian citizens	Engage a person who is not an Australian citizen if the delegate considers it appropriate to do so	SES Band 1 or above in People and Culture	PS Act s22(1) and s22(8)
9.17	Overseas Engagement	Engage a person overseas to perform duties overseas as an employee of the NDIA	SES Band 1 or above in People and Culture	PS Act s74
9.18	Engage a non-ongoing employee as an ongoing employee	Request, in writing, that the Commissioner authorise the engagement of a non-ongoing employee as an ongoing employee, if the delegate is satisfied that the requirements in APSC Directions s30(2) are met	SES Band 3; and SES Band 1 or above in People and Culture	APSC Directions s30

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9.19	Engage a person from a state or territory jurisdiction	Enter into an agreement with a State or Territory, or an authority of a State or Territory, to engage a person as a non-ongoing employee for a specified term, and engage the person for that period	SES Band 1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	APSC Directions s28
9.20	Engaging a Redundancy Benefit Recipient	Request that the Commissioner approves the engagement, as an APS employee, of a person who has received a redundancy benefit if the person is to be engaged as an ongoing APS employee (including as an ongoing SES employee) or as a non ongoing SES employee • Engage, as an APS employee, a person who has received a redundancy benefit if the delegate considers the person's engagement is essential for the NDIA's operations, having regard to the nature of the duties to be performed, the work related qualities of the person and the Commissioner's approval if required	SES Band 3; and EL2 or above in People and Culture	APSC Directions s66
9.21	Engage a Part-time employee	Engage an employee as part-time.	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture.	NDIA EA 233
9.22	Engage non-ongoing non-SES employees for duration of specific task	Engage a person under a contact of employment as a non-ongoing non-SES employee for the duration of a specific task where reasonably satisfied that entering into the contract would not contravene subsection 333E(1) of the FW Act.[11] At the time of the engagement, reasonably estimate the duration of the task and be satisfied that the services of the person are unlikely to be required after the task is complete.	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	PS Regs s13(2)-(3)
9.23	Engagement of a non-ongoing non-SES employee for specified term	Engage a person as a non-ongoing non-SES employee for a specified term in one of the circumstances outlined in s13(4) of the PS Regs, where reasonably satisfied that entering into the contract would not contravene subsection 333E(1) of the FW Act.[12]	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	PS Regs s13(4)

[11] Subsection 333E(1) of the FW Act is about limitations on fixed term contracts.
[12] Subsection 333E(1) of the FW Act is about limitations on fixed term contracts.

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9.24	Engagement of non-SES employees – employees of a State or Territory, or an authority of a State or Territory	Engage a person as a non-ongoing non-SES employee for a specified term in accordance with s13(7) of the PS Regs, where reasonably satisfied that entering into the contract would not contravene subsection 333E(1) of the FW Act.[13]	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	PS Regs 13(7)
9.25	Medical – Health clearance	For APS employees whose engagement in the NDIA is subject to a condition dealing with health clearances[14], direct an employee, in writing, to undergo a medical examination by a nominated medical practitioner to assess the employee's fitness for duty and/or provide a report of the examination within a specified timeframe	EL2 or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	PS Regs 10[15]

Table 10: Redeployment

Column 1: Item	**Column 2: Subject**	**Column 3: Power, function and/or duty**	**Column 4: Position(s)**	**Column 5: Source(s)**
10.01	Compulsory moves between agencies	Notify the Commissioner in writing that an employee is excess to the requirements of the NDIA	SES Band 3; and EL2 or above in People and Culture	PS Act s27(2)
10.02	Notification and consultation	Notify employees who are likely to become excess as early as possible and, where they choose, notify their representatives	SES Band 2 for employees under their control; and SES Band 3; and SES Band 2 or above in People and Culture	NDIA EA 595

[13] Subsection 333E(1) of the FW Act is about limitations on fixed term contracts.
[14] see s22(6) of the PS Act.
[15] This regulation is made for the purposes of s20(2) of the PS Act.

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10.03	Notification and consultation	Advise relevant employees, managers and employee representatives when becoming aware that a significant excess staffing situation may develop	SES Band 2 for employees under their control; and SES Band 3; and SES Band 2 or above in People and Culture	NDIA EA 596
10.04	Discussion period	Following the initial notification, write to potentially excess employees formally notifying them of the situation and advising them of the assistance available	SES Band 2 for employees under their control; and SES Band 3; and SES Band 2 or above in People and Culture	NDIA EA 597
10.05	Discussion period	Invite employees who are not potentially excess to express interest in voluntary redundancy where this would facilitate the redeployment of an employee who is potentially excess	SES Band 2 for employees under their control; and SES Band 3; and SES Band 2 or above in People and Culture	NDIA EA 598
10.06	Voluntary redundancy – offer	Formally offer an employee a voluntary redundancy	SES Band 1 or above in People and Culture	NDIA EA 600
10.07	Voluntary redundancy – financial counselling	Reimburse an employee considering a voluntary redundancy up to $500 (including GST) for career and/or accredited financial counselling[16]	SES Band 1 or above in People and Culture	NDIA EA 605
10.08	Voluntary redundancy – period of notice	Upon request of an employee, agree to terminate the employment of the employee within the notice period and pay compensation for the unexpired portion of the notice period equal to the hours the employee would have worked during the notice period had their employment not been terminated	SES Band 3; and EL2 or above in People and Culture	NDIA EA 616
10.09	Involuntary redundancy – redeployment	Approve necessary leave with pay and assistance in meeting reasonable travel and incidental expenses when seeking alternative employment for excess employees, where these are not met by the prospective employer	SES Band 3; and EL2 or above in People and Culture	NDIA EA 625

[16]Clause 605 of the NDIA EA states the 'NDIA' will reimburse an employee up to $500 (including GST) for career and/or accredited financial counselling, if the employee is considering a voluntary redundancy. Item 10.07 is an authorisation and not a delegation under the NDIA EA.

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10.10	Voluntary redundancy – time off to attend interviews	Approve reasonable time off with full pay for the employee to attend necessary employment interviews from the start of the notice period. Where expenses to attend interviews are not met by the prospective employer, reimburse agreed reasonable travel and incidental expenses.	SES Band 1 or above in People and Culture	NDIA EA 617
10.11	Involuntary redundancy – retention period	Deem as reasonable an extension of the retention period as a result of a period of leave being taken by the excess employee	SES Band 3; and SES Band 1 or above in People and Culture	NDIA EA 620
10.12	Involuntary redundancy – termination	Where the delegate is satisfied that there is insufficient productive work available for the excess employee during the remainder of the retention period and there are no reasonable redeployment prospects in the APS, terminate the employee's engagement during the retention period and pay out balance of retention period and the employee's NES entitlement to redundancy pay	SES Band 3; and SES Band 1 or above in People and Culture	NDIA EA 621
10.13	Involuntary redundancy – redeployment	Take all reasonable steps to find alternative employment for the excess employee • Reduce an excess employee's classification with the appropriate notice in order to secure them alternative employment subject to NDIA EA 626 and 627.	SES Band 3; and EL2 or above in People and Culture	NDIA EA 623
10.14	Involuntary redundancy – reduction in classification	Approve salary maintenance for the balance of the retention period for an excess employee who has had their classification reduced	SES Band 3; and EL2 or above in People and Culture	NDIA EA 627

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Table 11: Relocation and Remote Locality

Column 1: Item	Column 2: Subject	Column 3: Power, function and/or duty	Column 4: Position(s)	Column 5: Source(s)
11.01	Incidental Allowance	Approve a one-off Incidental Allowance payment to an employee who is eligible for relocation assistance in accordance with the rates in NDIA EA Appendix B	SES Band 2 for employees under their control; and SES Band 3; and SES Band 2 or above in People and Culture	NDIA EA 510; NDIA EA Appendix B
11.02	Remote Locality Assistance Allowance	Approve payment of Remote Locality Allowance, in accordance with the rates within the NDIA EA Appendix C	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 514 - 515; NDIA EA Appendix C
11.03	Relocation Assistance - Additional	Approval additional relocation assistance in accordance with NDIA EA 511.	SES Band 3; and SES Band 2 or above in People and Culture	NDIA EA 505 - 510
11.04	Remote Locality Fares Reimbursement	Approve fares reimbursement to employees and their dependants living in an NDIA designated remote locality in the circumstances set out in NDIA EA 516 and NDIA EA 517	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	NDIA EA 516 - 517
11.05	Relocation	Determine a package to assist with reasonable expenses associated with an employee's relocation such as removalist costs, travel, temporary accommodation, or costs incurred in the sale/purchase of the employee's primary residence, in accordance with the monetary limits in NDIA EA 508 and 509	SES Band 2 for employees under their control; and SES Band 3; and SES Band 2 or above in People and Culture	NDIA EA 505 - 509
11.06	Establish a New Remote Locality	Determine further locations that will attract remote locality assistance upon application of the methodology in clause 524, and what assistance may be provided.	SES Band 2 or above in People and Culture	NDIA EA 525

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Table 12: Remuneration

Column 1: Item	Column 2: Subject	Column 3: Power, function and/or duty	Column 4: Position(s)	Column 5: Source(s)
12.01	Higher Duties Allowance (HDA)	Request an employee to perform temporarily all of the duties of a position at a higher classification, such that they can be paid HDA in accordance with NDIA EA 64 - 71.[17]	EL2 for periods greater than 1 week up to 3 months for employees under their control or SES Band 1 or above for periods up to 12 months for employees under their control; SES Band 3; and EL2 or above in People and Culture	NDIA EA 64
12.02	Higher Duties Allowance (HDA)	Determine a rate of payment when an employee is performing part of the duties of a position at a higher classification	SES Band 1 or above for periods up to 12 months or for a period less than 1 week for employees under their control; SES Band 3; and EL2 or above in People and Culture	NDIA EA 69
12.03	Higher Duties Allowance (HDA)	Determine if a higher amount of higher duties allowance is to be applied.	EL2 or above in People and Culture	NDIA EA 66
12.04	Higher Duties Allowance (HDA)	Determine that there are special circumstances associated with the duties to be temporarily performed by an employee (for a period shorter that one week) which means that this shorter period can attract payment of HDA	SES Band 1 for employees under their control; SES Band 3; and EL2 or above in People and Culture	NDIA EA 71
12.05	Eligibility for the professional job stream	Determine that an employee's skills, qualifications and experience are essential or appropriate for entry into the professional job stream.	SES Band 1 or above for employees under their control; SES Band 3 and SES Band 1 or above in People and Culture	NDIA EA 111
12.06	Professional job stream	Determine which roles will be included in the particular job streams and move an employee between streams if they lose a required qualification.	SES Band 1 and above in People and Culture	NDIA EA 112

[17] This is an authorisation to facilitate the HDA entitlement and is not a delegation. Please see Items 12.02 and 12.03 for delegations in regard to determining special circumstances under clause 71 and determining the HDA rate under clause 66.

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12.07	Legal job stream - Legal Officer Broadband	Grant an employees eligibility for entry to the Legal Job Stream if they are required to perform legal work and possess a degree from an Australian tertiary institution or a comparable qualification and have been admitted, or are eligible for admission, as a legal practitioner of the High Court or the Supreme Court of an Australian State or Territory or determine that their skills, qualifications and experience in relation to legal work are appropriate for entry.	SES Band 1 or above in People and Culture	NDIA EA 113
12.08	Legal job stream - Deputy Branch Manager or Special Counsel	Approve advancement of an employee to the designation of Deputy Branch Manager or Special Counsel where satisfied that there is a need to undertake high level managerial responsibilities and/or use high level technical legal skills in the NDIA legal practice and the relevant employee has the skills and experience to warrant movement to that local title	SES Band 1 or above in People and Culture	NDIA EA 114
12.09	Salary Setting	Approve an employee's salary above the minimum pay point for the relevant classification on engagement, promotion and assignment of duties (including movement from another agency) with consideration to the employee's relevant experience, skills and qualifications	EL2 or above in People and Culture	NDIA EA 21 and NDIA EA 26-28
12.10	Salary Setting	Determine a higher salary within the relevant salary range.	EL2 or above in People and Culture	NDIA EA 22 - 25
12.11	Salary Setting	Determines that an employee's salary has been incorrectly set and determine the correct salary and the date of effect.	EL2 or above in People and Culture	NDIA EA 29
12.12	Salary Maintenance	Approve, unless exceptional circumstances exist, continued payment of an employee's previous substantive salary where the employee transfers to the NDIA from another Commonwealth agency, or state or territory entity, and where their previous salary exceeds the highest pay point of the appropriate NDIA classification range	EL2 or above in People and Culture	NDIA EA 30
12.13	Salary Maintenance	Approve salary, other than at the top pay point, where an employee is assigned duties at a lower classification on a temporary or ongoing basis	EL2 or above in People and Culture	NDIA EA 31

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12.14	APS Cadets	Determine percentage of the salary for an APS1 in the general employment stream under the APS Cadet programme	APS5 or above in People and Culture	NDIA EA 109
12.15	APS Cadets	Determine the appropriate pay point for an employee on advancement to an APS3 in the general employment job stream	APS5 or above in People and Culture	NDIA EA 109
12.16	Individual Flexibility Arrangement (IFA)	Terminate an IFA by giving no more than 28 days written notice to the other party to the IFA, or if the other party and the delegate agrees in writing, at any time.	SES Band 2 for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	NDIA EA 14
12.17	Individual Flexibility Arrangement (IFA)	Review the individual flexibility arrangement at least every twelve months with the employee.	SES Band 1 or above in People and Culture	NDIA EA 15
12.18	Individual Flexibility Arrangement (IFA)	Agree to an employee making an IFA to vary the effect of terms of the NDIA EA where the IFA meets the requirements of NDIA EA 10. Ensure the terms of a proposed IFA meet the requirements in NDIA EA 11-12 Give the relevant employee a copy of an agreed IFA within 14 days after it is agreed	SES Band 1 or above in People and Culture	NDIA EA 10 - 13
12.19	Remuneration and conditions	Determine, in writing, the terms and conditions of employment applying to an employee in the NDIA	SES Band 3; and SES Band 1 or above in People and Culture	PS Act s24(1)
12.20	Forfeiture of additional remuneration	Give notice, in writing, to an employee in relation to any non-Commonwealth remuneration the employee receives for performing duties as an APS employee in the NDIA	SES Band 3; and SES Band 1 or above in People and Culture	PS Act s31(1)
12.21	Judgement debts	Determine whether it is necessary to make deductions from the salary of a debtor in the NDIA • If deductions are necessary, appoint one or more persons as paying officers for the purpose of making those deductions in accordance with s90(1) of PS Regs.	SES Band 3; and EL2 or above in People and Culture	PS Regs 90

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12.22	Overpayments	Identify and notify employee of potential overpayment.	APS5 or above in People and Culture	NDIA EA 57
12.23	Overpayments	Review and confirm an overpayment has occurred in accordance with NDIA EA 59	EL1 or above in People and Culture	NDIA EA 58 - 59
12.24	Overpayments	Enter into suitable recovery arrangement in accordance with the relevant policy and/or agree to make an outstanding payment deduction from final monies upon cessation.	SES Band 3 in People and Culture	NDIA EA 60 - 61
12.25	Professional Membership Reimbursement	Approve reimbursement for the cost of annual membership fees within specified limit for professional associations in the NDIA EA Appendix B where membership of the association is an essential requirement in the performance of the employee's duties and is clearly outlined in the employee's professional or legal officer position description	SES Band 1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 490; NDIA EA Appendix B
12.26	Outside Employment	Approve an application for outside employment in accordance with the NDIA Procedures for Approving Outside Employment	EL2 or above for employees under their control; SES Band 3; and EL2 or above in People and Culture	PS Act s20

Table 13: Review of Actions

Column 1: Item	**Column 2: Subject**	**Column 3: Power, function and/or duty**	**Column 4: Position(s)**	**Column 5: Source(s)**
13.01	Receive a review application	Receive an application from an affected employee for primary review of an APS action.	SES Band 1 or above and APS6 or above in People and Culture	PS Regs s38(1)
13.02	Conduct a review of action	If an affected employee makes an application for review of an APS action, review the action and attempt to resolve the employee's concerns about the action (if the application has not been referred to the MPC and the employee is entitled to a review).	SES Band 1 or above and APS6 or above in People and Culture	PS Regs s41(1)

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13.03	Determine outcome of review of action	Make a decision on the application and take action in relation to the action, or the affected employee, as a result of the review, including[18]: a) Confirming the action; b) Varying the action; or Setting the action aside and substitute a new action.	SES Band 1 or above and EL1 or above in People and Culture	PS Regs s41(3)-(4)
13.04	Inform the employee of a review of action decision	Tell the relevant employee in writing of any decision made on the application, the reasons for the decision, any action to be taken as a result of the review, and the applicant's right to apply to the MPC under s43 of the PS Regs for secondary review of the action.	SES Band 1 or above and APS6 or above in People and Culture	PS Regs s41(5)
13.05	Refer application to the MPC	With the agreement of the MPC, refer an application for review of a reviewable action to the MPC for review and advise the affected employee in writing that their application for review has been referred to the MPC.	SES Band 3; and EL2 or above in People and Culture	PS Regs s39(1), (3)
13.06	Provide application and documents to the MPC	Give the application and any relevant documents relating to the primary review of action to the MPC within 14 days after receiving the application from an affected employee and give the affected employee a copy of any documents given to the MPC.	SES Band 3; and APS6 or above in People and Culture	PS Regs s44
13.07	Make decisions about MPC recommendations	As soon as practicable after receiving a written recommendation from the MPC, consider the recommendation, and make a decision about the recommendation, including[19]: Confirming the action; Varying the action; or Setting the action aside and substitute a new action. Seek the views of the affected employee before a decision is made that is not in accordance with the MPC's recommendation. Advise the affected employee and the MPC in writing of the decision and the reasons for the decision.	SES Band 3; and EL2 or above in People and Culture	PS Regs s45(c)-(d), 46(1)-(7)

[18] The CEO may take other appropriate action to rectify the effects of the action or restore the affected employee to the position in which the employee would have been if the action had not been taken (see s41(4), PS Regs).
[19] The CEO may take other appropriate action to rectify the effects of the action or restore the affected employee to the position in which the employee would have been if the action had not been taken (see s46(4), PS Regs).

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13.08	Provide documents or information of APS employee	Receive a written notice from the MPC that requires information or documents relevant to the review to be given to a person or committee stated in the notice. Give the information or documents in the way, and at or within the time, stated in the notice.	SES Band 3; and APS5 or above in People and Culture	PS Regs s48
13.09	Provide documents or information of former APS employee	Receive a written notice from the MPC requiring stated information or documents relevant to a review of a determination of breach of the Code of Conduct. Give the MPC information or documents in the way, and at or within the time stated in the MPC's notice.	SES Band 3; and EL1 or above in People and Culture	PS Regs s79(1)-(2)
13.10	Receive and make decisions about MPC recommendations regarding entitlements of former APS employee	Receive, consider and make a decision about a recommendation from the MPC regarding a complaint by a former employee relating to their entitlements on separation from the APS	SES Band 3; and EL2 or above in People and Culture	PS Regs s72(2)
13.11	Receive a written recommendation from the MPC in relation to a former APS employee	Receive a written recommendation from the MPC that an affected former employee is entitled to review of a determination.	SES Band 3; and APS5 or above in People and Culture	PS Regs s76(c))
13.12	Make decisions about MPC recommendations in relation to a former APS employee	As soon as practicable after receiving a written recommendation from the MPC in relation to a former APS employee, consider the recommendation, and make a decision about the recommendation, including[20]: Confirming the action; Varying the action; or Setting the action aside and substitute a new action. Seeking views of affected former APS employee before a decision is made that is not in accordance with the MPC's recommendation. Advise the affected former APS employee and the MPC in writing of the decision and the reasons for the decision.	SES Band 3; and EL2 or above in People and Culture	PS Regs s77

[20] The CEO may take other appropriate action to rectify the effects of the action or restore the affected employee to the position in which the employee would have been if the action had not been taken (see s 77(4), PS Regs).

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Table 14: Termination

Column 1: Item	Column 2: Subject	Column 3: Power, function and/or duty	Column 4: Position(s)	Column 5: Source(s)
14.01	Withdrawal of resignation	Agree to an employee withdrawing a notice of resignation prior to its expiry	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	PS Act s20(1)
14.02	Terminate employment	Terminate the employment of an employee by giving notice in writing	SES Band 3; and EL2 or above in People and Culture	PS Act s29
14.03	Age retirement	Receive written notice of retirement from an employee who has reached the minimum retiring age	EL2 or above for employees under their control; and ES Band 3; and EL2 or above in People and Culture	PS Act s30(1)
14.04	Death of an Employee	Determine that an employee is presumed to have died on a particular date	SES Band 3; and EL2 or above in People and Culture	NDIA EA 590
14.05	Death of an Employee	Where an employee dies, or is presumed to have died on a particular date, approve payment of all leave entitlements otherwise payable on resignation or retirement, to the estate, or where nominated, to another party	EL1 or above in People and Culture	NDIA EA 590
14.06	Resignation or retirement	Instigate for an earlier date to take affect within the notice period as provided by the employee for resignation or retirement. In such cases, the employee will receive paid compensation in lieu of the notice period which is not worked.	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture.	NDIA EA 586
14.07	Resignation or retirement	Provide discretion to agree to a shorter period of notice or waive the requirement to give notice.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 587

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Table 15: Work Health and Safety

Column 1: Item	Column 2: Subject	Column 3: Power, function and/or duty	Column 4: Position(s)	Column 5: Source(s)
15.01	Fitness for duty	Where any of the circumstances in s11(1) of the PS Regs apply, direct an employee in writing to undergo an examination, within a specified timeframe, by a nominated medical practitioner to assess the employee's fitness for duty and direct the employee to provide a report of the examination within a specified timeframe.	SES Band 1 or above for employees under their control; and APS 5 or above in People and Culture	PS Regs s11(2)
15.02	Nominate a medical practitioner	Nominate a registered medical practitioner to assess an employee's fitness for duty in the NDIA	SES Band 1 or above for employees under their control; and APS 5 or above in People and Culture	PS Reg 10 and 11

Table 16: Working Hours and Arrangements

Column 1: Item	Column 2: Subject	Column 3: Power, function and/or duty	Column 4: Position(s)	Column 5: Source(s)
16.01	Flexible Working Arrangements (including part-time work and teleworking)	Enter into a flexible working arrangement with an employee (including for part-time work and for working away from the employee's usual work location on a regular, temporary or intermittent basis) and review, vary and/or terminate an arrangement.	APS5 and APS6 with employee supervisory duties or above up to 3 months for employees under their control; and EL1 or above up to 12 months for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 208 - 209.2, 210 and 216
16.02	Flexible Working Arrangements (including part-time work and teleworking)	Refuse a flexible working arrangement with an employee (including for part-time work and for working away from the employee's usual work location on a regular, temporary or intermittent basis).	EL1 or above up to 3 months for employees under their control; and EL2 or above up to 12 months for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 209.3 and 211

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16.03	Altering span of hours - bandwidth	Approve an employee request to work an alternative regular span of hours (bandwidth hours) for hours worked on this basis will be treated as regular working hours and will not attract overtime payments.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 229
16.04	Job Sharing	Approve, subject to business requirements, job share arrangements between two or more part-time employees wishing to share one full-time position, each working part-time on a regular ongoing basis	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 239
16.05	Work Pattern	Direct an employee's work pattern to be 8:30am to 12:30pm and 1:30pm to 5:00pm Monday to Friday (or if the employee is a part-time employee, in accordance with the work pattern set out in their letter of offer) if an employee fails to maintain a satisfactory pattern of attendance or misuses flextime provisions	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 136
16.06	Flextime	Approve an employee to carry forward a flex balance greater than the specified credit amount (37.5 hours) or debit amount (22.5 hours) from one settlement period to another.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL1 or above in People and Culture	NDIA EA 146
16.07	Flextime	In exceptional circumstances, approve payment to an employee of a flex balance in excess of 37.5 hours at ordinary time rates	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 147
16.08	Flextime	Direct an employee who has a negative flex debit of more than 22.5 hours at the end of a settlement period, to use approved annual leave or have salary payments reduced to cancel the excess debit	SES Band 1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 148
16.09	Flextime	In exceptional circumstances, approve the use of flextime (credit hours) for an employee in excess of 5 consecutive days	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 150

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16.10	Recording Hours Worked	Direct an employee to maintain an accurate recording of working hours in accordance with the NDIA approved method[21]	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 141
16.11	Overtime	Where necessitated by business requirements, direct an employee to work overtime	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 161
16.12	Overtime	Approve payment of overtime to an APS 1-6 employees	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 162
16.13	Overtime - Meal Allowance	Approve payment of an overtime meal allowance to an APS 1-6 employee (or equivalent) when they work approved overtime before or after their hours of duty (as established by their work pattern) or for a period not continuous with their hours of duty (for example weekends and/or public holidays) to the completion of or beyond a meal period	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 92
16.14	Overtime - Time Off In-Lieu	Agree to an employee electing to take time off in-lieu at the appropriate overtime rate instead of the overtime payment	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 167
16.15	Overtime - Time Off In-Lieu (Restriction of Duty)	Agree to an employee electing to take time off in-lieu at the appropriate overtime rate instead of the overtime payment	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 179
16.16	Overtime - Time Off In-Lieu (Emergency Duty)	Agree to an employee electing to take time off in-lieu at the appropriate overtime rate instead of the overtime payment	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 172

[21] Clause 141 of the NDIA EA states that employees must maintain an accurate record of working hours 'in accordance with the NDIA approved method'. Item 16.10 is an authorisation and not a delegation under the NDIA EA.

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16.17	Shiftwork	Unless exceptional circumstances apply, approve shiftwork payments	EL1 or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	NDIA EA 182
16.18	Shiftwork	Approve payment of an annual shift allowance in lieu of penalty rates, calculated by averaging and annualising the shift penalty rates in NDIA EA 183	SES Band 1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 184
16.19	Shiftwork	Unless exceptional circumstances apply, approve shiftwork arrangements	SES Band 1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 182
16.20	Shift rostering	If required, in consultation with shiftwork scheduling , direct an employee to work overtime.	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 198
16.21	Shift rostering	If required, where the employee believes their circumstances have not been fairly considered in consultation with shift scheduling in developing shift allocations, receive concerns raised by the employee as soon as possible.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 195
16.22	Shift rostering	If required, in consultation with shiftwork scheduling and any employee concerned, agree to a request for a shift worker's rostered hours to be changed, with such agreement not to be unreasonably denied.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 193
16.23	Shift rostering	If required, in consultation with shiftwork scheduling and the employee concerned, not roster a shift worker at times determined on reasonable grounds would cause the employee hardship.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 191.5
16.24	Shift rostering	If required, in consultation with centralised shiftwork rostering to identify gaps in the roster that cannot be filled through shift preferencing, direct a shift worker to fill remaining gaps.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 191.4

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16.25	RAP arrangements	Direct an employee to attend work during the reduced activity period, as determined due to business requirements.	SES Band 1 or above for employees under their control; and SES Band 3; and SES Band 1 or above in People and Culture	NDIA EA 244
16.26	Restriction Duty	Direct/require an employee to be contactable and to be available to perform extra duty outside the bandwidth	EL2 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 174
16.27	Emergency Duty	Direct an employee to be called for duty to meet an emergency outside their work pattern (without notice prior to ceasing duty) for the purposes of NDIA EA 170	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 169
16.28	Public Holidays	Approve the substitution of a day or part-day that would otherwise be a public holiday having regard to operational requirements or in accordance with NDIA EA 249	EL1 or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 248 and 249
16.29	Public holidays	Grant a full-time employee, including but not limited to employees on compressed hours to change their planned day off so that it does not fall on a public holiday or credit the equivalent amount of time to their regular hours for the day in flex credits or EL TOIL in recognition of their planned day off.	APS5 and APS6 with employee supervisory duties or above for employees under their control; and SES Band 3; and EL2 or above in People and Culture	NDIA EA 254
16.30	Location of work	Determine or vary the place or places at which an employee's duties are to be performed under section 25 of the PS Act.	EL2 or above for employees under their control; and SES Band 3; and APS5 or above in People and Culture	NDIA EA 230 - 232

Version control

HPE content manager document no	Version control	**Action**	**Approved**	**Date of approval**
	V1.0	Sign off		

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Approved: 18/05/21

[redacted]

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The content of this document is OFFICIAL.

Access to Official Information and Resources Policy

1. Purpose

The Access to Official Information and Resources Policy defines the National Disability Insurance Agency (the Agency) staff of the requirements to access official information and resources under the Agency's Protective Security Policies and Procedures.

2. Definitions

APS: Australian Public Service
APSC: Australian Public Service Commission
ASA: Agency Security Adviser
ACIC: Australian Criminal Intelligence Commission
AGSVA: Australian Government Security Vetting Agency
CSO: Chief Security Officer
DVS: Document Verification Service
NDIA: National Disability Insurance Agency (or the Agency)
Official Information: Government, Agency, Scheme or Participant information that may cause damage if compromised. This includes systems and systems access.
PEC: Pre-Engagement Check
PSPF: The Protective Security Policy Framework
NCCHC: Nationally Coordinated Criminal History Check
VEVO: Visa Entitlement Verification Online service
SA: Services Australia
Staff: All NDIA personnel including ongoing, temporary and labour hire
WWVP: Working with Vulnerable People

3. Objective

The Agency must ensure that all staff who require access to Australian Government information and resources for their job are:

- eligible to have access;
- have established their identity;
- suitable to have access, and
- willing to comply with the Agency's policies, standards, protocols and guidelines that safeguard Agency's resources (people, information and assets) from harm.

These conditions are outlined in the Protective Security Policy Framework (PSPF) and the NDIA's Agency Security Plan. The Agency imposes these standards on external service providers through contracts or Memoranda of Understanding.

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The *Australian Public Service Act 1999* makes provision for conditions of engagement to be imposed on prospective employees where these conditions are notified to the applicant in advance.

Similar conditions can be imposed on external service providers in contracts and memoranda of understanding.

The satisfactory completion of a background checking process and a subsequent finding of suitability must be included as conditions of employment in job advertisements and contracts.

4. Policy application

Pre Engagement Checks

The satisfactory completion of a Pre-Engagement Check (PEC) is required before staff are provided access to official information and resources. Entry Level Checks will, at a minimum, compromise of:

- Verification of the subject's identity through a Document Verification Service (DVS) is a national online system that allows the department to verify your identity document with the document issuing agency.
- Deed of Confidentiality or Official Secrets Acknowledgement form; and
- A Nationally Coordinated Criminal History Check (NCCHC) which includes a Directorship and Bankruptcy Check.

Additional checks may be identified for particular positions where additional risks have been identified or higher assurance of the position holder's integrity is required. Additional checks may include:

- verification of qualifications or licenses;
- a visa work rights verification check;
- Working with Vulnerable People (WWVP) Checks;
- personal or professional references; and
- interviews with prospective employment candidates.

The above additional checks may also be undertaken when the initial checks raise security concerns about the prospective employee's suitability or eligibility to be allowed access to official information and resources.

The Agency Recruitment Strategies Section conduct PECs for all on-going and non-ongoing Agency staff (those employed under the *APS Act 1999)*.

Services Australia (SA) Protective Security Section conducts PECs, under the direction of the Agency, for all other persons requiring access to official information and resources including:

- staff engaged through recruitment agencies;
- employees of outsource service providers requiring access to IT systems or buildings;
- consultants; or
- any other person creating or handling Agency information.

Verification of Identity:

Part of the PEC is the establishment of the prospective employee's identity. This is also required in order to submit a request for a Nationally Coordinated Criminal History Check (NCCHC) The Agency *ONLY* accepts a NCCHC conducted by the Agency's approved provider, currently PharmacyID. The Agency uses PharmacyID to utilises the services of the Australian Criminal Intelligence Commission (ACIC) for its NCCHC's.

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The 100 points I.D system has been replaced with the requirement to provide FOUR documents from THREE categories (see below table 1)

Document Type(s)	
Commencement Documents (you must provide ONE of the following): • full Australian birth certificate* (not an extract or birth card) • current Australian passport* (not expired) • Certificate of Australian Citizenship • Australian Visa current at time of entry to Australia as resident or tourist • ImmiCard issued by the Department of Immigration and Border Protection that enables the cardholder to prove their visa and/or migration status and enrol in services • certificate of identity issued by the Department of Foreign Affairs and Trade to refugees and non-Australian citizens for entry to Australia • document of identity issued by the Department of Foreign Affairs and Trade to Australian citizens or persons who possess the nationality of a Commonwealth country, for travel purposes • certificate of evidence of resident status.	
Primary Documents (you must provide ONE of the following): • current Australian driver licence*, learner permit or provisional licence issued by a state or territory, showing signature and/or photo and the same name as claimed • Australian marriage certificate* issued by a state or territory (church or celebrant-issued certificates are not accepted) • current passport issued by a country other than Australia • current proof of age or photo identity card issued by an Australian government agency in your name with photo and signature • current shooter or firearm licence showing signature and photo (not minor or junior permit or licence) • for persons aged under 18 with no other Primary Use in Community Documents, a current student identification card with photo or signature.	
Secondary Documents (you must provide TWO of the following): • Medicare card* • bank card/credit card (front of card only) • enrolment with the Australian Electoral Commission • photo identity card issued: ▪ to an officer by a police force ▪ by the Australian Defence Force ▪ by the Australian Government or a state or territory government • evidence of right to a government benefit (Centrelink or Veterans Affairs) • credit reference check • security guard or crowd control photo licence • Australian secondary or tertiary student photo identity document • certified academic transcript from an Australian University • Aviation Security Identification Card/Maritime Security Identification card • certificate of identity issued by the Department of Foreign Affairs and Trade (DFAT) • document of identity issued by the DFAT • convention travel document secondary (United Nations) issued by the DFAT • foreign government issued documents (for example driver licence) • consular photo identity card issued by the DFAT • trusted referees report/letter on company letterhead from a trusted source (for example your GP, pharmacist or former employer).	
Special Provisions	
For Aboriginal people, Torres Strait Islander people or residents in a remote area/community, whose birth has never been registered: • confirmation of heritage documents (i.e. letter from an Indigenous Organisation or statutory declarations) • proof of one parent's Australian citizenship status at the time of birth using the proof of identification verification form for Aboriginal and/or Torres Strait Islander people whose births have never been registered (this form must be endorsed by an authorised referee)	

Table 1 – NDIA Pre Engagement Pack V1 2018

*These documents can be checked using the Document Verification System.

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What is the Document Verification System?

The Document Verification Service (DVS) is a national online system that allows the department to verify your identity document with the document issuing agency.

The following documents can be checked using the DVS:

- Australian Birth Certificate
- Australian Passport (not expired)
- Australian Citizenship Certificate
- Australian Driver Licence
- Australian Marriage Certificate
- Medicare Card
- Change of Name Certificate.

Australian Citizenship

Australian citizenship is a requirement of employment under the Australian Public Service *Act 1999*, but is not a requirement for contractors unless there is a requirement to access security classified information.

Most people born in Australia prior to 20 August 1986 are Australian citizens by birth unless one parent was a foreign diplomat. For people born prior to this date, an Australian birth certificate can be taken as evidence of Australian citizenship.

Citizenship may be proved as part of the 100-point identity check; however, candidates born after 20 August 1986 may be required to provide additional documents to prove citizenship. People born in Australia on or after 20 August 1986 are Australian citizens only if one parent was an Australian citizen or permanent resident of Australia at the time of birth.

Documents that can be taken as evidence of Australian citizenship for people born on or after 20 August 1986 are:

- an Australian passport that was issued on or after 1 January 2000 for a period of at least two years;
- an Australian citizenship certificate, or
- a certificate of evidence of Australian citizenship issued by the Department of Home Affair's.

If you were born in Australia on or after 20 August 1986 and do not provide one of the above, you are required to provide evidence of Australian citizenship by the following:

- an Australian birth certificate, and
- one of:
    - proof of one parent's Australian citizenship at the time of your birth (i.e. Australian birth certificate, an Australian passport that that was issued for a period of at least two years on or after 20 August 1986 and prior to your birth; or certificate of Australian citizenship issued prior to your birth), or
    - Proof of one parent's permanent residence in Australia at the time of your birth (i.e. a passport showing a permanent entry stamp into Australia prior to the time of birth).

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What documents do you have to provide as evidence of Australian citizenship?

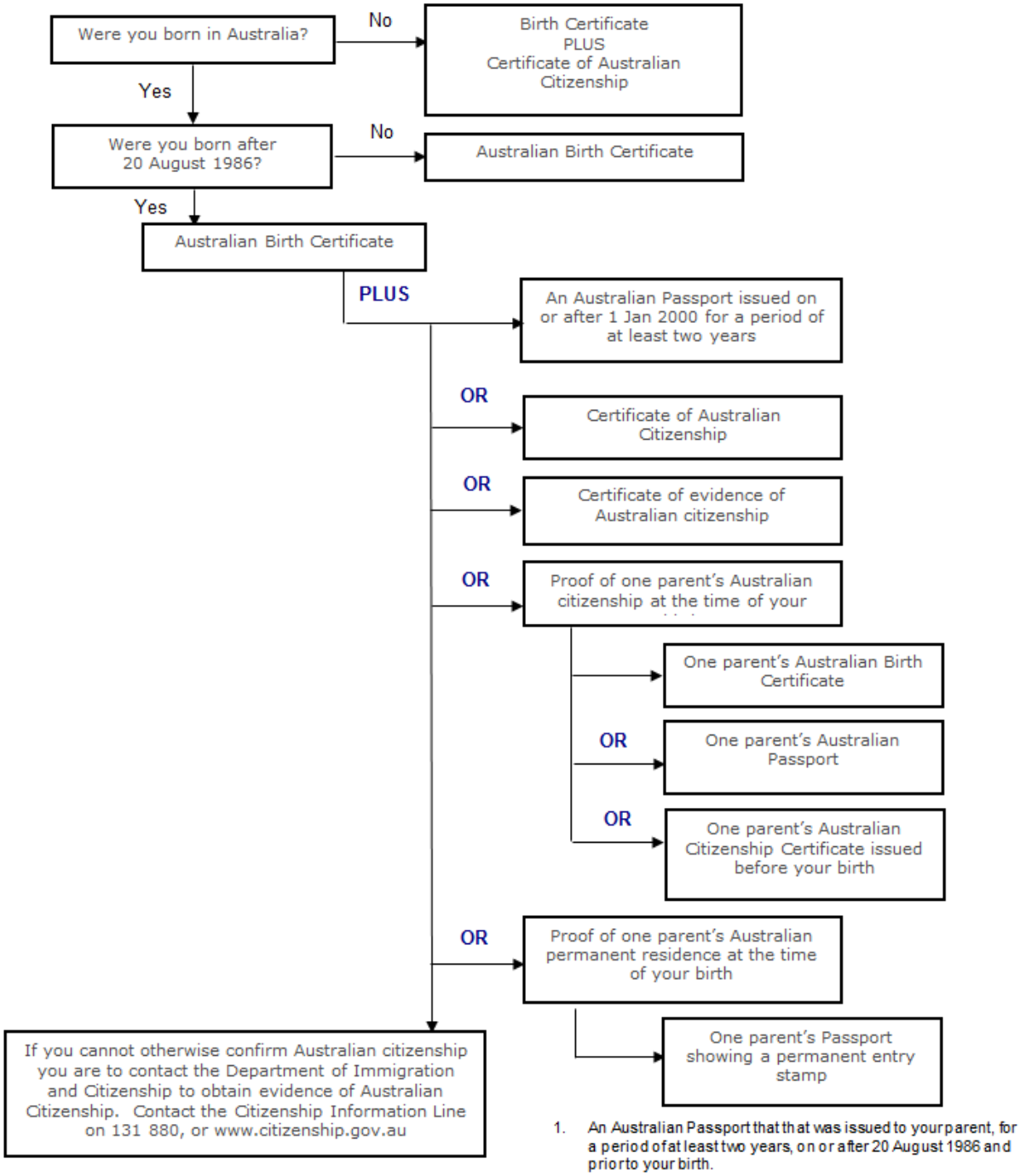

Figure 1 - Documents to prove Australian citizenships flowchart

Eligibility

Working in Australia is a privilege, not a right. It is a criminal offence under the *Migration Act 1958* for a person to knowingly or recklessly allow an illegal worker to work or refer an illegal worker for work with another business.

Confirmation of an individual's legal right to work within Australia is obtained through the use of the Department of Home Affair's Visa Entitlement Verification Online service (VEVO).

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Deeds of Confidentiality and Official Secrets Acknowledgement

New employees must sign a Declaration of Confidentiality when starting work with the Agency. The Declaration ensures they are aware of their privacy, confidentiality and secrecy obligations under Commonwealth law.

Staff who are not APS employees sign an acknowledgement that they understand Sections 70 and 79 of the *Crimes Act 1914* with regard to the disclosure of Agency's information.

Nationally Coordinated Criminal History Checks (NCCHC)

A Nationally Coordinated Criminal History Check (NCCHC) which includes Directorship and Bankruptcy check is conducted to assess eligibility and suitability of candidates to access official information and resources. The Agency *ONLY* accepts a NCCHC conducted by the Agency's approved provider, currently PharmacyID. The Agency uses PharmacyID to utilises the services of the Australian Criminal Intelligence Commission (ACIC) for its NCCHC's.

Spent Convictions

The Nationally Coordinated Criminal History Check (NCCHC) requested in the PEC is a 'Standard Disclosure' check. This means that 'no exclusion' from Spent Convictions legislation applies.

A person whose conviction is protected by Part VIIC of the *Crimes Act 1914* does not have to disclose that conviction to any person, including Agency staff. Commonwealth authorities are prohibited from taking into account or from disclosing such convictions without consent of the individual, as these convictions are 'spent'.

A spent conviction is a conviction from a Commonwealth, Territory, or State, or foreign offence that generally satisfies all of the following conditions:

- it is 10 years since the date of the conviction (or 5 years for child offenders); and
- the person was not sentenced to imprisonment or was not sentenced to imprisonment for more than 30 months;
- the person has not re-offended during the 10 years (5 years for child offenders) waiting period; and
- a statutory or regulatory exclusion does not apply.

Employees and contractors who have been assessed as requiring a Working with Vulnerable People (WWVP) Check requires a Nationally Coordinated Criminal History Check (NCCHC) where 'partial exclusion' from spent convictions legislation applies.

Where there is an indication on the NCCHC form that the candidate will be working with children or vulnerable groups ACIC may release more Criminal History Information than they normally would for a Standard Disclosure police check. These may include:

- sexual offences;
- offences against the person; and
- any other offence against the person if the victim of the offence was under 18 at the time the offence was committed.

Different spent convictions legislation applies in each jurisdiction, so offences will be released at the discretion of the jurisdiction in which the offence was committed.

Criminal History Information

Any criminal history information received by Agency should be marked 'OFFICIAL: Sensitive: Personal' and handled in accordance with the provision of the *Privacy Act 1988* and the Information Privacy Principles.

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Criminal history information must be handled with the utmost care and in accordance with the provisions of the Part VIIC of the *Crimes Act 1914*. Any conviction older than 10 years should not be disclosed to any third parties; ideally that information would be destroyed in order to protect the Agency from breaches of the *Crimes Act*.

Assessing Suitability

The Agency will use all the information gathered as part of the background checking process when assessing an applicant's suitability to access official information and resources.

This assessment will be made in accordance with the Protective Security Policy Framework (PSPF) Core Requirement 12 – Eligibility and Suitability of Personnel (Personnel security adjudicative guidelines).

The presence of convictions for offences on a candidate's Nationally Coordinated Criminal History Check (NCCHC) will not necessarily render them unsuitable for access to official information and resources. Using the Personnel security adjudicative guidelines as guidance, an assessment will be made regarding the offences':

- nature;
- seriousness;
- number and frequency;
- severity; and
- age.

An assessment will also be made regarding the circumstances around the offences including the candidate's age at the time of the offence and any other extenuating circumstances. This information may be gathered through an interview with the candidate.

The inclusions of pending court outcomes in an NCCHC may delay the assessment of the candidate's suitability to be provided the access required.

A Personnel Security Risk assessment will be carried out on the individual where it is warranted by the nature of the information obtained in the background checking process. The risk assessment will take into account the information gathered during the background checking process as well as the access to information and/or resources required by the candidate to fulfil their role.

Where it is deemed necessary restrictions will be placed on that access in order to mitigate the identified risks.

Adverse Findings

Where the officer conducting the PEC finds that a candidate is unsuitable for access to the Agency's information or resources, the candidate will be advised. The candidate will be provided with the relevant information and allowed an opportunity to reply to any allegations and 'show cause' why access should be allowed.

If the candidate is still found to be unsuitable, the Agency Security Adviser (ASA) and position's Branch Manager will forward the recommendation to that effect to the Agency Chief Security Officer (CSO) along with the candidate's response.

Where the CSO agrees with the recommendation the candidate will be informed by the ASA and provided the reasons for the finding.

The candidate may ask for an internal review of the decision. This review will be undertaken by a third party who was not involved in the original finding. This would normally be the Chief Security Officer (CSO) where the Agency Security Adviser (ASA) and Branch Manager were

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responsible for the original decision or the General Manager where the Branch or Regional Manager was involved.

The ASA will ensure that all internal reviews are conducted by an appropriate individual who was not involved in the original decision.

If the employee is still not satisfied with the findings of an internal review the employee may seek review through the Australian Public Service Commission (APSC) or the Commonwealth Ombudsman.

Aftercare

During the personnel security risk assessment, consideration will be given to additional administrative controls that, if implemented, would further reduce the assessed level of risk. These provisions are termed aftercare.

Aftercare may comprise of one or many administrative actions that place additional, ongoing monitoring and restrictions on the applicant's access. Aftercare provisions may include:

- scheduled point-in-time supervisor reporting
- ad hoc supervisor reporting
- ICT system access logging
- physical building access restrictions
- monitoring by Business Integrity

Aftercare provisions will be included in a recommendation to the CSO and ASA for consideration and decision. The ASA must inform the effected Branch Manager (BM) area of aftercare provisions prior to approving the recommendation, and obtain confirmation that aftercare will be implemented. It is the responsibility of the Branch Manager (BM) to monitor compliance with aftercare.

Review for cause

Reviews of APS ongoing employees and contractors to access official information and resources may be conducted where information comes to light that may have an effect on an individual's suitability or eligibility.

Protective Security & Cyber Branch may receive information, relevant to an individual's suitability via various means, including:

- directly from the individual
- from a manager or colleague, or
- from a Commonwealth, State or Territory Government agency authorised to release such information.

The suitability review process mirrors the initial PEC process. After-care measures may be applied if deemed necessary.

Relationship to security clearance assessment

Where an individual requires a security clearance with the Agency as a condition of employment, and information is disclosed during the Entry Level Checking process which might impact on the individual's suitability to hold a security clearance, the department will notify the Australian Government Security Vetting Agency (AGSVA) of the issue(s).

5. Procedure

- Agency Protective Security Policy
- Agency Security Plan

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- Agency Personnel Security Policy
- Agency Pre-Engagement Check (PEC) Process
- Agency Pre-Engagement Pack

6. Key principles

Reviewing Agency staff and/or contractors suitability to access official information and resources may be conducted where information comes to light that may have an effect on an individual's suitability or eligibility to access official information and resources.

Being a person who has agreed to access official Australian Government information on behalf of the Agency, they hereby undertake:

- to restrict the use of any official information on a need-to-know basis;
- to preserve the confidentiality of all official information entrusted to them;
- to manage all official information in accordance with the requirements detailed in the Australian Government Protective Security Policy Framework, Agency Security Plan and associated policies;
- to not disclose, publish or communicate any official information to persons without a legitimate need-to-know such information in order to undertake their role;
- to ensure that those persons to whom I do provide official information have
- the appropriate level security clearance and are made aware of the security conditions associated with its access;
- to undergo the security clearance vetting process where I have, or will be given access to security classified information for more than three months; and
- to direct all queries in relation to the use of official information to the Agency Security Adviser (ASA) on s47E(d) - certain oper@ndis.gov.au.

7. Mandatory Requirements

All personnel will follow the Access to Official Information and Resources Policy. When someone is to join the Agency or move to another role, it is mandatory that:

- The Manager ensures the worker has passed the pre-engagement screening requirements,
- The worker has an appropriate security clearance for the work,
- Role and site specific personnel security risks are addressed as soon as possible

This Policy describes mandatory requirements of the Agency's protective security. These requirements are a combination of legislation and whole of government policy. They are mandatory for all personnel to follow.

8. Relevant legislation

This Policy is supported by Commonwealth legislation including:

- Australian Government Protective Security Policy Framework (PSPF)
- Australian Public Service Act 1999
- Crimes Act 1914
- Migration Act 1958
- Privacy Act 1988

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Other references

- The Australian Government Security Vetting Agency (AGSVA) – Central Vetting Agency for the Australian Government and conducts security clearances assessments for federal, state and territory agencies

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Policy - NDIA Records and Information Management

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Document Management

Overview

Release	1
Effective Date	January 2022
Author	Procurement and Corporate Services Branch
Owner	Branch Manager, Procurement and Corporate Services
Client	All National Disability Insurance Agency (NDIA) and Partner employees, Consultants and Labour Hire Workers
Document Number	NED21/522432

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1. Introduction

1.1 The National Disability Insurance Agency (the Agency) information is a corporate asset, vital for the sustainability of the National Disability Insurance Scheme (NDIS), both for ongoing operations and providing trusted evidence of business decisions and interactions with all stakeholders.

1.2 The purpose of this Policy is to guide, define and direct the creation and holistic management of our information assets (records, information and data) and provide clarity of staff responsibilities.

1.3 The benefit of complying with this policy will be trusted information that is well-described, stored in known endorsed locations, findable and accessible to staff and clients when required.

1.4 This Policy aligns with policies and standards issued by the National Archives of Australia (NAA), under the *Archives Act 1983* (Archives Act), to meet accountability responsibilities within our unique role in the Commonwealth government to implement a national scheme to give choice and control to eligible persons with disability who meet the requirements for access to the NDIS.

1.5 Compliance with this Policy is mandatory.

1.6 This Policy is applicable to all NDIA employees, secondees, contractors, consultants, officials and members of the Executive Placement Program, Partners in the Community and includes outsourced arrangements such as cloud storage or records stored within third party storage.

1.7 All information management practices in our Agency should align with this policy and its complementary directions and procedures when progressively released.

1.8 Our agency shall implement fit-for-purpose records management practices and business systems to ensure the creation, maintenance and protection of reliable information for as long as there is a business, legal or social requirement that meets our legislative requirements and reduce reputational risk.

1.9 The NDIA Records and Information Governance Framework is enabled by the Archives Act.

1.10 This Policy is applicable to records in all formats and all business applications used to create, manage and store Commonwealth information. This includes official dedicated information management systems, business information systems such as SharePoint, Teams, One Drive, email, websites, social media applications, audio visual materials, voice and instant messaging, databases and business information systems data.

1.11 This policy covers all information and data created and managed in-house and off-site, including in cloud based platforms.

1.12 For the purpose of this Policy, the term Officer will encompass all.

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2. Records and Information Governance Framework

2.1 The Agency's Records and Information Governance Framework has been developed in line with our establishing legislation, Commonwealth frameworks and legislation, policies and standards underpinning the Agency's specific information governance requirements.

2.2 The Framework has been detailed through a hierarchy of documents including this Policy, Records and Information Management Directions to be progressively released and any supporting processes outlined in procedures:

- NDIA Records and Information Management Policy *(this document)*
- NDIA Records and Information Management Directions
- NDIA Records and Information Management Procedures

2.3 The Agency's information and records management framework is established by Commonwealth legislation including:

- *National Disability Insurance Scheme Act 2013* (NDIS Act) and Rules
- *National Disability Insurance Scheme (NDIS) (Protection and Disclosure of Information) Rules 2013*
- *Public Governance, Performance and Accountability Act 2013* (PGPA Act)

Public Records legislation including:

- *Archives Act 1983* (Archives Act)
- *Privacy Act 1988* (Privacy Act)
- *Freedom of Information Act 1982* (FOI Act)
- *Crimes Act 1914*
- *Evidence Act 1995*[1]
- *Electronic Transactions Act 1999*

2.4 The NDIA is committed to ensuring that principles outlined in National Archives of Australia (NAA) issued policies and standards underpin the Agency's Records and Information Management Framework in accordance with the Archives Act. This includes the:

- Building trust in the public record: managing information and data for government and community[2]

[1] NAA – Commonwealth Records in Evidence 2012 (p.7) notes: The rules of evidence apply to an ordinary document in writing, documents written in braille or shorthand and, importantly for modern records management systems, a document that is in a digital format. The definition of a 'document' also includes any part, copy, reproduction or duplicate of a document. Metadata, as information embedded or associated with a document, is generally considered part of a 'document'. In the case of digital records, it may be necessary to give evidence that the digital record is what it purports to be. (p.8)

[2] Digital Continuity 2020 Policy – predecessor of current policy, with identified timeframes identified for progress

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- ISO 16175 Principles and Functional Requirements for Records in Electronic Office Environments
- Information Management Standard for Australian Government
- ISO 15489 Records Management
- Australian Government Recordkeeping Metadata Standard (AGRkMS)
- Protective Security Policy Framework,
- Commonwealth Resource Management Framework .

2.5 Compliance with records and information governance framework will support the Agency to meet the requirements of the following legislation:

- **NDIS Act and NDIS Rules**: regulates the collection, recording, disclosure, use and protection of information related to the NDIA. The NDIS Act requires compliance with our regulatory environment, including protection of information.
- **Archives Act**: empowers the National Archives of Australia (NAA) to oversee and establish information management requirements related to all agencies. Under the Archives Act, the NDIA is responsible for the
  - Destruction, transfer, or alteration of Commonwealth records (section 24), subject to Archives' authorisation
  - Transfer of archival resources of the Commonwealth into Archives' care (section 27)
  - Following of records management standards and other obligations set by the Archives.
  - Release of documents authorised by the NAA, authorising anyone who has lodged a request for access to a record that is still in existence in an agency that is 20 years or older regardless of whether it is long term temporary or identified to be transferred to the National Archives.
  - **PGPA Act:** performance-based legislation based on principles to strengthen due diligence and personal accountability to all staff as being 'officials' with certain duties and responsibilities. It requires that the NDIA manages and maintains information that evidences the NDIA's performance and financial position.

2.6 The NDIA Board has adopted the Australian Prudential Regulation Authority (APRA) Standards as a guide. APRA standards include a 'whole-of-life' approach with a robust reporting and data framework regarding risk management.

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2.7 All Agency and Partner staff delivering the NDIS must ensure that personal information is protected according to the Privacy Act 1988 and the Australian Privacy Principles. This includes personal information stored in cloud-hosted services.[3]

2.8 The Branch Manager, Procurement and Corporate Services Branch (PCSB) may issue Directions under this policy that recommend the way in which the Agency manages its records or sets additional conditions for information management.

2.9 To ensure compliance with the NDIA Records and Information Management Framework, a suite of resources will be made available to support all Agency and Partners to appropriately manage records, data and information.

2.10 All staff shall participate in a mandatory online records and information management training program using the LEAP training platform.

3. Records and Information Management Directions

3.1 The Branch Manager PCSB may issue complementary Information and Knowledge Management Directions to support the implementation and administration of the NDIA's records and information management operations.

3.2 These directions may include, but is not exclusive to, prescribing lawful requirements that **must** be undertaken for the creation, capture and life cycle management of records, information and data. This includes records and data in any format related to evidence of decision making at all levels in the Agency including Partners and other outsourced arrangements who may collect NDIS records on our behalf, including cloud storage and third party contracts.

3.3. The Records and Information Management Directions **must** be complied with in the same way the Records and Information Management Policy **must** be complied with.

4. Business Information Systems Used to Maintain Records

4.1. The Agency uses the following primary information management systems to meet legislative and business requirements. These currently include:

4.1.1 CRM: to record interactions relating to service delivery for NDIS participants, partner organisations and providers. Information to be stored in this system must be complete, including evidence of a person's disability and any supporting decisions made. Records may include documentation received via various channels into the Agency such as telephony, email, myplace portal, webchat and contact us webform. These records are crucial to the financial sustainability and reputation of the NDIS and are required to meet reporting and evidentiary requirements.

[3] Cloud Services | Cyber.gov.au (accessed 28 January 2022)

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4.1.2 Parliamentary Document Management System (PDMS): is a whole-of-government system used to workflow ministerial, parliamentary and executive documents.
4.1.3 ESSentials/SAP: is used for managing and transacting corporate activities including HR, Finance, Procurement and Travel.
4.1.4 Public Sector Collections & Disbursements (PSCD): allows Claims and Payments Officers to process provider and participant claims.
4.1.5 LEX: a system use by Legal Services and Compensation Recoveries Branch.
4.1.6 HPE Content Manager (HPECM): must be used to record all sources of digital information created and received by the Agency, which fall outside of CRM.

4.2 These systems may need integration to support Agency processes such as creation, capture, storage, security, access, lawful destruction and transfer of information to storage, that is available when there is a business need. The Agency's goal is to implement a fully integrated system that enables the formal creation, classification, retention and destruction of information in a format required by the NAA.

4.3 Corporate and operational information must not be maintained in Outlook (email systems), personal drives , desktops, external storage media such as a drop box or OneDrive, USB drives, desktops, personal or non-standard government networked computers, as these lack the necessary functionality and protection required to meet the Agency's legislative obligations.

4.4 The use of share drives/secured folders as a primary document store is strongly discouraged. Agency business information created when using social media applications or mobile devices should be captured within an NDIA information management system.

4.5 Creation and maintenance of information

4.5.1 Business information, must be created and captured by all NDIA and outsourced Commonwealth business functions, Partners in the Community, staff, contractors and consultants as evidence of interactions with stakeholders, as detailed in this Policy.

4.5.2 Business information created should provide a complete, reliable and accurate account of business decisions and actions. Information is to include all necessary descriptive metadata and detail including names, dates, times, versions and other key information needed to capture and support business requirements to ensure strategic risks are mitigated because information will be found when needed to support and protect the Agency, the Scheme and participants.

4.5.3 All business information created and received should be captured in endorsed information systems unless they can be disposed of under a Normal Administrative Practice (NAP).

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4.6 Access to and sharing of corporate information

4.6.1 The Agency's information security protective procedures must be followed. The Agency Security Advisor is responsible for developing policy and providing advice regarding application of protective markings and security classifications to Agency information. The Agency Protective Security Team also provide advice regarding storage and destruction methodology for official and classified information as well as drafts and copies of copies.

4.6.2 The NDIA Information and Knowledge Management Team is responsible for producing policy and providing advice regarding creation, management and archiving of Agency file/folders both in soft and hard copy and document control.

4.6.3 For detailed information regarding information security management arrangements within the Agency see the ICT Security Policy. Access restrictions should not be imposed unnecessarily but should protect security classified material with disseminating limiting markers. All staff should have access to records and systems required that is reasonably expected in order to fulfil the duties of their role.

4.6.4 Compliance with relevant legislation is required when handling information. NDIA staff are also obligated to comply with their obligations under the APS Values and Code of Conduct, specifically S4. Managing Information.

5. Release of information

5.1 Publicly available

5.1.1 In accordance with our obligations under the Information Publication Scheme, and in the spirit of open-government policies, access to publicly available information will be provided on the Agency website.

5.1.2 The public additionally have legislative rights to apply for access to information held by our organisation under the *Freedom of Information (FOI) Act 1982* and the *Archives Act 1983* (after 20 years). These apply to all information held by the Agency, whether in officially endorsed information management systems or in personal stores such as email folders or shared and personal drives. Responses to applications for access under FOI legislation are the responsibility of the Agency FOI team.

5.2 Non-publicly available

5.2 For non-publicly available information, compliance is required with the Data Use Policy which sets out the framework for making decisions about rights of access to the Agency's data resources. It

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provides guidance on how requests for general access to data will be considered by applying an assessment of the predetermined risk tolerance. This is described in terms of the type of data being requested and the type of requesting entity. Consideration of issues raised under this policy are to be referred in the first instance to the Data Management Committee.

6. Information life cycle requirements – retention or lawful destruction

6.1 The Agency's records are Commonwealth information and can only be disposed of in accordance with the various provisions of the Archives Act and as identified in relevant records authorities when there is no further value to the Agency or the Commonwealth.

6.2 Retention periods in records authorities take into account all business, legal and government requirements for the information. For example, NDIS participant documented evidence of eligibility must be useful, accessible and maintained as per NDIA Records Authority (120 years after the participant's date of birth). Some information will be transferred to the NAA for ongoing national benefit for future generations and provide evidence of how the NDIS was formed and implemented in Australia to meet the rights and entitlements of eligible persons with permanent disability.

6.3 Agency information reaching its expiry date will be reviewed by the Records and Information Management Team prior to following up with the business owners who must authorise destruction.

6.4 Information and records will not be destroyed without appropriate audit trails provided by a Business area Manager with delegated responsibility to authorise destruction as determined in records authorities issued by the NAA or other legislative requirement.

6.5 Inappropriate and unlawful disposal is an offence under the Archives Act, and for Commonwealth agency staff, a breach of the APS Code of Conduct. Staff should take care not to unintentionally dispose, damage or alter a Commonwealth record outside of these provisions.

6.6 Unauthorised destruction not only risks penalties (20 penalty units i.e. $210 per unit) under the Archives Act but may expose the Agency and partners to a range of other risks including:

- Inability to comply with regulatory and legislative responsibilities such as the FOI Act, and the Privacy Act.
- Failure to provide access to information requested by legal discovery action and associated applicable penalties including litigation.
- Inability to provide transparency of decisions related to evidence required to refute or prove allegations of Fraud detection, prevention and debt recovery.

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- Inability to provide accurate and comprehensive responses to investigations of complaints by the Administrative Appeals Tribunal (AAT), Australian Human Rights Commission (AHRC), the Office of the Australian Information Commissioner (OAIC) or provide evidence required Royal Commissions.
- Damage to organisational reputation.

6.7 Normal Administrative Practice (NAP) allows the Agency to destroy information that is of short-term and low-value. Examples of such information includes rough working notes, drafts, copies and spam emails. Staff should not destroy information, other than in accordance with NAP, without the approval of the NDIA Director - Information and Knowledge Management.

6.8 Documents and data may be required to transfer out of the custody of the Agency to the NAA. This occurs when information of archival value is no longer being actively used (after 15 years). In these instances the Agency can access information if the need arises. Information may also be transferred if affected by administrative change (Machinery of Government) and transferred to an inheriting agency.

7. Scanning physical paperwork

7.1 All scanned copies, or reproductions of participant's documents, must be authentic and reliable, meeting NAA specifications and format requirements, with usability equivalent to the original records, e.g. legal and archival purposes. The process for scanning source paperwork must be conducted in a way to ensure it can withstand scrutiny in a court of law.

7.2 Scanning should only be conducted on equipment that meets Commonwealth cyber security and Protective Security Policy Framework (PSPF) requirements. All NDIS participant information scanned must be useful, evidential, accessible and maintained as per NDIA's Records Authority (120 years after the participant's date of birth). To meet this lawful requirement, processes and strategies are required to ensure reliability of authentic information on conversion from paper to digital formats. This includes system migration strategies when planning to upgrade systems.

8. Roles and Responsibilities

8.1 Chief Executive Officer (CEO)

The CEO is responsible for the overall management of information within the NDIA. The CEO promotes compliance with this Policy, delegates responsibility for the operational planning of information management to senior management and ensures the NDIA's information management

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program is adequately resourced. The CEO is authorised to grant special access to Commonwealth records in accordance with s56(2) of the Archives Act for the NDIA.

8.2 Chief Financial Officer

Is responsible for the establishment and maintenance of an enterprise-wide culture for an accountable and business-focused information management environment.

8.3 Chief Information Officer (CIO)

Is accountable for information management systems, assets, strategy, engagement, promotion and technical maintenance.

8.4 Chief Risk Officer (CRO)

Is accountable for monitoring information-related incident management response and remediation activities and ensuring that material IKM incidents are escalated in alignment with the Agency's Issues and Incident Management Framework requirements.

8.5 Senior Management

Are responsible for the visible support of, and adherence to, this Policy by promoting a culture of compliant information management and risk management. They are required to contribute to the development of strategic documents, including information and risk management strategies.

8.6 Managers and supervisors

Are responsible for ensuring Partners in the consultants, Partners in the Community and contract staff, are aware of, and are supported to comply with this Policy. They should ensure compliance with Information Management policies and procedures and are required to mitigate risk within their control. They should advise the Information and Knowledge Management team of any barriers to staff complying with the Policy and of any changes to the business environment that may impact on information management risks.

8.7 Branch Manager, Procurement and Corporate Services

Is responsible for the development, maintenance and review of this Policy and supporting guidelines and procedures. The Branch Manager, Procurement and Corporate Services through the Director IKM will provide advice on the effectiveness and compliance of information management practices, processes and system.

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8.8 Information and Knowledge Management (IKM) Team

Is responsible for overseeing the management of information assets (records, information and data) in the NDIA consistent with the requirements described in the Policy. This includes providing training, advice and general support to staff, creating, developing or acquiring and implementing information and records management products and tools. The IKM Team are also required to develop and implement strategies to enable sound information management practices, provide advice on new and existing systems, conduct business systems assessments using NAA policies and guidelines, monitor compliance with information management policies and directives, the Policy and advise senior management of any risks associated with non-compliance.

8.9 ICT staff, including system administrators (business owners)

Are responsible for maintaining technology for the NDIA's business information systems, including maintaining accessibility, security and back up. ICT staff are required to ensure that any actions, such as removing data from systems or folders, are undertaken in accordance with this Policy. ICT and information management staff have an important joint role in ensuring that the NDIA's business information systems support accountable and effective information management across the NDIA.

8.10 Agency security advisor or Protective Security/Chief Security Officer (CSO)

Provides advice on security Policy and guidelines associated with the management of information.

8.11 BM, Data and Insurance

Is accountable for data policies including, the Data Use Policy, Data Owners Policy and Criticality Matrix Policy; and the Chair of the Data Management Committee.

8.12 All Staff, including Partners and Contractors

Are responsible for the creation and management of information as defined by this Policy. They are required to mitigate risk when vulnerabilities are identified and advise the IKM Team of incidents and actions taken.

9. Communication and Training

This Policy will be communicated and available to staff with training on aspects of the Policy provided. Training will be kept up-to-date, scheduled regularly and tailored to business area requirements.

Review

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This Framework will be reviewed every two years from the date of approval, unless required earlier.

Resources

The Information and Knowledge Management intranet site will be continuously improved to contain useful information and reference material.

Definitions

Definitions (with exception) from the AS ISO 15489:2017 Records Management Standard to provide context:

Term	Definition
Access	Right, opportunity, means of finding, using or retrieving information.
Activity	Major task performed by a business entity as part of a *function* (see function).
Business classification scheme (BCS)	Tool for linking records to the context of their creation.
Classification	Systematic identification and/or arrangement of business activities and/or records into categories according to logically structured conventions, methods, and procedural rules.
Conversion	Process of changing records from one format to another.
Destruction	Process of eliminating or deleting a record, beyond any possible reconstruction.
Disposition	Range of processes associated with implementing records retention, *destruction* or transfer decisions which are documented in *disposition authorities* or other instruments.
Evidence	Documentation of a *transaction* [SOURCE: ISO 30300:2011, 3.1.5] Note 1 to entry: This is proof of a business transaction which can be shown to have been created in the normal course of business activity and which is inviolate and complete. It is not limited to the legal sense of the term.

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Term	Definition
Function	Group of activities that fulfils the major responsibilities for achieving the strategic goals of a business entity.
Metadata for records	Structured or semi-structured information, which enables the creation, management, and use of records through time and within and across domains Structured information that describes and/or allows users to find, manage, control, understand or preserve other information over time.
Migration	The act of moving records from one system to another, while maintaining the records' authenticity, integrity, reliability and usability. Migration involves a set of organised tasks designed to periodically transfer digital material from one hardware or software configuration to another, or from one generation of technology to another. Process of moving records from one hardware or software configuration to another without changing the format [SOURCE: ISO 30300:2011, 3.3.8].
Outsourcing	Where a contractor acts as an agent of a government agency and provides a service that is that agency's responsibility.
Record(s)*	Information created, received and maintained as *evidence* and as an asset by an organization or person, in pursuit of legal obligations or in the *transaction*) of business.
Records authority/ (Disposition Authority)	Instrument that defines the *disposition* actions that are authorised for specified records.
Records (Information) system	Information system which captures, manages and provides *access* to records over time Note 1 to entry: A records system can consist of technical elements such as software, which may be designed specifically for managing records or for some other business purpose, and non-technical elements including policy, procedures, people and other agents, and assigned responsibilities.

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Term	Definition
Schema	Logical plan showing the relationships between metadata elements, normally through establishing rules for the use and management of metadata specifically as regards the semantics, the syntax and the optionality (obligation level) of values [SOURCE: ISO 23081-1:2006, 3.3].
Transaction	Smallest unit of a *work process* consisting of an exchange between two or more participants or systems [SOURCE: ISO/TR 26122:2012, 3.5]
Work process	One or more sequences of actions required to produce an outcome that complies with governing rules [SOURCE: ISO/TR 26122:2012, 3.6].

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Workplace Adjustments Policy

Version 1.2

This policy applies to:

- All employees covered by the National Disability Insurance Agency Enterprise Agreement 2024-2027 (NDIA EA): full time, part-time, casual (irregular/intermittent), ongoing, non-ongoing.
- All Senior Executive Service employees (SES).

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1. Principles

1.1. The NDIA strives to be a world-leading employer of choice and a leading employer for access and inclusion.

1.2. The NDIA is committed to ensuring its culture and work practices role model and exemplify an inclusive and diverse workplace that is reflective of the community we serve. This includes supporting staff with disability, illness and injury to participate in and contribute their best in the workplace.

1.3. All requests for workplace adjustments will be handled in a sensitive and collaborative manner. Where a request cannot be facilitated, the NDIA will endeavour to provide alternative solutions to support you.

1.4. This policy is to be read in conjunction with the *Disability Discrimination Act 1992 (external)* (DDA).The NDIA HR delegations contains the authorisations for decisions and determinations.

1.5. You may be entitled to request a review of decisions and/or actions as per the Policy - Review Rights (DOCX 230KB).

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2. Workplace adjustment entitlement

2.1. A workplace adjustment is any form of assistance or adjustment that is necessary, possible and reasonable, to reduce or eliminate barriers at work.

2.2. The NDIA provides workplace adjustments to ensure the workplace is accessible and inclusive where you have a disability, illness or injury.

2.3. Where it is identified that workplace adjustments are required, the adjustments may further support and empower you to:

- perform your duties;
- be considered for transfer, promotion, training or other employment opportunities;
- access workplace facilities; and
- participate in work-related programs.

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2.4. Your request for workplace adjustments will be considered; however, in some cases it may not be reasonably practicable to provide the workplace adjustment as they have been requested. Where your requested workplace adjustment cannot be supported, the NDIA will work with you to find an alternative solution.

2.5. Your manager will provide you with support by discussing your needs and implementing your approved workplace adjustments.

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3. Types of workplace adjustments

3.1. There is no exhaustive list of what types of workplace adjustments you may require. There are many types of disabilities, illnesses and injuries and they affect people in individual ways. Your adjustment needs will be considered individually.

3.2. Some examples of different types of workplace adjustments that allow you to do your job safely, access career development opportunities and be included in all aspects of the workplace may include:

- Modification to your physical workplace
  - Modifications on how you enter, engage with, and exit your workplace, which includes under normal working conditions and during an emergency,
  - Modifying design of your workstation to accommodate carers, assistants, assistance animals and/or disability aids,
  - Modifying design to prevent manual handling.
- Modification to workplace equipment
  - Modifications to ensure you can access necessary emergency and welfare facilities,
  - Providing you with assistive technology.
- Modifying your work environment
  - Facilitate rest and recovery,
  - Support sensory requirements.

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- Presentation of information
  - Present information in way that is accessible for screen readers.
- Job or task modification
  - Rostering and scheduling.
  - Work organisation.
  - Remote working arrangements.
  - Working from home arrangements.

4. Recruitment and workplace adjustments

4.1. To maintain and continue to build a truly inclusive and culturally capable organisation, it is fundamental the NDIA supports employees of all diversity groups, beginning with recruitment processes.

4.2. The Agency and any accredited recruitment partners the Agency may engage, will consider all workplace adjustment requests to support every candidate's equitable participation in NDIA recruitment processes.

4.3. Further information about how the NDIA supports diverse recruitment is provided on the Inclusive recruitment intranet page.

5. Support

5.1. Getting the right support is important. You and your manager can:

- Contact the P&C Service Desk (external) for advice on workplace adjustments, access and inclusion,
- Access confidential counselling from the Employee Assistance Program (EAP),
- Have a support person (DOCX 63.0KB) present during workplace discussions.

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6. Accessing workplace adjustments

6.1. You are to advise your manager if you require workplace adjustment(s).

6.2. In line with the NDIA's culture and values, and the Disability Discrimination Act (external), your manager must speak with you about what workplace adjustments you may need to perform your duties, if your manager observes, has knowledge of, or is informed that you may have disability.

6.3. To support you where you have identified a requirement for a workplace adjustment(s), your manager and/or the Workplace Support or Disability Support Team will consult with you, and your representatives and other duty holders as applicable.

6.4. Where additional support is required to explore your workplace adjustments requirements, either yourself or your manager can contact the P&C Service Desk (external) for further assistance.

6.5. Some adjustments may require formal assessment. If you are an APS employee, these requests must be submitted to the Workplace Support or Disability Support Team via the P&C Service Desk (external) (WHS and Workplace Support options). If you are a labour hire worker, please refer to section 10 below.

6.6. If you have been provided with workplace adjustments in the office, these will need to be replicated at home, where there is a working from home agreement in place. Maintaining any required home office equipment is your responsibility. The NDIA may provide you with equipment, this will be considered on a case-by-case basis. Your manager and the Disability Support Team or Workplace Supports Team should be consulted in the first instance regarding provision of equipment for your home office, to assist in assessing the suitability of the provision of equipment. To initiate discussions regarding this, you can submit a query through the P&C Service Desk (external).

6.7. It is your responsibility to confirm that adjustments have been made in your home as required. In some circumstances, the JobAccess (Employment assistance fund) (external) may provide funding assistance. Please refer to the Guideline – Working from Home for further information.

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7. Considering adjustments

7.1. In deciding whether to approve a workplace adjustment, your manager, supported by the Workplace Supports Team or Disability Support Team, will consider all relevant circumstances, including but not limited to:

- How it benefits you in your role,
- Identification of barriers preventing you from doing your job,
- How the adjustment might affect you, others and the Agency,
- Identification of any potential workplace health and safety hazards and risks to you, and others, associated with implementing an adjustment or not implementing an adjustment. Including eliminating or minimising risks or hazards as far as is reasonably practicable,
- Ensuring the provision, maintenance, and access of workplace facilities, such as toilets, drinking water and washing facilities,
- The inherent requirements of your role and whether your will be able to meet those requirements with the assistance of the workplace adjustment,
  The Agency's obligations under the *Work Health and Safety Act 2011* (external) and;
- The cost, including the proper use and management of public resources under the *Public Governance, Performance and Accountability Act 2013* (external).

7.2. A failure to make reasonable adjustments for you, including those categories outlined above, if you have a disability, may constitute direct or indirect discrimination (the precise definitions of which are set out in the *Disability Discrimination Act 1992 (external)*).

7.3. If your proposed adjustments are considered unreasonable to implement, your managers will discuss this possibility with you. Your manager must

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seek support and advice through the P&C Service Desk (external) before declining your request for workplace adjustments.

7.4. In very limited cases, where you are unable to perform the inherent requirements of your role and no adjustment can reasonably be made to allow you to perform the core requirements of your role, your manager or the Workplace Supports Team or Disability Support Team will consult with you in relation to alternative work options. You can contact the P&C Service Desk (external) in the first instance for assistance. In some cases, it may not be unlawful discrimination to terminate your employment or engagement if it is found that you cannot perform the inherent requirements of your role, either:

- after workplace adjustments have been implemented; or
- where no workplace adjustments can be implemented.

7.5. Should you wish to have the outcome of your Workplace Adjustment request reviewed, you can do so through the Policy - Review Rights (DOCX 230KB), or through an informal process. The informal process will involve teams within People, Culture and Wellbeing Division reviewing the matter with the goal of resolution or provision of alternative supports. To initiate an informal review, please submit a ticket to the Workplace Support or Disability Support Team via P&C Service Desk (external).

8. Timeframes

8.1. The NDIA aims to provide you with your workplace adjustments as quickly as possible.

8.2. Decisions about requests for workplace adjustments will be notified in writing within 21 calendar days, by either your manager or the Workplace Support or Disability Support Team.

8.3. Due to the complex nature of some workplace adjustment requirements, additional time may be required to consider your requests. In these cases, the NDIA will organise your approved adjustments as soon as practical. You

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and your manager will also be updated periodically as the workplace adjustments are being considered and implemented where applicable.

9. Reviewing adjustments

9.1. You and your manager should review your workplace adjustments regularly to ensure they are properly implemented and continue to be appropriate for your needs.

9.2. The Workplace Support and Disability Support Teams will ensure that any control measures introduced to eliminate or minimise any health and safety risks associated with your adjustments are properly maintained and remain effective, as far as is reasonably practicable. This will include ensuring any such measures are fit for purpose, suitable for the nature and duration of your work, and installed, set up and used correctly.

10. Labour hire workers

10.1. If you are a labour hire worker (LHW), you should discuss your request for workplace adjustments with your employer (labour hire agency). Your employer should work with the relevant NDIA manager on the best way to support you in the workplace.

10.2. Your employer is responsible for the provision of your workplace adjustments. For further information, please refer to the Labour Hire Workers: Terms of Assignment or Contract intranet page.

10.3. The NDIA will provide workplace adjustments such as basic headsets, networked devices including Laptops and iPads, standard ergonomic chairs, sit/stand workstations and Assistive Technology Software e.g., JAWS, Dragon Naturally Speaking, Zoomtext, Read and Write, Openbook.

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11. Suitable evidence, document storage and privacy

11.1. You may need to provide medical evidence to support your request.

11.2. You should keep a record of your approved workplace adjustments. The Workplace Adjustment Passport is the NDIA's endorsed tool that allows you to record your workplace adjustments. The Passport also supports the continuation of agreed workplace adjustments in the event your role or manager changes.

11.3. You should take physical adjustments, such as equipment, when moving to a new position within the Agency. If the cost for the equipment has been reimbursed to the Agency through the JobAccess (Employment assistance fund) (external) , the equipment belongs to you.

11.4. The storage and use of your personal information is consistent with the Australian Privacy Principles (external).

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12. Definitions

12.1. **Assistant** - the DDA defines assistant in relation to a person with a disability, as one of the following who provides assistance or services to the person because of the disability: a carer; an assist; an interpreter; a reader.

12.2. **Assistance animals** - the DDA defines an assistance animal as a dog or other animal that is accredited under a law of a State or Territory that provides for the accreditation of animals trained to assist a person with a disability or accredited by an animal training organisation, and trained to assist a person with a disability to alleviate the effect of the disability and to meet the standards of hygiene and behaviour that are appropriate for an animal in a public place.

12.3. **Carer** - the DDA defines carer in the same way as an **Assistant**.

12.4. **Direct discrimination** - occurs when a person who has, or is alleged to have, a disability is treated less favourably than a person without that disability would be treated in the same or similar circumstances.

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12.5. **Disability** - the DDA defines disability as:

- Total or partial loss of the person's bodily or mental functions; or
- total or partial loss of a part of the body; or
- the presence in the body of organisms causing disease or illness; or
- the presence in the body of organisms capable of causing disease or illness; or
- the malfunction, malformation or disfigurement of a part of the person's body; or
- a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or
- a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour.

And includes a disability that:

- presently exists; or
- previously existed but no longer exists; or
- may exist in the future (including because of a genetic predisposition to that disability); or
- is imputed to a person.

To avoid doubt, a disability that is otherwise covered by this definition includes behaviour that is a symptom or manifestation of the disability.

12.6. **Disability aid** - the DDA defines a disability aid in relation to a person with a disability, as equipment (including a palliative or therapeutic device) that is used by the person and provides assistance to alleviate the effect of the disability.

12.7. **Discrimination in relation to carers, assistance animals and disability aids** - the DDA applies in relation to having a carer, assistant, assistance animal or disability aid in the same way as it applies in relation to having a disability, such that any obligation to do something because of a disability

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applies to a person who has a carer, assistant, assistance animal or aid (unless a specific exemption applies).

12.8. **Indirect discrimination** - indirect discrimination occurs when a policy, practice or procedure is established to apply to all and the impact or outcome of that policy, practice or procedure unintentionally disadvantages a person with a disability.

12.9. **Inherent Requirements** - are the essential activities and tasks that must be carried out to get a job done. Inherent requirements relate to results, or what must be accomplished rather than means, or how it is accomplished.

12.13. **Unjustifiable hardship** - the DDA does not explicitly define unjustifiable hardship but does provide some guidance for decision-makers. To determine if a workplace adjustment would incur unjustifiable hardship for the NDIA, the worker's manager and/or the Workplace Supports and Disability Support Teams must take account of all relevant circumstances of each case, including the:

- nature of the benefit to or disadvantage suffered by any worker,
- effect of the worker's disability,
- financial circumstances, and estimated amount of expenditure required to be made, by the NDIA; and
- the availability of financial and other assistance to the NDIA.

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13. Other relevant information

13.1. Other relevant to this entitlement can be found in the following documents:

- *Public Service Act 1999 (external)*
- *Fair Work Act 2009 (external)*
- *Disability Discrimination Act 1992 (external)*
- *Safety, Rehabilitation and Compensation Act 1988 (external)*
- *Safety, Rehabilitation and Compensation Regulations 2019 (external)*
- *Privacy Act 1988 (external)*
- *Public Service Regulation 3.2(2) (external)*

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- *Work Health and Safety Act 2011 (Cth) (external)*
- *WHS Regulations (external)*
- *APS values, employment principles and code of conduct*

14. About this Policy

Status	Final
Policy Owner	Workplace Support Team and Disability Supports Team
Approval Date	16 August 2024

14.1. The Agency will review this policy within 12 months of the policy commencement date.

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FOI 26-27-0616



Products

- Microsoft Teams
- Optus Microsoft Operator Connect

Overview of the Service

Unified Communications is the integration of various communication tools and channels into a single, unified platform. This includes voice, video, messaging, conferencing, and other collaboration features, providing a seamless user experience across different devices and locations. The goal is to improve collaboration, productivity, and efficiency by centralising communication and making it easier for users to connect and share information.

Ownership and Accountability

Name	Title / Team	Roles and Responsibilities
s47F - personal privacy	Director of End User Computing	Business Owner
	Assistant Director of M365 Services	Technical Owner

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Name	Title / Team	Roles and Responsibilities
Sam [redacted]	M365 Administrator	Subject Matter Expert for Microsoft Teams

System Criticality

Microsoft Teams, as the NDIA's platform for Unified Communications, is classified as a **Tier 1 System** as it hosts not only our Instant Messaging System but also our Public Switched Telephone Network (PSTN) processing and Video Conferencing services.

Service Tier Definition

Purpose and Scope

The primary purpose of Unified Communications is to integrate various communication tools and channels into a single, streamlined platform, enhancing collaboration and efficiency for teams. This integration allows for seamless communication across voice, video, messaging, and other services, making it easier for employees to connect and share information. Currently within the NDIA we use Microsoft Teams as our Unified Communications medium.

The scope of which we use Microsoft Teams is as a centralised hub for communication via video, messaging and voice, including Optus Microsoft Operator Connect which enables staff to dial external numbers.

Support Model

R	Responsible	Team assigned to perform the activity

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A	Accountable	Team making the final decision (has the ownership)
C	Consulted	Team who must be consulted before final decision
I	Informed	Team who needs be informed of final decision

	End User Computing Director (EL2)	M365 Assistant Director (EL1)	M365 Team Lead (APS 6)	M365 Team (APS 5)	ICT Support	Cy
Backup and disaster recovery	Consulted	Accountable	Responsible	Consulted	Informed	
Security	Consulted	Responsible	Responsible	Informed	Informed	Accou
Monitoring	Informed	Consulted	Accountable	Responsible	-	
Training	Informed	Consulted	Accountable	Responsible	Informed	

Availability of the Service/Service Type

Service Type

Unified Communications is an internal enabling service. It is non-customer facing (i.e. Level 2 support) and is essential for the delivery of the core software we use, like Microsoft Teams. In addition to that, the NDIA's Unified Communication services operates as an enhancing service. The Microsoft Roadmap and upcoming releases are continually investigated and implemented where applicable to enhance and improve user's experience.

The Service Tier that the NDIA currently holds with Microsoft is at the Unified Enterprise tier (premium). This allows for our service teams to have 24/7 support when needed and also a Customer Success Account Manager as a direct point of contact.

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Availability of the Service

Unified Communications is used everyday as an essential part of communication for staff, as such everyone is given access to the software that we use, Microsoft Teams, which includes Instant Messaging, Voice and Video which is available every day of the year, 24 hours a day. Additionally all internal staff members are given access to Optus Calling which enables users to call landlines and mobiles. This is also available every day of the year, 24 hours a day.

Support Hours

Standard NDIA M365 Services Operating Hours

Monday - Friday 8am - 5pm AEST

Standard Microsoft Operating Hours

24 hours 365 days

Out of Hours Contact	Name	Contact Number	Email Address
Assistant Director of M365 Services - EL1	s47F - personal privacy		
Director of End User Computing - EL2			
Major Incident Management (MIM)	On call contact will vary	s47E(d) - certain operations of agencies	
MIM Escalation	s47F - personal privacy		

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Vendor Contacts

Vendor	Contact Person	Role	Email Address	Contact Number
Microsoft	s47F - personal privacy			
Optus				

Please note to raise a support ticket with Microsoft, you will need admin access and can raise this through the Microsoft Admin Centre.

Additionally, within the NDIA we have a number of contacts that handle the relationship with our Vendors. Below is a breakdown of who the points of contact are within the NDIA.

Contract	Contact Person	Role	Email Address
Optus	s47F - personal privacy		
VSA6 (Microsoft)			

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Licenses

License type	Total licenses held	User type
Microsoft 365 E5	100,000 (19,360 active as of September 2026)	All users
Microsoft Teams Operator Connect Phone Numbers	13,000 (12,520 active as of August 2026)	Internal users
Microsoft Teams Premium	1,000 (17 active as of September 2026)	*Unused*
Microsoft Teams Room Pro	100188 (412 active as of September 2026)	Resources Accounts/ VC Meeting Rooms

Staff should not need to apply for any of the above licenses. Upon commencement with the NDIA, staff will be auto-assigned an E5 license. If they are an internal staff member (rather than a partner), they will also be assigned an Optus MTOC license which allows them to dial external numbers.

Additional Licensing

The Software Asset Management Team are the team responsible for purchasing additional licensing. They have a report that runs every Thursday for their action, however, if there is a requirement for more licenses an APS6 within the M365 team can email s47E(d) - certain operations of agencies @ndis.gov.au and request up to 200 additional licenses without Software Asset Management needing to seek additional approval.

Included Software

Microsoft Teams

Microsoft Teams is a platform that allows integration with a variety of apps, both from Microsoft and external services. Current capabilities are text chat, audio calling, video meetings, file sharing, and integrations with other Microsoft products like SharePoint and OneDrive.

Chat: Teams allows users to communicate in two-way persistent chats with one or multiple participants. Participants can message using text, emojis, stickers and GIFs, as well as sharing links and files. In August 2022, the chat feature was updated for “chat with yourself”, allowing for the organisation of files, notes, comments, images, and videos within a private chat tab.

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Teams: Allows communities, groups, or teams to contribute in a shared workspace where messages and digital content on a specific topic are shared. Team members can join through an invitation sent by a Team Administrator or Owner or sharing of a specific URL.

Channels: Allows team members to communicate without the use of email or group SMS (texting). Users can reply to posts with text, images, GIFs, and image macros. Direct messages send private messages to designated users rather than the entire channel. Connectors can be used within a channel to submit information contacted through a third-party service. Connectors are restricted within our tenancy but do extend to some applications like Power BI.

Current Microsoft Teams Version - 26225.1806.5074.1452

Please note: This version is current as of September 2026 and will be reviewed in March 2027.

Optus Public Switched Telephone Network Calling

Using an integration with Microsoft Teams, Optus Operator Connect enables users to dial externally from our tenant to landlines and mobile phones using their dial pad. This software utilises Public Switched Telephone Network (PSTN), which bundles the data into a packet that is transmitted across networks. In addition, its enterprise-grade security, reliability and compliance features make it the preferred choice for the NDIA.

Service Dependencies

The Unified Communication Service is intertwined and dependant on a number of other services and programs within the Agency. If any of the services or programs listed below experience an issue, please contact the Service Desk on 13 92 12, or via their WebChat system on the intranet page to report the matter and to get base troubleshooting assistance.

Entra - Cloud Infrastructure and Platforms

Our Unified Communication Service uses Entra for user authentication and identity management. It verifies the connection of users, identifying which tenancy a user originates from and flagging someone outside of our tenancy as *External* within Microsoft Teams. If the service were to deprecate or experience an outage, the matter would be handled by the Cloud Infrastructure and Platforms Team.

On-Site Networks - Site Technology and Networks

On-Site Networks are crucial to all our operations across the NDIA for our internal users who commute to any of our sites. If there was to be an outage or a problem

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with the network connectivity, users wouldn't be able to communicate via Microsoft Teams. Our Instant Messaging, Video Calls and Public Switched Telephone Network (PSTN) services are dependant on a working internet connection. In the case of a major outage, our networks are managed for all our on site users by the Site Technology and Networks Team and they would be receiving assistance from the Major Incident Management Team.

For off-site users, also known as work from home users, any connectivity or network issues experienced when working from home, would fall outside of scope for the Site Technology and Networks Team.

Microsoft Exchange - M365 Services

The Unified Communication Service is intrinsically linked through Microsoft Exchange and relies on the program for scheduling meetings, managing calendars and integrating information with Outlook. Exchange servers are used to create and send meeting invitations, which often include links to the video conferencing platform. Exchange stores users' calendars, ensuring that meeting times are booked and that video conferencing meeting details are synchronised. In the event of an outage, this would be handled by the M365 Team and, depending on the severity of the degradation or impact, the Major Incident Management Team.

SharePoint and OneDrive - M365 Services

SharePoint and OneDrive are utilised for document storage, file sharing, collaboration and synchronisation. SharePoint is linked via the Teams section, allowing teams to easily collaborate and have documents stored in a central, and easy to access, location for users. OneDrive allows for sharing documents with an individual that are not required for larger collaboration. If these services were to go offline it would effect our Unified Communication in the sense that users wouldn't be able to easily locate and share files within Microsoft Teams during the outage. Outages and issues with OneDrive and SharePoint are handled by the M365 Team and, depending on the severity of the degradation or impact, the Major Incident Management Team.

Service Level Agreements (SLAs)

As an Agency we have a Priority Rating for issues ranging from Priority 1 (P1) through to Priority 4 (P4). These cover off our SLAs by noting the resolution and response times. Generally speaking the M365 Team will handle the P3 and P4 issues and then liaise with Major Incident Management (MIM) for anything that sits within the P1 and P2 issues.

Based on the priority matrix, the following table is the SLA for tickets once they have been assigned to the M365 team as a resolver.

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Priority	Response Time	Restoration time	Resolution Time	Support Availability
P1	15 Minutes	4 Hours	24 Hours	24 x 7
P2	1 Hour	24 Hours	36 Hours	24 x 7
P3	24 Hours	24 Hours	5 Days	Monday – Friday Business Hours
P4	48 Hours	40 Hours	10 Days	Monday – Friday Business Hours

Microsoft Service Level Agreements

The Microsoft SLAs cover Microsoft Calling Plans, Phone System (including Direct Routing and Voice Apps) and Public Switched Telephone Network (PSTN) Audio Conferencing - guaranteeing end users will be able to initiate a PSTN call, dial into conference audio via PSTN, or process calls with Call Queues or Auto Attendant 99.99% of the time.

This SLA does not cover outages caused by a failure of third-party software, equipment, or services not controlled by Microsoft, or Microsoft software not being run by Microsoft as part of the service (e.g. third-party PBX solutions integrated into Microsoft Teams).

Microsoft Teams is broken down into two main categories with more specific SLAs for uptime. Calling Plans, Teams Phone and Audio Conferencing are the first SLA from Microsoft and have an uptime of 99.999% whereas Voice Quality has 99.9% as the second SLA.

Performance Metrics

Service metrics consist of specific client-based metrics. During each call, the client collects telemetry for the call and submits a report at the end of each call that can later be accessed in the Call Quality Dashboard (CQD). These metrics include (but aren't limited to):

- Poor Stream Rate (incoming and outgoing)
- Setup Failure Rate
- Drop Failure Rate

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Poor Stream Rate

This represents the organisation's overall percentage of streams that have poor quality due to audio metrics, which can be measured against the below average;

Metric average	Description	User experier
Jitter >30 ms	This is the average change in delay between successive packets. Teams can adapt to some levels of jitter through buffering. It's only when the jitter exceeds the buffering that a participant notices the effects of jitter.	The packets a cause a speak robotic.
Packet loss rate >10% or 0.1	This is often defined as a percentage of packets that are lost. Packet loss directly affects audio quality—from small, individual lost packets that have almost no impact to back-to-back burst losses that cause audio to cut out completely.	The packets b arriving at the cause gaps in missed syllabl video and sha
Round-trip time >500 ms	This is the time it takes to get an IP packet from point A to point B and back to point A. This network propagation delay is tied to the physical distance between the two points and the speed of light, and includes additional overhead taken by the various devices in the network path.	The packets t their destinati effect.

Jitter = Inconsistency in the time delay between when a signal is sent and when it's received.

ms = Millisecond.

Packet = A block of data transmitted across a network.

Setup Failure Rate

Otherwise known as the *Total Call Setup Failure Percentage* measurement in CQD, is the number of streams where the media path couldn't be established between the endpoints at the start of the call.

This metric is calculated by taking the total number of streams that failed to set up divided by the total number of streams that submitted a successful call detail record (CDR):

- **Setup Failure Rate**= Total Call Setup Failed Stream Count / Total CDR Available Stream Count

Drop Failure Rate

Otherwise known as the *Total Call Dropped Failure Percentage* measurement in CQD, is the percentage of successfully established streams where the media path didn't terminate normally.

The metric is calculated by taking the total number of dropped streams divided by the total count of streams that set up successfully:

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- **Drop Failure Rate**= Total Call Dropped Stream Count / Total Call Setup Succeeded Stream Count

Target metrics

By continually assessing and driving efforts to keep these metrics below their defined targets, users experience will remain consistent with reliable call quality.

Network type		Quality targets	Reliability targ
		Audio Poor Stream Rate	Setup Failure F
All	Internal	2.0%	0.5%
	Overall	3.0%	1.0%
Conferencing	Internal	2.0%	0.5%
	Wired internal	1.0%	0.5%
	Wi-Fi 5 GHz internal	1.0%	0.5%
	Wi-Fi 2.4 GHz internal	2.0%	0.5%
	Overall	2.0%	0.5%
Peer to Peer	Internal	2.0%	0.5%
	Wired/Wi-Fi 5 GHz internal	1.0%	0.5%
	Wired/Wi-Fi 5 GHz overall	2.0%	1.0%
	Overall	2.0%	1.0%

Security and Compliance

To maintain the accuracy of this document, this section pertaining to Security and Compliance is intentionally left incomplete. At this time the Security Policy is out of date and is in the process of being re-written, the currently published version can be found here. This section will be updated with comprehensive instructions and information at a later date.

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Access and Permissions

To access Unified Communications, all NDIA Employees, APS, Labour Hire, Partners in the Community and External Contractors who need to operate within our structure will be allocated a Teams licence for access to Video Conferencing and Instant Messaging via Microsoft Teams. All internal NDIA Staff, which is inclusive of APS and Labour Hire users will have access to PSTN via an Optus Operator Connect Calling Licence.

The M365 Services team manage and provide access via the MyAccess package system. E5 licences are assigned to the user via a Microsoft Security Group. The group allocated to an individual would either be "NDIA All Staff", "Partners in the Community" or "External" dependant on their position withing the Agency. When the access request has been approved via the 2-party-approval system, the user will acquire the software automatically.

Elevated permissions within the program are also granted via Access Packages and Security Groups, however these are only available to team members that have an Administrator account. That is where the elevated permissions are assigned. Administrator accounts are created and handled by the Identity and Access Support Team.

Access to Teams Premium is currently limited and under separate conditions. Access is only through the LIC-User-Microsoft-Teams-Premium Access Package and must be approved via the 2-party-approval system and will be finalised by either an M365 Administrator or Assistant Director of M365 Services.

Onboarding and Offboarding Procedures

Onboarding

Onboarding of staff is primarily handled by People and Culture. The software licences are provided via the same process as mentioned in the Access and Permissions portion of this document. Requests are processed via the MyAccess package system and granted through Microsoft Security Groups. This process is partially automated under the 2-party-approval system. Access is granted by the user's Team Leader, then a direct Line Manager in the hierarchy. Once approved by both parties, licenses will be issued then provisioned by Microsoft which can take up to 24 hours to populate within our tenancy.

Offboarding

When staff are offboarded, licences are revoked automatically. Most of this process is handled by the People and Culture Team, as well as the ICT Service

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Desk. User's accounts are deleted and no further action is required by the M365 Services team.

Incident and Problem Management

NDIA

The flow of problem management will depend on the size of the incident as well as how wide spread it is. Referring back to our Service Level Agreements (SLAs) as an Agency we use a Priority Matrix. The following is a simplified version;

Incidents that are not above a P3 are dealt with by the M365 Team or even the Service Desk if the issue does not require administrator access. For complex incidents it would first be raised with the APS6 or Subject Matter Expert found in the Ownership and Accountability section of this document. From there, the escalation would extend through the hierarchy until actionable at the appropriate level. At any time, the incident may change prioritisation and be escalated through to Major Incident Management (MIM) if it is deemed critical enough.

Below is a visual representation of the escalation path once an issue is deemed critical enough to be classed as a P1 or P2. As seen below it will be validated by the MIM Team before any escalation takes place.

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Microsoft

To engage with Microsoft for incidents at any level this needs to be done with administrator access and via the Microsoft 365 Admin Centre by selecting the **Contact Support** button. Depending on the type of incident, you can change the severity within the lodgement of the ticket.

It is to be noted that both a Maximum impact and Critical impact require the reporter to be available until the problem is resolved and this is to only be utilised during a Major Incident or Disaster-level event.

Once the request has been lodged at any level a Microsoft representative will contact the reporter and assist until resolution of the incident.

Optus

To escalate an issue through to Optus for our PSTN services you will need to:

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- Raise a ticket with the Optus Service Desk - Details TBC.
- After raising a ticket it can be escalated through to Paul s47F - personal privacy at s47F - personal privacy if need be.

Known Issues

Microsoft keeps a long list of common troubleshooting guides for Microsoft Teams specifically. This guide can be found here.
The guides cover a variety of things including but not limited to Instant Messaging, Video Conferencing and Public Switched Telephone Network (PSTN).

One common mistake that can be made specifically with VoIP is to overlook connectivity/network issues. These are the main source of problems for VoIP as all data packets are sent via an internet connection.

For the NDIA internally, the ICT Management SharePoint Page can be found here and lists all currently known issues.

Service Roadmap

Microsoft maintain a very detailed Roadmap. For Microsoft Teams updates specifically, you can follow this link.

NDIA's Roadmap for Unified Communications [updated annually];

- Editing Display Names in Microsoft Teams - This feature will enable users to edit their display name per meeting, adding things like a preferred name, the land on which they meet, or even their Branch or Business Area.
-

Training and Support Resources

Unified Communication Services streamline our communication infrastructure, integrating voice, video and data into a seamless experience.
To ensure a smooth transition and optimal utilisation of the Unified Communication Services, comprehensive training resources are available. These

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include self-paced online modules, interactive webinars and hands-on workshops tailored to different user roles and technical proficiencies. It is also encouraged that you participate in user communities and knowledge sharing sessions, where you can exchange tips, best practices and solutions with your colleagues.

The below resources are designed to empower you to communicate and collaborate effectively:

What are Unified Communications as a Service? - What are Unified Communications as a Service (UCaaS) | Microsoft Teams

Microsoft Teams FAQs - Microsoft Teams Essentials: Frequently asked questions - Microsoft Support

Instructor Led Training - Foundational user training – Microsoft Adoption

Microsoft Training - Browse all training - Training | Microsoft Learn

Microsoft Teams Community Forum - Results in Microsoft Teams - Microsoft Community

Tech Community Blog - Microsoft Teams Blog | Microsoft Community Hub

Microsoft Teams Tech Support - Get technical support in Microsoft Teams - Microsoft Support

Troubleshooting in Microsoft Teams - Troubleshoot in Microsoft Teams - Microsoft Support

Disaster Recovery

The disaster recovery documentation for this service is maintained in a dedicated repository. Please refer to the Agency Technology Services Branch SharePoint site for the Technical Recovery Runbook and Systems Information documentation which can be found by following this link: Agency Technology Services - Documents - Disaster Recovery - All Documents

Navigation Panel

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- Performance Metrics
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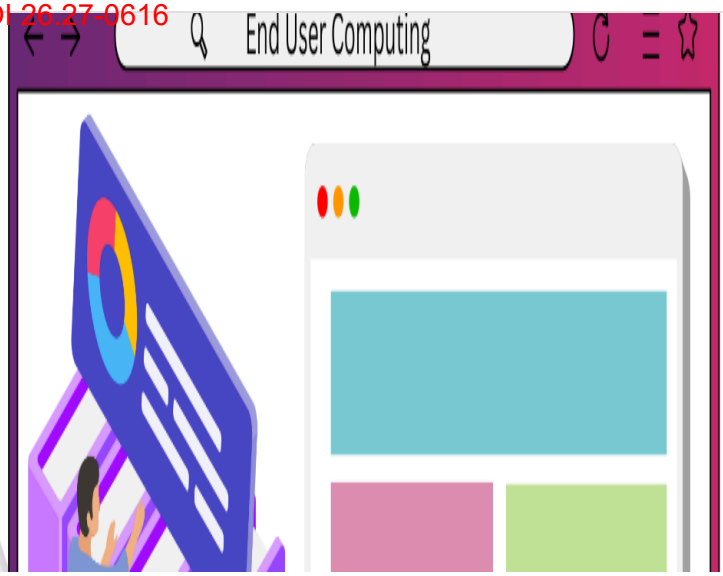

Products

Microsoft Exchange

Overview of the Service

Email Services support the sending and receiving of messages across the organisation, enabling end users to communicate effectively with both internal and external stakeholders. This includes email messaging, calendar invites, meeting scheduling and resource booking, providing a consistent experience across all platforms. The goal is to support communication, improve coordination, and ensure timely information sharing across the business.

Ownership and Accountability

Name	Title / Team	Roles and Responsibilities
s47F - personal privacy	Director of End User Computing	Business Owner
	Assistant Director of M365 Services	Technical Owner

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Name	Title / Team	Roles and Responsibilities
Alexey s47F - personal privacy	M365 Administrator	Subject Matter Expert for Microsoft Exchange

System Criticality

Email Services utilising the Exchange Platform are classed as a **Tier 1 system**, as they support core business functions including email messaging, calendar scheduling and meeting coordination.

Service Tier Definition

Purpose and Scope

The NDIA relies on Email Services as a foundational component of its communication and collaboration infrastructure. These services are essential for managing day-to-day operations, enabling staff to efficiently handle email correspondence, schedule meetings, manage contacts, and coordinate the use of shared resources. By supporting both individual productivity and agency-wide coordination, Email Services play a critical role in ensuring smooth and effective internal and external communication.

The scope in which the team delivers its Email Services is through Microsoft Exchange, accessed primarily via Microsoft Outlook. This enterprise-grade platform provides a secure, reliable, and governed messaging environment. Key features include shared mailboxes, distribution groups, calendar delegation, and meeting room bookings, all of which streamline communication and scheduling workflows.

Support Model

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R	Responsible	Team assigned to perform the activity
A	Accountable	Team making the final decision (has the ownership)
C	Consulted	Team who must be consulted before final decision
I	Informed	Team who needs be informed of final decision

	End User Computing Director (EL2)	M365 Assistant Director (EL1)	M365 Team Lead (APS 6)	M365 Team (APS 5)	ICT Support
Backup and disaster recovery	Consulted	Accountable	Responsible	Consulted	Informed
Security	Consulted	Responsible	Responsible	Informed	Informed
Monitoring	Informed	Consulted	Accountable	Responsible	-
Training	Informed	Consulted	Accountable	Responsible	Informed

Availability of the Service/Service Type

Service Type

Email Services is classified as an *enabling* service, supporting both internal (staff-to-staff) and external (customer-facing) communication layers. This classification reflects Email Services critical role in facilitating communication and collaboration across the agency, serving as a foundational component of its operational infrastructure. Additionally, Email Services can be considered an *enhancing* service, as they offer a flexible and efficient means for engaging with external stakeholders—such as partners and participants—and managing inquiries effectively.

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Service Availability

Email Services are essential to the daily operations of all agency staff. As such, the applications that support these services—such as Exchange, Outlook, and Bookings—are made available to all staff around the clock, 365 days a year.

Support Hours

NDIA M365 Standard Operating Hours

Monday - Friday, 8am - 5pm AEST

Microsoft Standard Operating Hours

24 Hours, 365 Days

Out of Hours Contact	Name	Contact Number	Email Address
Assistant Director M365 Services - EL1	s47F - personal privacy		
End User Computing Director - EL2			
Major Incident Management (MIM)	On call contact will vary	s47E(d) - certain operations of agencies	
MIM Escalation	s47F - personal privacy		

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Vendor Contacts

Vendor	Contact Person	Role	Email Address
Microsoft	s47F - personal privacy		
Services Australia	Messaging and Collaboration Team	Mailbox, Group and Resource Management for Services Australia Hosted Items	s47F - personal privacy
	Gateway Services Team	Email Traffic and Quarantine Management	s47F - personal privacy

Please note to raise a support ticket with Microsoft you can raise this through the Microsoft Admin Centre.

Licenses

License type	Total licenses held	User type
Microsoft 365 E5	100 000 (19,648 active as of September 2026)	All Users (and *some* Service Accounts)

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License type	Total licenses held	User type
Exchange Online (Plan 1)	100 210 (278 active as of September 2026)	Service Accounts
Exchange Online (Plan 2)	100 100 (137 active as of September 2026)	Shared Mailboxes (Storage Capacity Dependant)

Staff should not need to apply for any of the above licenses. Upon commencement with the NDIA, staff will be auto-assigned an E5 license. Service Accounts will be assigned a Exchange Online (Plan 1) license, or an E5 license if enhanced features are required and Shared Mailboxes may be assigned a Exchange Online (Plan 2) if they are reaching their storage capacity.

Additional Licensing

The Software Asset Management Team are the team responsible for purchasing additional licensing. They have a report that runs every Thursday for their action, however, if there is a requirement for more licenses an APS6 within the M365 team can email SoftwareAssetManagement@ndis.gov.au and request up to 200 additional licenses without Software Asset Management needing to seek additional approval.

Included Software

Microsoft Exchange

Microsoft Exchange is a mail and calendaring platform that provides email, calendar, contact, scheduling, and collaboration services. It integrates seamlessly with Microsoft Outlook and other Microsoft 365 services.

Email:

Exchange provides email messaging along with other various emailing capabilities including shared mailboxes, distribution list and rule-based message management. Users at the NDIA can access their own mailboxes through Outlook via the application that comes installed on all of our managed devices, or via the web application.

Calendar:

Exchange's calendar functionality allows users to schedule meetings, set reminders, share availability with colleagues and block out times for focus.

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Included features such as scheduling assistant and room finder simplify the process of coordinating meetings across teams and locations.

Contacts and People:

Exchange contains a Global Address List (GAL) that allows users to manage personal and shared contacts. Intergration with other M365 applications ensures that contact information is synchronised across devices and services.

Current Microsoft Exchange Online Version – 15.21.451.14
(***Note: This is the version as of September 2026, to be reviewed March 2027.)***

Microsoft Bookings

Microsoft Bookings is a scheduling tool that is part of the Microsoft 365 suite. It helps staff at the agency manage appointments with internal and external users through a customisable booking page.

Booking Page:

Bookings provides a customisable booking page as its main interface where users can schedule meetings and appointments based on real time availability.

Calendar Integration:

Bookings integrates with Outlook calendars to reflect real-time availability and avoid double-booking. Users can manage their schedules directly from Outlook or the Bookings interface.

Notifications and Reminders:

Bookings allows users to create automated email confirmations, reminders and follow-ups to improve communication between users and their booking attendees.

Current Microsoft Bookings Version – 3.0.0
(***Note: This is the version as of September 2026, to be reviewed March 2027.)***

Service Dependencies

The Email Services platform is closely integrated with several other services and systems across the Agency. Should any of the following dependencies experience an outage or degradation, please contact the Service Desk on 13 92 12, or via the WebChat system on the intranet homepage for troubleshooting support.

Entra – Cloud Infrastructure
Our Email Services use Entra (formerly Azure Active Directory) for user authentication and identity management. Entra ensures that users can securely

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log in to their accounts, access their mailboxes, and have their permissions enforced. If there is a fault in the Entra service, users may be unable to log in to Outlook or access their email accounts. Any issues related to Entra are escalated to the Cloud Infrastructure team.

On-Site Networks – Site Technology and Networks
A stable network connection is vital for connecting to Exchange Online, whether through the Outlook client or web browser. If there is an outage or network degradation on-site, users may experience delays, sync failures, or a complete inability to send or receive emails. The Site Technology and Networks Team manages these issues for on-site users, often in coordination with the Major Incident Management Team if a broader impact is detected.

For remote or work-from-home users, the Service Desk may provide base troubleshooting, but connectivity issues stemming from a user's home network are outside the scope of our internal teams.

Microsoft Exchange Online – M365
Exchange Online is the core component of the Email Services platform. It handles all email sending, receiving, calendar scheduling, and mailbox storage. Any service interruption to Exchange Online may result in inability to send/receive emails, calendar synchronisation issues, or degraded Outlook performance. The M365 Team is responsible for monitoring and maintaining Exchange Online and will coordinate with the Major Incident Management Team during significant disruptions.

SharePoint and OneDrive – M365
While primarily used for document storage, SharePoint and OneDrive integrate with Outlook through file attachments and shared links. Users can attach files directly from OneDrive or SharePoint into emails. An outage in these services won't directly stop email from functioning, but it may limit the ability to attach, open, or collaborate on shared documents. These issues fall under the responsibility of the M365 Team.

Security Services – Cyber Ops
Email Services are tightly monitored and protected by the Agency's security infrastructure. This includes spam filters, phishing protection, Data Loss Prevention (DLP), and malware scanning. If any of these security layers experience disruption, legitimate emails may be delayed or quarantined, or users may become exposed to unsafe messages. The Cyber Ops team manages these controls and should be contacted for issues related to blocked or suspicious emails.

Splunk - Service Reliability

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Splunk plays a key role in supporting the Agency's Email Services by providing real-time monitoring and analytics for the Exchange Online platform. The Service Reliability team leverages Splunk to identify mailboxes nearing capacity and to track traffic patterns of key mailboxes integrated with the Agency's Salesforce platform. Proactive monitoring helps prevent email delivery failures, ensures timely Salesforce updates, and minimises disruptions to critical business workflows. The Service Reliability team works closely with the M365 team to respond quickly to potential issues and maintain service continuity.

Service Level Agreement (SLAs)

As an Agency we have a Priority Rating ranging from P1 through to P4. These cover off our SLAs by noting the resolution and response times. Generally speaking the M365 Team will handle the P3 and P4 tasks and then liaise with Major Incident Management (MIM) for anything that sits within the P1 and P2 tasks.

Based on the priority matrix, the following table is the SLA for tickets once they have been assigned to the M365 team as a resolver.

Priority	Response Time	Restoration time	Resolution Time	Support Availability
P1	15 Minutes	4 Hours	24 Hours	24 x 7
P2	1 Hour	24 Hours	36 Hours	24 x 7
P3	24 Hours	24 Hours	5 Days	Monday – Friday Business Hours
P4	48 Hours	40 Hours	10 Days	Monday – Friday Business Hours

Microsoft Service Level Agreements
Microsoft Exchange Online is supported by a 99.99% uptime SLA, equating to no more than 43.2 minutes of unplanned downtime per month. While the formal Service Level Agreement guarantees 99.99% availability, Microsoft have designed the Microsoft Exchange Online environment to have 100% uptime.

This SLA applies to core email functions, including Mailbox access, sending and receiving messages, and Calendar availability. This SLA only applies to Microsoft's cloud infrastructure. Issues caused by local network faults, user configurations, send and receive limits, or third-party software are outside of Microsoft's

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responsibility and are managed by internal support teams.

In the event that Microsoft fails to meet the 99.99% uptime guarantee for Exchange Online, Service Credits may be issued. These credits are calculated based on the actual downtime experienced during the month and are applied as a percentage discount to the next billing cycle.

Performance Metrics

Email Services are essential to the agency's communication and productivity, making their reliability and performance a top priority. To maintain high standards, the team actively monitors three core performance metrics: uptime, quality, and efficacy. The following section defines each of these metrics and outlines how they are measured, along with Microsoft's service commitments for the platforms used to deliver Email Services.

Uptime:

Uptime measures the percentage of time Email Services are fully operation and accessible to users at the agency.

How it's measured:

- **Formula**: Uptime (%) = (1 − Total Time/Downtime) × 100

Monitoring Tools:
Service health dashboards, and network monitoring systems allow administrators to keep an eye on the real-time performance of Email Services.

- **Industry Standard:** 99.9% or higher.

Quality:

Quality reflects the user experience and technical reliability of the Email Services, including message delivery, access speed, and error rates.

Key Metrics and Methods:

- **Message Delivery Time:** Average time taken for an email to be delivered from sender to recipient.
- **Client Access Success Rate:** Percentage of successful login attempts and session stability.

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- **Error Rate:** Frequency of failed deliveries, bounce-backs and service errors.

Efficacy:

Efficacy evaluates how well the email service supports organisational needs, including scalability, throughput, and resource efficiency.

Key Metrics and Methods:

- **Email Throughput:** Volume of emails sent and received per mailbox.
- **Resource Utilisation:** Efficiency of server or cloud resource usage (CPU, RAM, etc).
- **High Availability and Redundancy:** Ability to maintain service during failures or maintenance.

Microsoft's Commitment:

Microsoft 365 delivers enterprise-grade reliability through the use of geo-redundant data centres and Database Availability Groups (DAGs), ensuring high availability with automatic failover. The platform is designed to scale dynamically, maintain performance even during peak demand or regional outages. Microsoft guarantees a financially backed 99.9% uptime SLA for Exchange Online, equivalent to then than nine hours of downtime per year. Under normal operating conditions Exchange Online provides sub-second response times for client access and delivers messages within seconds. Built-in monitoring and alerting systems proactively detect delivery failures and latency, ensuring consistent serviced quality.

Security and Compliance

To maintain the accuracy of this document, this section pertaining to Security and Compliance is intentionally left incomplete. At this time the Security Policy is out of date and is in the process of being re-written, the currently published version can be found here. This section will be updated with comprehensive instructions and information at a later date.

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Access and Permissions

To support seamless communication across our organisation, all NDIA Staff—including APS staff, Labour Hire, Partners in the Community, and External Contractors—who require access to our internal systems will be given access to Email Services. This includes tools for sending, receiving, and managing email communications, delivered through Microsoft 365 and tailored to operational needs. Access is granted based on role and business requirements to ensure appropriate use across the agency.

All internal NDIA Staff will receive access to Microsoft Exchange as part of their Microsoft 365 E5 licence, which is provisioned upon commencement of employment. This includes enhanced email capabilities such as calendar integration, contact management, and access to shared mailboxes and distribution lists. These resources are created by the M365 team and managed by their respective business owners. Where operationally required, staff may also be granted delegate access to mailboxes, such as team inboxes or executive support roles. Additional access can be requested via the IT Service Desk and is subject to approval.

Onboarding and Offboarding Procedures

Onboarding

Onboarding of staff is primarily handled by People and Culture. The software licences are provided via the same process as mentioned in the Access and Permissions portion of this document. Requests are processed via the MyAccess package system and granted through Microsoft Security Groups. This process is partially automated under the 2-party-approval system. Access is granted by the user's Team Leader, then a direct Line Manager in the hierarchy. Once approved by both parties, licenses will be issued then provisioned by Microsoft which can take up to 24 hours to populate within our tenancy.

Mailbox creation process

Offboarding

When staff are offboarded, licences are revoked automatically. Most of this process is handled by the People and Culture Team, as well as the ICT Service Desk. User's accounts are deleted and no further action is required by the M365 Services team.

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Incident and Problem Management

NDIA

The flow of problem management will depend on the size of the incident as well as how wide spread it is. Referring back to our Service Level Agreements (SLAs) as an Agency we use a Priority Matrix. The following is a simplified version;

Incidents that are not above a P3 are dealt with by the M365 Team or even the Service Desk if the issue does not require administrator access. For these incidents it would first be raised with the APS6 or Subject Matter Expert found in the Ownership and Accountability section of this document. From there, the escalation would extend through the hierarchy until actionable at the appropriate level. At any time, the incident may change prioritisation and be escalated through to Major Incident Management (MIM) if it is deemed critical enough.

Below is a visual representation of the escalation path once an issue is deemed critical enough to be classed as a P1 or P2. As seen below it will be validated by the MIM Team before any escalation takes place.

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Microsoft

To engage with Microsoft for incidents at any level this needs to be done with administrator access and via the Microsoft 365 Admin Centre by selecting the **Contact Support** button. Depending on the type of incident, you can change the severity within the lodgement of the ticket.

It is to be noted that both a Maximum impact and Critical impact require the reporter to be available until the problem is resolved and this is to only be utilised during a Major Incident or Disaster-level event.

Once the request has been lodged at any level a Microsoft representative will contact the reporter and assist until resolution of the incident.

Known Issues

Microsoft keeps a long list of common troubleshooting guides for Microsoft Exchange Online specifically. This guide can be found here.
The guides cover topics including configuration, deployment and management for Admins, Scripting and automation and troubleshooting tools for support

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teams.

For the NDIA internally, the ICT Management SharePoint Page can be found here and lists all currently known issues.

Service Roadmap

The Microsoft Exchange Online roadmap outlines planned updates, features, and enhancements for Microsoft's cloud-based email and collaboration service within Microsoft 365. It provides organisations with insights into upcoming security improvements, management tools, and integration features. The roadmap helps administrators prepare for changes, like capacity management or feature deprecations, that may impact their environment. For Exchange Online updates specifically, you can follow this link.

NDIA's Roadmap for Unified Communications [updated annually];

Training and Support Resources

Microsoft Exchange is a server-based platform designed for managing email, calendars, contacts, and tasks in a business environment. Exchange supports Outlook for user access and integrates with other Microsoft services for enhanced productivity. The platform ensures reliable communication and data management for enterprises. For optimal utilisation of the Exchange Online, comprehensive training resources are available. These include self-paced online modules, interactive webinars and hands-on workshops tailored to different user roles and technical proficiencies. It is also encouraged that you participate in user communities and knowledge sharing sessions, where you can exchange tips, best practices and solutions with your colleagues.

1. **Microsoft Learn**
   Microsoft Learn offers free, self-paced learning paths and modules specifically for Exchange Online, covering topics like configuration, management, troubleshooting, and security.
   Microsoft Learn - Exchange Online
2. **Microsoft 365 Training Portal**
   This portal provides free video tutorials and guides for Microsoft 365, including Exchange Online, focusing on practical tasks like setting up

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email, managing shared mailboxes, and using Outlook with Exchange Online.
Microsoft 365 Training
Exam MS-102: Microsoft 365 Administrator - Certifications | Microsoft Learn

3. **Microsoft Community Forums**
   Community forums on Microsoft's official platforms provide peer-to-peer support, expert advice, and solutions for Exchange Online issues.
   Microsoft Community
4. **Microsoft Exchange team blog**
   Good sources provide explanation of upcoming changes and technical advice.
   Exchange Team Blog
5. **Practical 365 - Exchange Online learning**
   Practical 365 offers video-based courses created by independent experts, covering Exchange Online deployment, configuration, migration, and security. It's particularly strong on hands-on, real-world scenarios.
   Practical 365
6. **LinkedIn Learning - Microsoft Exchange Online**
   LinkedIn Learning provides concise, video-based courses on Exchange Online, covering topics like email address policies, distribution groups, and access permissions.
   LinkedIn Learning

Disaster Recovery

The disaster recovery documentation for this service is maintained centrally within the End User Computing repository.
Please refer to the **Exchange Online ICT Technical Recovery Runbook** for detailed recovery procedures, restoration activities, validation requirements, support contacts and escalation paths relating to Email Services. The runbook should be referenced during major incidents, service disruptions or disaster recovery events affecting Microsoft Exchange Online

Exchange Online ICT Technical Recovery Runbook

Navigation Panel

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- Products
- Overview of the Service
- Ownership and Accountability
- System Criticality
- Purpose and Scope
- Support Model
- Availability of the Service/Service Type
- Support Hours
- Vendor Contacts
- Licenses
- Included Software
- Service Dependencies

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- Service Levels Agreements (SLAs)
- Performance Metrics
- Security and Compliance
- Access and Permissions
- Onboarding and Offboarding Procedures
- Incident and Problem Management
- Known Issues
- Service Roadmap
- Training and Support Resources
- Disaster Recovery

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Approved: Jan 2017

Owner: NDIA People and Culture Workforce Capacity branch

Contact: 47E(d) - certain operations of ag@ndis.gov.au

Disability Confident Recruiter Guidelines

The following process ensures recruitment practises are inclusive, accessible and aligned with the agency's standards and commitments.

This flow chart supports recruitment and hiring managers across NDIA to confidently implement adjustments for candidates throughout the recruitment processes, from application through to onboarding.

Candidates may request adjustments at any stage. These may include an AUSLAND interpreter, accessible interview formats (e.g. large print), a quiet environment, additional time, mobility support or provision of documents in alternative formats.

Our approach is to work collaboratively with candidates to understand their needs and ensure they can participate fully and equitably at every stage.

-

Stage 1 – Preparation/requirement

- All panel members must complete Inclusive Recruitment training – online eLearning module
- Inclusive Recruitment training takes approximately 1 hour to complete.
- If you have any questions or concerns, please direct them to People and Culture Service Desk or recruitment@ndis.gov.au.

Stage 2 – Application/Candidate Identifies Need

- Indicates if any adjustments are required
- Nominates preferred contact method
- May opt into RecruitAbility Scheme.

Stage 3 – Shortlisting & Pre-screening

- RecruitAbility candidates progress to interview providing they meet the essential requirements of the role
- As an organisation we are committed to providing an inclusive recruitment process. It is important to ensure you review candidates based on their application and ability to fulfil the essential requirements of the role.
- If pre-screening assessments are being used candidates who require adjustments should be contacted and asked if they are able to participate and advised if there are any alternate formats
- If pre-screening is not accessible for the candidate they are expressed to the next stage without scores impacting.

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Stage 4 - Scheduling & notifying unsuccessful candidates

- Candidates scheduled for an interview should be contacted via their preferred method of contact (phone or email) and followed up with an email through the system to confirm their interview
- If a candidate indicated an adjustment they are contacted via their preferred method of contact and asked about what support they require to participate in the interview / assessment process.

Stage 5 – Interview

- When a candidate has advised they require an adjustment our Recruitment Partner will work with the Recruitment officer to implement the adjustment. If needed Recruitment will also engage the assistance of WH&S
- The interview schedule will state which candidates require an adjustment and what has been arranged so all panel members are made aware
- Any queries on adjustments can be directed to s47E(d) - certain operations of agencies or phones47F - personal privacy.

Stage 6 - Reference Checking

- Referoo – Online reference checking where an email is sent to the candidate to commence the process and enter their referee details
- Verbal – An alternative that is used when required. Our Recruitment Partner will record the comments onto the NDIA reference check template.

Stage 7 – Feedback

- All internal NDIA candidates are notified of their outcome by the hiring manager either face to face or via a phone call and provided with feedback (of course if email is an adjustment requirement this would be completed via email)
- All other candidates are notified of their outcome via their preferred method of contact by our Recruitment Partner
- If feedback is requested our Recruitment Partner will notify the recruitment officer who will advise the hiring manager to provide this feedback via the candidates preferred method of contact.

Stage 8 – Pre-Employment

- The Recruitment officer phones the candidate to verbally offer the role and goes through starts dates, salary, adjustments etc. (of course if email is an adjustment requirement this would be completed via email)
- The pre-employment team email the formal offer to the candidate
- If a candidate is unable to complete any documents due to these not being accessible an alternative arrangement will be made. This can be arranged in consultation with the Recruitment officer and

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could involve the candidate going into an office to complete face to face with the assistance from a staff member

- If the background check is unable to be completed due to this document not being accessible as above a range of adjustments will be made to accommodate candidates with specific requirements relating to hearing, vision, dexterity and time. The Recruitment officer can assist in arranging these adjustments.

Stage 9 – Commencement / Training

- The employee will have completed a health declaration as part of their on-boarding documentation and this information is given directly to WH&S team
- WH&S team contact the employee to go over any adjustments required for them to complete their work duties. The manager is also notified
- L&D are also notified of any adjustments so training can be conducted accordingly.

For further questions and assistance please contact the recruitment team on s47F - personal privacy or email.

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Reviewed: May

Owner: Recruitment

Contact: [47E(d) – certain operations o]t@ndis.gov.au

Candidate care – Hiring managers guide

Why is candidate care so important?

Candidate care is an essential part of the recruitment process. As a hiring manager, your role in the recruitment process is to consider candidate care at every stage to ensure a positive experience for all candidates, whether successful for the role or not.

A positive experience for your candidates can easily be achieved. It begins when you advertise a role and evolves into employee experience once the successful candidate accepts the role. Candidate care is equally important for those who are not selected for interview or the successful candidate as they have expressed interest in working for the Agency and we want to ensure they apply for other opportunities. Read our tips below to find out more about how you can give the candidate the best experience through the recruitment process and ensure the Agency's values are displayed and we remain an employer of choice.

What is my role as a hiring manager or line manager in candidate care?

Every interaction with a candidate is an opportunity for you to share details about the role which helps both you and the candidate determine their suitability. It is important that all communication with the candidate is accessible, accurate, prompt, honest and appropriate.

Some of the touchpoints with candidates are:

- job adverts providing; Agency and role details
- position descriptions; linking to the required capabilities and skills
- request for assessment (interview) communications
- interview and assessment
- feedback; both requested and formal outcome notification
- offer and communication during the transition to their first day.

It is important to remember that every time we advertise, interview and select people, we are building our brand and enhancing our reputation. Clear position descriptions, fair and equitable selection methods, regular communication throughout the process are all key elements for great candidate care that you, as the hiring manager directly impact.

The recruitment process is an important time for the candidate and we want a capable and engaged workforce that shares the same values as ours and understands our purpose. Having open lines of communication throughout will help you identify if the candidate has the capabilities, values and passion that you are looking for early on.

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What are the most important steps to candidate care?

Communication

It is important that the candidate is aware of the different stages in our recruitment process and the associated timeframes. By maintaining communication with the candidates during the process, we can ensure we have less candidates withdraw from the process. Active and engaged candidates may be applying for multiple positions at the same time and it can be challenging to compete with organisations with shorter recruitment timeframes. By keeping the candidate in the loop, they know that while it is taking some time, they are still being considered for the role.

Timeliness

Candidate experience is also impacted by delays in finalising processes. The Agency expects panels to finalise processes within 10-12 weeks of advertising the role.

In the Agency, delays are usually caused by hiring managers commencing processes without being properly prepared. This can occur where panel members are not available due to other work or personal commitments. Hiring managers should ensure that all panel members are able to commit to the timeframes and it is good practice to put placeholders for shortlisting, interview times, deliberation, and selection report development into the calendars of all panel members to ensure availability. If a proposed panel member is not going to be available, you should not commence the process or chose a different panel member who is able to commit to being available. It is the Panel Chair's responsibility to ensure timeframes provided by the Recruitment team are met.

Inclusive experience

Our workforce is diverse, and this is our greatest asset. We are strengthened by our employees who have lived experience within diversity groups. It is important that we all play a role in ensuring the recruitment process is accessible and inclusive for all candidates to build on our diverse workforce.

We attract, support and retain employees that represent the community we live in: whether it be people living with disability, Aboriginal and Torres Strait Islanders, people from Culturally and Linguistically Diverse (CALD) backgrounds, or people who identify as LGBTIQA+, we must ensure that as an agency we are continuously building inclusive environments for all our candidates and employees.

We must make appropriate reasonable adjustments to the recruitment and selection process for all candidates and provide an excellent candidate experience. Ensuring accessibility in your recruitment process is essential to candidate care. Read 'Your accessible recruitment guide' for more details.
The Agency has partnered with the Australian Disability Network (external) to become an accredited 'Disability confident recruiter', and in doing so, we confidently recruit talent from diverse groups, including people with disability.

Quality

Begin with inclusive language in all your communication; appropriate and respectful language in relation to disability, cultural background and gender. Make sure the candidate feels comfortable on the day of interviews and you introduced everyone in the room or on the phone. Talk about the requirements of the role, discuss the details on the position description and job advert. Set expectations at interview stage, be open and transparent about what the interview process will involve. Provide feedback where requested and make sure all applicants are notified of their individual outcomes.

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Some tips are:

- Advertise roles under Affirmative Measures (Aboriginal and Torres Strait Islander or Disability) to broaden the skills and experience represented in the talent pool
- Accurate positions description and job advert - ensure the position description reflects the role
- Respond to all candidate queries you receive
- Ensure all panel members have the necessary capabilities to participate in the assessment process.
- Register for Panel Training via LEAP and Disability Confident Recruiter training by emailing the Recruitment team
- Ensure applicants who apply under RecruitAbility are interviewed if they meet the minimum requirements of the role
- If an applicant has shared that they require an adjustment during the process, follow up with the Agency's recruitment partner
- Be open and transparent about the interview process and commit to an outcome timeframe
- Use inclusive language, using a candidate's name in place of he/she is good practice, as it avoids any confusion in relation to personal pronouns. Where an applicant has shared that they identify as being from a diversity group, talk to the recruitment team about requirements and options
- Ensure all interviews commence on time
- Be prepared – have all the correct guides and other materials ready
- Provide further role clarity at interview stage, discuss the requirements of the role
- Ensure assessments and interview questions are relevant to the role
- Use opportunities to communicate to help decide (you and them) if they can undertake the inherent requirements of the role
- Ensure the candidate is aware of timeframes and process
- Assess candidates and interview in a timely manner
- Do not wait too long to contact all candidates after making your selection – good candidates are lost through delays
- Ensure all candidates are notified of outcomes
- Provide feedback when requested
- Encourage candidates to apply for future roles in the Agency
- Be a point of contact for the successful candidate's questions and information
- Inform line manager of new starter and ensure they make contact prior to the first day
- Ensure that any adjustments required flow through to the line manager of any successful candidates
- It is important to keep lines of communication open to the successful candidate through the on-boarding experience; from offer through their first day
- Follow the New starter checklist (DOCX 81KB) to ensure the on-boarding process is smooth.

Important details to remember

Check out 'Your accessible recruitment guide' for more details.
Adhering to our Values – APS values and code of conduct and the NDIA values and behaviours

Consider if you were the candidate, what would you want during a recruitment process?

Contact the Recruitment team to discuss further ways you can ensure a brilliant candidate experience for your applicants.

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