

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2003-04	1/1	High	It is recommended that a person(s) independent of recording of income and expenditure transactions review the acquittals forwarded to AusAID on a quarterly basis.	September 2012 - Rachel Harris, CFO: This function is performed by individual Country Program Manager. This is completed from records retained in the FMIS	Recommendation to be closed - now completed.
2003-04	1/5	High	The Indonesian bank actual names should be amended to conform with the prescribed format in Schedule 6: Directions for section 9 of the Act – opening and maintaining bank accounts overseas. Prior to this AEC's Financial Management Section should also consult with the Australian Embassy in Indonesia and the Financial Framework Division in the Department of Finance and Administration.	September 2012 - Rachel Harris, CFO: Bank account no longer exists. April 2013 - The Indonesian bank account was closed many years ago and international financial activities have been transacted through AEC's domestic bank account and a credit card which has been reconciled and accounted for through the AEC's ICMS. Appropriate accounting controls and processes are currently in place.	Recommendations 5, 6, 7 and 8 (2003-04) to be closed. Please note that Recommendation 5 of the 2011-12 Internal Audit Report did recommend opening a new bank account. This specific recommendation is related to seeking approval to establish a new International Bank account. The AEC did obtain approval from Finance Minister to open a foreign bank account. Procedures were drafted to estimate cash requirements, account for cash, credit and electronic transactions. However, since then the Prime Minister issued a directive that all C'wlth agencies operating internationally are required to use DFaT services in that country to process all transactions. The AEC has confirmed with DoFD and DFaT that the AEC must use DFaT for all financial transactions. The AEC is currently negotiating with DFaT which transactions will be undertaken; how those financial transactions will be undertaken; what reporting will be provided to the AEC; whether the AEC is still able to use the new foreign bank account or DFaT will provide cash facilities across Indonesia. Once finalised, the draft procedures will be updated to reflect the new requirements and interactions with DFaT.
2003-04	1/6	High	It is recommended that , in consultation with the International Services Section, develop and implement a detailed set of policy and procedures to govern the administering, controlling and reporting of financial transactions made through the two Indonesian bank account and petty cash.	September 2012 - Rachel Harris, CFO: Bank account no longer exists	Recommendations 5, 6, 7 and 8 to be closed. See Rec 5/2003-04 above.
2003-04	1/7	High	All bank statements for the Indonesian bank accounts should be obtained by International Services and all transactions on these statements should be reconciled to appropriate supporting documentation on a monthly basis.	September 2012 - Rachel Harris, CFO. Not provided	Recommendations 5, 6, 7 and 8 to be closed. See Rec 5/2003-04 above.

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2003-04	1/8	High	The two Indonesian bank accounts and petty cash should be included in AEC's Statement of Financial Performance as these are current assets of the AEC. Interest earned on these accounts should also be included in the Statement of Financial Performance and the acquittal to AusAID.	September 2012 - Rachel Harris, CFO: Bank account no longer exists	Recommendations 5, 6, 7 and 8 to be closed. See Rec 5/2003-04 above.
2003-04	2/1	High	Corporate Services should expand the AEC Security Policy to address the items mentioned above. This activity ought to be performed once the revised PSM has been released by the Attorney-General's Department (expected late 2004).	September 2012 - Tim Courtney, ACIT. The first 4 dot points relate to physical security, not IT security. The 5 point relates to IT security and actions were taken to address this. It should be noted that the PSM and ACSI 33 have now been superseded by the PSPF and ISM.	Recommendation to be closed - now completed.
2003-04	3/1	High	Analyse the AEC's profile of overhead (indirect) cost components using current financial expenditure data and calculate a rate for use in determining cost recovery amounts in the Commercial Election Services Cost Model and other cost recovery exercises.	September 2012 - CFO - New recommendation included in 2011-12 ICE audit for a review of the overhead rate used. Will be completed by June 2013. September 2012: Doug Orr / Jenni McMullan, SM NSW/VIC: Completed at the time. The costing model will be reviewed again as part of the 2012 Audit of Industrial and Commercial Elections. This body of work will be finalised by December 2012.	Recommendation to be closed. In relation to the 2003-04 recommendation this was done at the time. Overhead rates are updated on CPI basis.

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2003-04	3/6	High	The policies and procedures manual needs to be supplemented with documented procedures regarding cost model principles and detailed instructions for staff responsible for planning and monitoring Commercial Election Service costs. This should enhance to the consistency of the approach taken across AEC Head Offices.	September 2012 - Doug Orr / Jenni McMullan, SM NSW/VIC: Completed at the time. Some information on the use of the costing worksheet is currently included in the FFS policies and procedures. Since 2003, the worksheet has been improved and is continually being updated. It is fairly self-explanatory and includes a certain amount of information to assist in the use of the form. As part of the 2012 review, we will gauge the level of additional information currently required by staff and provide this documentation by December 2012. The review will also address any inconsistencies between states and territories in the use of the cost sheet.	Recommendation to be closed. As per above recommendation, this 2003-04 recommendation is completed. New procedures for 'Fee For Service Elections and Ballots' have been developed in consultation with State Managers, which covers off this and recent audit recommendations. The 2003-04 recommendations have been superseded and should now be closed.
2003-04	3/8	High	AEC personnel responsible for conducting and managing fee for service election projects should input actual cost data as part of the cost model monitoring function. This is a fundamental step towards enhancing the accuracy and reliability of the end of project performance evaluation process. Returning Officers should be responsible for documenting the underlying reasons for large variances between quotation forecast amounts and actual expenditure. This analysis of financial performance needs to be completed and reviewed at senior levels of the AEC. Better practice would also entail sign-off of these reports following on from the review process. Management reports should be prepared at least on a quarterly basis to assist in monitoring the performance of providing commercial elections services.	September 2012 - Doug Orr / Jenni McMullan, SM NSW/VIC: Completed July 2006. This issue was raised as part of the 2012 ICE audit. We will investigate the practicalities of adopting this recommendation as part of the 2012 review of FFS costing, paying particular attention to the additional administrative burden for the busier states. It may be that actual cost data is recorded for a representative sample of ballots/elections, which would give us data on the accuracy of our quotation model. The capability to record actual costs is built in to the current costing worksheet.	Recommendation to be closed. As per above recommendation, this 2003-04 recommendation is completed. This is included in the new procedures for 'Fee For Service Elections and Ballots' which have been developed.

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2003-04	3/10	High	An individual Business Plan (see Appendix D for an example) should be prepared for each proposed fee for service election activity. This document should be prepared with provided together with supporting documentation for quotes developed by the AEC. The current AEC Risk Management Toolkit could also be tailored by Head Offices to assist in the analysis and assessment of the risks of conducting the FFS activities.	September 2012 - Doug Orr / Jenni McMullan, SM NSW/VIC: The completion of a business plan for every FFS event would impose a significant additional workload onto the FFS Returning Officer. NB: 179 events were conducted in 2011-2012. The current costing worksheet, quotation letter and FFS procedures work together as documents that shape the planning and framework for each FFS event and in most cases, provide sufficient information to complete the tasks required. We would recommend a business plan for significant and complex elections eg State or Local Government elections and will consider this in reviewing the FFS policy and guidelines as part of the 2012 Audit of Industrial and Commercial Elections.	Recommendation to be closed. The recommendation from 2003-04 was considered and implemented. A file is created for every Fee For Service event and it is standard practice to consult and use generic supporting documentation such as a costing spreadsheet and letters.
2004-05	4/7	High	Approving officers should ensure that applicable CEI's, procedures and the CPG's are adhered to, by ensuring that sufficient documentary evidence is maintained for all expenditure transactions.	September 2012 - Rachel Harris, CFO; Paul Pirani, CLO: Not provided	Recommendation to be closed. The requirement to maintain appropriate records including those for expenditure transactions have been included in CEIs covering Spending Public Money; Business policies; and Procedures. The CFO has advised that she is able to ensure that the CEIs and procedures within her purview include the appropriate requirements. However, she is unable to 'ensure' that procedures are adhered to and audits post the date of this audit recommendation have identified that retaining documentation is an issue. This matter has been referred to the Contracts Management Working Party.
2004-05	4/8	High	CSBC management should ensure that proper controls (external to the payments systems) exist over the payment and creation of vendors to ensure adequate segregation of duties, thereby assigning responsibilities in a form that ensures a cross-check of duties performed. CSBC should ensure that staff system access is restricted so that individual staff members cannot both create vendors and make payments.	September 2012 - Rachel Harris, CFO: Review conducted by Internal Audit as part of the 2011-12 FMA Requirements and found to be operating effectively.	Recommendation to be closed - now completed.

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2004-05	6/1	High	EPS should ensure that procedures surrounding the Joint Roll function are documented, reviewed and endorsed in the short term. The procedures surrounding the function should be promulgated to EPS staff and reviewed and updated on a periodic basis. The EPS should also consider the need for CEIs and guidance information that encompass other activities performed by the AEC associated with the Joint Roll.	31/01/13 Andrew Gately, AC, Roll Management: IN PROGRESS - Note current arrangements are documented, however the AEC is currently considering alternative approaches for funding the joint roll. Recent representations from the NSWEC and VEC will likely drive a completely different approach to the funding of JRAs in the future. September 2012 - Andrew Gately, AC Roll Management Branch: IN PROGRESS. Due to personnel change and other factors this recommendation has not been adequately addressed. RMB is in the process of rectifying this issue from the strategic perspective, through to engagement approaches, policy and practice, costing etc. I expect this work to continue during the coming 12 months focussed initially on finalising the cost modelling and resolving change being driven by Direct Enrolment.	Recommendation to be closed. Joint Roll Arrangements (JRA) have been in place for many years and have evolved in different ways with the different State and Territory jurisdictions. These arrangements are documented through the variety of instruments in place that record the specific arrangements between the Commonwealth and each State/Territory. These instruments included, to varying extents, specific procedures relating to governance and administration of each of the arrangements. Further, Roll Management Branch has in place a range of procedural documentation that are used to regulate the variety of routine administrative elements associated with managing the arrangement e.g. invoicing etc. The various instruments and administrative procedures have been reviewed and updated periodically over the years since this audit recommendation was made. These mechanisms have been adequate for managing the arrangements to date and, the Program Manager is of the view that these arrangements satisfy and have satisfied for some time the original audit recommendation and the recommendation should be closed. Resources have been allocated in the 2013/14 RMB business plan for further development of procedures and a more sophisticated engagement strategy for JRAs.
2004-05	6/12	High	In order to assist with future negotiations of the PER and necessary amendments to the existing Arrangements, EPS should quantify all other types of expenditure incurred as a result of activities conducted in the preparation, maintenance and revision of the Roll. These aspects should further supplement the AEC's position at negotiation stages.	September 2012 - Andrew Gately, AC Roll Management Branch: COMPLETED Cost model includes consideration of all costs.	Recommendation to be closed - now completed.
2004-05	7/3	High	Plan and schedule resources for the renewal/replacement of the Panel Contracts	September 2012 - Tim Courtney, AC IT: Recommendation is no longer relevant, as IT Branch has already completed processes for the renewal/replacement of the referred "Panel Contracts".	Recommendation to be closed - now completed.

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2004-05	7/4	High	Formally initiate a project to prepare for the expiration of major outsourced contracts, including the planning and scheduling of resources.	September 2012 - Tim Courtney, AC IT: The Enterprise & IT Governance section within IT is continually updating IT Branch's plans for managing the expiry of major outsourced contracts. Specific tasks and activities are incorporated into the IT Branch business plan each year	Recommendation to be closed - now completed.
2004-05	9/1	High	We understand that <i>IT Infrastructure Management Section</i> will be implementing a new IT change control system. We recommend that the new system (and the work practices around the new system) is set up ensure that all changes are appropriately approved, analysed, planned, prioritised, scheduled, implemented and confirmed. System documentation, user manuals, user communication and education, back-out planning, business continuity planning and disaster recovery planning should also be considered as part of the change management process for major system changes.	September 2012 - Tim Courtney, AC IT: T Branch currently has a formal documented process in place for the management of changes to the ICT environment.	Recommendation to be closed - now completed.
2004-05	9/4	High	The FMIS Administrators should implement a strong method for authenticating the identity of FMIS users who request password resets. One approach could be to have the users nominate a secret question and answer as part of the actual creation process – for example “Name of first pet? Felix”.	September 2012 - Rachel Harris, CFO: The AEC is a small organisation and there are only a small number of FMIS users. All users are personally known the the FMIS administrators and accounts teams.	Recommendation to be closed. The use of a secret question and answer for resetting of passwords was not considered necessary as the only users with access rights to add, delete or amend data are a small number of staff within the Finance and Business Services Branch. The FMIS has been subject to an IT Security Review by the ITSA. Password rules are identified and no further action has been undertaken as needing to be undertaken. A copy of that review has been provided to PMO and can be provided to BAC if required.
2004-05	10/3	High	HRM staff should ensure that procedures surrounding the executive remuneration function are documented, reviewed and endorsed in the short term. HRM may be able to utilise and tailor the documented procedures developed by CSBC following implementation of the new PayGlobal payroll system. The procedures surrounding the executive remuneration function should be made available to relevant staff and reviewed and updated on a periodical basis.	September 2012 - Neal Mason, AC People Services Branch: Procedure in place and updated from time to time as required.	Recommendation to be closed - now completed.

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2005-06	19/4	High	Procedural documentation relating to the new Corporate Systems (such as the PayGlobal HRMIS) should be reviewed and endorsed by the FACBS as soon as practical.	September 2012 - Neal Mason, AC People Services Branch: Material was prepared at the time. Since then it is been found more practical to develop User guides for the pay, recruitment and administration teams. As this is general procedural documentation, endorsement at FAC level not considered necessary.	Recommendation to be closed - now completed.
2006-07	20/1	High	The AEC should consider implementing the model developed in Section 6 on a National basis. Education, training and ownership are vital to the successful reduction of RTS instances in order to enhance the accuracy of the electoral roll. The implementation of such a model is vital to the overall detection and management of RTS issues and its remediation through the development of relationships and education of key stakeholders.	September 2012 - Andrew Gately, AC RM: As previously advised adequate arrangements are in place for handling RTS.	Recommendation to be closed. There are a range of procedural and evaluation mechanisms in place in relation to Return to Sender (RTS) mail. RTS mail is a primary source of intelligence in relation to maintaining the integrity of the electoral roll. This occurs through certain categories of RTS mail being the evidence used to trigger the start of an Objection process. This arrangement is appropriate and consistent with the need to maintain a roll with integrity i.e. completeness and accuracy (amongst other dimensions). Objection processes then follow a prescribed path of a pre-objection letter (including phone calls in some instances), a notification letter, and a determination letter. Each of these engagements serves as an opportunity for the elector to correct any previous erroneous assumptions triggered by an RTS response and a valuable component of the AEC's integrity program. Staff handling RTS mail have clear procedures articulated in the General Enrolment Manual (GEM), including procedures arising from MP RTS as well as run of the mill RTS. The RMB monitors RTS volumes as a proportion of outgoing mail over time at various intervals. RMB also engage periodically via Australia Post operations and account executives in relation to issues including RTS as a means of managing significant issues. All RTS is managed directly by AEC staff and the AEC does not currently engage any external services (as do some agencies as part of their mail handling arrangements) as an intermediary between AEC and Australia Post. Note: RTS as a service from Australia Post has undergone some changes since the original audit finding was made. Specifically Australia Post now provide less value add in terms of categorising the various reasons for RTS, rather much of the intelligence is dependent on interpretation of information provided on the envelope. The existing arrangements are adequate and appropriate for managing RTS and with the advent of direct enrolment and update, is now quite different to what was in place when the audit finding was made. The opportunity will be taken to include Performance Indicators in relation to RTS as part of the proposed new agreement with Australia Post.

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2006-07	20/2	High	Roll Management should consider implementing a recording, monitoring and reporting system, preferably using the existing RMANS system in order to take advantage of existing functionality. This would need to be supplemented with a framework that includes policies, procedures and establishment of reporting lines and responsibilities. The "Review of the Continuous Roll Update program" also supports this initiative.	September 2012 - Andrew Gately, AC, Roll Management Branch: COMPLETED - Existing arrangements satisfy this recommendation.	Recommendation to be closed. Response above applies to this and the next recommendation.
2006-07	20/3	High	Roll Management should consider the implementation of an AEC-wide RTS Management Model (refer to section 6 of report). Establishment of a working model will require a practical framework including policies, procedures and should be supplemented by specific training in relation to the RMANS system with emphasis on the objectives of the mailout process.	September 2012 - Andrew Gately, AC, Roll Management Branch: COMPLETED - Existing arrangements satisfy this recommendation.	Recommendation to be closed. Response above applies to this and the previous two recommendations.
2006-07	20/4	Very High	Given that the AEC is in breach of the CPG's 2005 and the amount of monies expended and potential areas of exposure for the AEC. The Roll Management and the National Procurement area should review the various services provided by Australia Post and ensure that a contract with that important service provider is established. This process will enhance accountability through the introduction of measurable performance indicators and reporting regimes. The establishment of a contract will assist in the ongoing management of RTS and should ultimately contribute towards the reduction of RTS mail instances.	31/01/13 Andrew Gately, AC, Roll Management: IN PROGRESS - Discussions with Australia Post are progressing slowly due to the focus on "Reserved Services". Attempts to contact DHS continue. It still needs to be noted that the relevant mail services delivered by AP are "reserved services" subject to legislated service delivery guarantees any agreement will only work within bounds outside the control of the AEC. Given this progress it is hoped that this issue will be finalised by 30 April 2013. September 2012 - Andrew Gately, AC, Roll Management: IN PROGRESS - work is progressing on this matter but has been subject to delays arising from other unforeseen demands. Target date for completion is December 2012.	Recommendation to be closed. AEC has agreed with DHS to work alongside them in negotiating an appropriate contract for the management of Australia Post arrangements. DHS has provided a draft of a head agreement to Australia Post and are awaiting their response. AEC is currently reviewing this draft, and further discussion is required to determine whether there will be one agreement between DHS/AEC and AP with schedules covering AEC and DHS specific needs or two separate agreements negotiated based on consistent principles and common requirements. The detailed planning is being progressed with DHS in relation to timing of further milestones for this project including a date for completion and will advise BAC out of session in the coming weeks once these aspects are resolved.

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2006-07	20/6	High	AEC management should include a requirement in the contract (refer to Recommendation 4) for Australia Post to report on performance and regularly monitor their staff and contractors. This process will enhance accountability and should involve the establishment of measurable performance indicators for Australia Post services. The utilisation of a contract will assist in the management of the mailout process and ultimately contribute towards the reduction of RTS mail instances.	<p>31/01/13 Andrew Gately, AC, Roll Management: IN PROGRESS - Discussions with Australia Post are progressing slowly due to the focus on "Reserved Services". It still needs to be noted that the relevant mail services delivered by AP are "reserved services" subject to legislated service delivery guarantees any agreement will only work within bounds outside the control of the AEC. Given this progress it is hoped that this issue will be finalised by 30 April 2013.</p> <p>September 2012 - Andrew Gately, AC, Roll Management: IN PROGRESS - work is progressing on this matter but has been subject to delays arising from other unforeseen demands. Target date for completion is December 2012. Note that given the relevant mail services delivered by AP are "reserved services" subject to legislated service delivery guarantees any agreement will only work within bounds outside the control of the AEC.</p>	Recommendation to be closed. Response as per above recommendation in relation to Australia Post.
2006-07	20/7	High	AEC management should designate one responsible officer from National Office for the collection and identification of other common issues encountered by Divisions. This AEC Officer, as part of the RTS Management model (refer to Section 6 of report) should establish a process of reporting key issues, documenting the contributory factors and obtaining the results of follow-up by Australia Post. As above, responsibility for this will need to be determined as it has whole of AEC implications.	September 2012 - Andrew Gately, AC, Roll Management: COMPLETED - RMB Help Desk is the conduit and the Director Roll Program Design being responsible for contracts and partnerships the engagement point with AP.	Recommendation to be closed - now completed.

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2006-07	21/1	High	Introduce targeted staff training for costing and pricing issues associated with conducting PABs (and other types of elections and ballots). The AEC has been performing PABs for only a relatively short period of time and staff would benefit from tailored training, which incorporates practical tips, advice and walk-through examples. Financial elements of PAB training should be undertaken by appropriate personnel within the AEC's Financial Management Section.	September 2012 - Doug Orr/Jenni McMullan SM NSW/VIC: Completed at the time but costing and pricing issues will be reviewed as part of the 2011-2012 audit of Industrial and Commercial Elections. To be completed by December 2012.	Recommendation to be closed. The 2006-07 recommendation was completed. Training for PABs is on Gateway and is supported with procedures that have been developed and supported by senior staff in the National ICE unit.
2006-07	21/2	High	Develop a simplified and tailored cost model that is specific to undertaking PABs. A specific PAB Cost Model would simplify the pricing stage and enhance the accuracy of the calculations which are performed by the Returning Officer.	September 2012 - Doug Orr/Jenni McMullan SM NSW/VIC: Completed at the time but costing and pricing issues will be reviewed as part of the 2011-2012 audit of Industrial and Commercial Elections. To be completed by December 2012.	Recommendation to be closed. As per above. The model is updated annually by the CFO.
2006-07	21/3	High	Use the actual amounts incurred in relation to consumable and travel expenditure when determining the total invoice to DEWR and the Applicant for conducting a PAB.	September 2012 - Doug Orr/Jenni McMullan SM NSW/VIC: Completed. Consumable and travel expenditure is included in invoices to DEWR.	Recommendation to be closed - now completed.
2006-07	21/4	High	Include planning and development time costs incurred by AEC Officers in the calculation of cost estimates for charging of PAB activities. This may include time and resources incurred by the AEC in the development of the PAB Guidelines, any tailoring of the FFS Cost Model and AEC liaison with the AIRC or DEWR during development of the PAB framework. Also include the State Manager's time required to review and sign-off as approving each PAB activity.	September 2012 - Doug Orr/Jenni McMullan SM NSW/VIC: Completed at the time but costing and pricing issues will be reviewed as part of the 2011-2012 audit of Industrial and Commercial Elections. To be completed by December 2012.	Recommendation to be closed. As per above - This recommendation was completed at the time and the documentation gets adjusted for CPI.

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2006-07	21/5	High	Adjust the management fee amount in the PAB cost model to reflect the assessed level of risk and complexities associated with undertaking each PAB activity.	September 2012 - Rachel Harris, CFO: Management fee included in costings to be reviewed as a result of 2012-13 ICE Audit. Doug Orr/Jenni McMullan SM NSW/VIC: Completed at the time but costing and pricing issues will be reviewed as part of the 2011-2012 audit of Industrial and Commercial Elections. To be completed by December 2012.	Recommendation to be closed. As per above - This recommendation was completed at the time and the documentation gets adjusted for CPI.
2006-07	21/6	High	A key topic for coverage at future PAB national conferences (to be coordinated by the Industrial Elections National Unit) is discussion on the applicability and relevance of the Guidelines in light of current AEC experience and the identification of better practice approaches for PABs. A key deliverable from this type of forum should be an updated and refined set of current Guidelines for the conduct of PAB for release to AEC State Offices.	September 2012 - Doug Orr / Jenni McMullan, SM NSW / VIC: Completed and reviewed periodically.	Recommendation to be closed - now completed.
2006-07	22/1	High	Where appropriate, contract management tools (such as key Performance Indicators) should be developed and applied into contracts to monitor service levels and deliverables. The extent of and the effort required to establish the performance measurement regime should be dependent on the size and complexity of the contract. Consideration needs to be made in relation to the impact of the performance measures of the purchaser on the provider. Agreement needs to be reached with the service provider, as this will assist with achieving continuous improvement and problem solving.	September 2012 - Paul Pirani CLO: NA	Recommendation to be closed. This issue has not featured directly in the discussions of the Contracts Financial Management Working Party but has done implicitly in the recommendation to establish specialist positions for national contract management coordination.

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2006-07	22/4	High	<p>Relevant national office staff should receive or be provided with the opportunity to attend regular training on contract management and be consistently reminded of their obligations through regular updates and guidance briefs. Those staff that are required to manage contracts on an ongoing basis and are yet to receive this type of training should be targeted. The NPS should undertake a review of the contract management training needs of the AEC, and determine if it has the appropriate skills in-house to discharge their training responsibilities to the organisation or consider approaching an external service provider. It should be noted that there are a number of professional accredited training service providers that specialise in public sector contract management training that would be prepared to tailor a course that is specific to the AEC's requirements. Fundamental aspects of contract management for coverage should include:</p>	<p>September 2012 - Paul Pirani CLO:NPS no longer exists</p>	<p>Recommendation to be closed. Shane Carroll & Associates, an APSC-empanelled training provider has delivered two training programs to around 30 AEC staff. Participants included staff from National Office branches and from States (excl QLD and NT). A further analysis of training needs is likely once the National Office Contracts Management Coordinator is appointed and fulfils anticipated responsibilities to provide support and guidance to staff across the country.</p>
2006-07	22/5	High	<p>The ANAO Better Practice Guide provides a listing of the main components that comprise a succession plan (eg 1 time line, eg 2 documented procedures, eg 3 resource transfers) and an overview of the approach to establishing each of these items. The importance of succession planning and the potential impacts on business continuity needs to be highlighted. Accordingly the AEC needs to assess the risks and nature of the deliverables for each contract when determining whether to implement a succession plan. There may be circumstances where the implementation of a plan is deemed unnecessary (eg where there are minimal risks and contract deliverables are considered to be 'one-off')</p>	<p>31/01/13 Paul Pirani: Item 2 refers to individual contracts and succession plans. That is the responsibility for each contract manager to implement as I have no idea what the issue relates to.</p> <p>September 2012 - Paul Pirani, CLO: I have no idea what action has been taken on this matter</p>	<p>Recommendation can be closed. This will have been covered in the training module and will be a central part of the proposed national coordination role.</p>

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2006-07	26/4	High	The AEC needs to ensure the Tender Evaluation Committee for each tender process, performs the evaluation in accordance with the criteria published in the Request for Tender document. In addition ratings should be applied to each tenderer's submission and a comparative statement should be prepared inclusive of explanations for the scoring variances. These requirements should be promulgated to all AEC officers responsible for procuring goods and services and be emphasised in AEC procurement Policies and Procedures.	September 2012 - Paul Pirani, CLO: NA	Recommendation to be closed. This is in place.
2006-07	26/11	High	AEC Officers procuring goods and services must ensure Reg 9, and where relevant Reg 10 authorisations are obtained for every tender process performed across the AEC. The AEC should ensure that the FMA Approvals are incorporated into the checklists recommended at section 3.4.1. (Refer Rec 14).	September 2012 - Paul Pirani, CLO: NA	Recommendation to be closed. Guidelines on this issue are clear and have been reinforced at the initiative of the Contracts Financial Management Working Party.
2006-07	27/1	High	The ODL section should ensure that procedures for producing reports from PayGlobal are completed in the short term. This document should be promulgated to all relevant staff within ODL and HRM via the Intranet and be covered in a training seminar (refer to Section 5.2).	September 2012 - Neal Mason, AC People Services Branch: Users of PayGlobal itself are within PSB and user guides are in place to support their work. Users outside PSB have HRSS user guides or are supplied standard reports by PSB regularly.	Recommendation to be closed - now completed.
2006-07	27/11	High	The ODL Section should ensure that all unresolved system issues are addressed with the external systems consultant in accordance with the services agreement prior to the completion of this service.	September 2012 - Neal Mason, AC People Services Branch: Completed and things have moved on.	Recommendation to be closed - now completed.

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2006-07	27/14	Very High	The AEC should ensure that all AEC staff that are utilising and responsible for approving timesheets receive training on the utilisation of HRSS and how leave should be correctly posted. This type of training should include coverage of the systemic issue that requires their extra diligence when reviewing and approving timesheets.	September 2012: Neal Mason, AC People Services Branch: User guides have been used for past upgrades. For the HRSS upgrade we are currently developing the information sharing approach which will incorporate user guides and some on-line basic training. Other opportunities will also be taken to raise awareness with managers.	Recommendation to be closed - now completed.
2006-07	27/15	Very High	The default setting of "Timesheet history" in HRSS should be set at "View all timebands" so that approving officers can ensure that any manual entries of leave are detected during the review of timesheets and can be dealt with in the appropriate manner.	September 2012: Neal Mason, AC People Services Branch: This was investigated but could not be implemented. This will be addressed in the HRSS upgrade.	Recommendation to be closed. This matter has been implemented as part of the HRSS upgrade and was advised to BAC in the February 2013 update as KPMG included a review of the 2006-07 recommendations in the 2012-13 report on payroll.
2006-07	27/16	Very High	The AEC should investigate, quantify and adjust the leave provisions for the over/understatement of leave, prior to 30 June 2007, to ensure the provisions are materially accurate.	September 2012: Neal Mason, AC People Services Branch: Seems to have been a point in time issue.	Recommendation to be closed. This audit recommendation seeks assessment and if necessary adjustment to the leave provisions of the financial year of 30 June 2007 to ensure they are materially correct. As the financial statement of that period, plus another 5 consecutive periods have been audited and accepted without qualification, the leave provisions are considered to be materially accurate and there have been no audit findings more recently requiring action. Leave provisions are estimates only at the end of each reporting period and take into account the eligible employee population at that point in time. It is not possible (given staff movements since that time), or necessary to go back and do any further calculations. In addition, PSB undertakes leave audits at significant points in an employee's employment, e.g. when long service leave is taken or when an employee is terminated to ensure accuracy of leave balances and to ensure no overpayment of entitlements. Given the staff turnover since 2007 and the absence of subsequent audit findings requiring action it is considered that any errors existing at the time have now been resolved.
2006-07	27/17	High	The ODL Section should ensure that the System Administrators are granted access to the posted timesheets for employees, or are provided shadow access within HRSS.	September 2012: Neal Mason, AC People Services Branch: This is available.	Recommendation to be closed - now completed.
2006-07	28/9	High	The AEC should implement a secure process for the electronic transfer of data sets used in the CRU process. For example, it may be appropriate to establish a secure FTP process with each of the organisations which supply data.	September 2012: Andrew Gately, AC, Roll Management Branch: COMPLETED. SecureFTP in place for all organisations in a position to leverage.	Recommendation to be closed - now completed.

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2006-07	29/1	High	The AEC should conduct a cost/benefit analysis which compares the current approach of procuring ballot paper printing services at a State Office level against other workable scenarios (such as procuring by major region, zone or undertaking a nation-wide approach). This analysis should involve liaising with and obtaining input from each of the State Office Managers in order to acquire the necessary subject matter expertise.	September 2012: Marie Neilson, AC Elections: A nationally-coordinated tender process for ballot paper production services was conducted prior to the 2010 election.	Recommendation to be closed - now completed.
2006-07	29/4	High	AEC should consider implementing a policy that requires appropriate representatives from State Offices to complete quality assurance procedures on ballot papers and associated products. This policy should cover the following elements: 1. . The required standard and depth of checks to be performed (eg reviewing all products associated with each electorate would be better practice). 2. . A checklist that outlines the steps that are to be conducted as part of the quality assurance review process; and 3. A requirement for an appropriately delegated officer to sign-off the checklist with a statement to the State AEO that the prescribed quality assurance review process has been performed at the required standard. This sign-off should be completed and cleared by the AEC prior to the release of any ballot papers and associated products for delivery.	September 2012: Marie Neilson, AC Elections: Implemented in 2010 (see March 2011 update) but also an ongoing area of attention, eg last reviewed at the January 2012 election-ready assurance review.	Recommendation to be closed - now completed.
2008-09	41/11	Significant	The Assistant Commissioner People and Performance should update the portable and attractive asset register to reflect the current assets held by Divisional Offices. This would be best facilitated through a stocktake of portable and attractive assets coordinated by the Assistant Commissioner People and Performance from within National Office.	September 2012: Ms Rachel Harris, CFO: Stocktake conducted November 2011. Will be regularly conducted.	Recommendation to be closed - now completed.

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2008-09	41/12	Significant	The Assistant Commissioner People and Performance should revise CEI - 28 Assets and include a section on the process of acquiring, disposing and maintaining portable and attractive assets and updating information on an appropriate register. Roles and responsibilities of National, State, Territory and Divisional Offices in the management of portable and attract assets should be clarified.	September 2012: Ms Rachel Harris, CFO: CEIs have been updated and reflect model CEI requirements.	Recommendation to be closed - now completed.
2008-09	41/14	Significant	The Assistant Commissioner People and Performance should provide security awareness training to all DROs and Divisional Office staff.	September 2012: Neal Mason, Assistant Commissioner People Services: This is a CFO function - completed as per comments below. May 2011: CFO Rachel Harris: The security awareness training module is in Gateway	Recommendation to be closed. An examination of Gateway shows AEC Security training was launched on 24 Feb 2012 and the requirement to complete the training was mandatory for all employees. This course is also included as part of the National Awareness Curriculum and the Gateway catalogue. All online courses have an assessment, which record a result of competent for the course to be completed. From May 2012, rates of completion are as follows: 1633 staff members are enrolled in the course; 907 employees have completed the course; 66 are still in progress; and 660 have not started. The CFO has recently provided reminders to staff and to managers about the requirement to complete this mandatory training.

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2008-09	41/15	Significant	The Assistant Commissioner People and Performance should task a security risk assessment of all Divisional Offices. Outcomes of this process should be a mandated standard level of office security with appropriate security recording of keys/swipe cards.	September 2012: Rachel Harris, CFO: TBA	<p>Recommendation to be closed. As part of the move towards the implementation of the PSPF all previous Agency Security Risk assessments were considered and all Divisional Offices were designated at a Zone 2 security level in accordance with Government Security Policy. This was based on the risks identified by the most recent risk assessment carried out by the Australian Federal Police in June 2010. Agencies with physical sites identified as Zone 2 are able to specify the security standards rather than apply specific security requirements. The AEC has provided a standard approach to the implementation and design of security arrangements for new sites and security requirements for the fitouts carried out at current sites. These requirements apply to physical security of perimeter access and the fitting of appropriate locks and doors as well as recommendations for the secure storage of AEC information. Existing sites' physical security is consistent with new sites. The management of keys and swipe cards is a localised responsibility of the Security Liaison Officers located at each State Office and the relevant DOM at the Divisional Office level. Key register templates have been promulgated to all SOs & DOs to encourage a consistent approach. Swipe card systems, where available, other than National Office, are managed by onsite staff and building management. Currently the AEC Security Team is in the process of developing and implementing a Site Security Plan template that will be completed by all SLOs & DOMs so that the status of the security at every AEC office can be captured and reviewed on a regular basis. This will include information in regard to key and swipe management and to assist compliance with the requirements of the PSPF.</p>

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2009-10	FE07/1	High	The ANAO recommends that: a) engage with the Office of the Privacy Commissioner to develop improved governance arrangements for the collection, processing, data-matching, distribution and management of the personal information of electors and potential electors; and b) assess the extent to which broad use of electoral-roll information by non-government entities may be adversely impacting on the willingness of Australians to enrol to vote.	September 2012 REVIEW: Andrew Gately, AC Roll Management Branch: COMPLETED no further action proposed at this time.	<p>Recommendation to be closed - now completed. a) The AEC continues to work with the Privacy Commissioner (via the Office of the Australian Information Commissioner as it is now known) as required e.g. extensive consultation was undertaken in relation to the Direct Enrolment and Update reforms and in particular in developing the Privacy Impact Statement. The OAIC's Data Matching Guidelines are used as the basis for our practices and have been key in determining specific data handling arrangements for the direct enrolment and update implementation. Please however note that as part of the ongoing program management arrangements a number of aspects of data management and governance will be revisited as part of the Program's standard activities. For example, we are currently undertaking an audit of roll data products being distributed to recipients under s90B under the CEA. This includes reviews of existing governance and management practices. As part of the risk management arrangements for the Program, governance and data management practices will also be reviewed within the Branch during the 2013/14 financial year as part of the ongoing program evaluation/risk management model.</p> <p>b) Previous work, including the AEC commissioned Ipsos-Eureka research study examining the triggers for enrolment for those aged 18-39 years, has not identified any indications that there was any link between third-party use of electoral roll information and a disinclination for people to enrol to vote. This finding should be closed. Note however that there are two emergent issues for the AEC to manage in relation to adverse impact on electors relating to data. Public access to the electoral roll, particularly as a result of recent tightening of management arrangements in Divisional Offices, is giving rise to significant challenge by individuals using this data apparently for a variety of non-electoral purposes. Further exploration of these issues will be required in relation to the next JSCEM. Direct enrolment and update, based on monitoring of feedback, will also have an impact in relation to data use over time. At this stage there is a range of feedback from electors being directly enrolled that are either ideologically opposed to this arrangements, or are questioning the disclosure by third party data providers. Further consideration of these issues will be required. Note that through our existing complaints mechanism, or through these existing issues, there is no evidence of elector concern with use of roll information by non-government entities.</p>
2009-10	FE07/2	High	To give a sound footing to Joint Roll Arrangements and to adhere to the greatest possible extent to the principles set out in the Australian Cost Recovery Guidelines, ANAO recommends that the AEC establish a sound basis for costing the maintenance and review of electoral rolls and the production of state and territory roll products.	September 2012 Review: Andrew Gately, AC Roll Management Branch: COMPLETED as per previous advice. Note a new cost model tool has been developed by RMB to support this process and roll products have recently been recosted with new charges applying since 1 July.	<p>Recommendation to be closed - now completed.</p>

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2009-10	FE07/3	High	<p>ANAO recommends that the AEC, in consultation with the Australian Bureau of Statistics, expand and enhance the sampling methodology for undertaking habitation visits as part of its roll-management activities so as to: a) attain more reliable enrolment estimates at the state and territory level; b) accurately assess the state of enrolment in sparsely populated areas; c) deliver more reliable enrolment rates at the divisional level; and d) assist it to identify the key demographic characteristics of missing electors and resident non-citizens.</p>	<p>31/01/13 Andrew Gately, AC, Roll Management: COMPLETED - ABS has provided advice regarding adjustments to the sampling methodology. AEC has considered this advice and determined due to funding and resource constraints (current and likely into the future) retention of existing scale of SAF is appropriate at this time. SAF is taking place in 2013 under the same methodology as used previously. RMB will consider further enhancements and/or alterations to the methodology as part of a focus on program integrity during the coming 12 months.</p> <p>September 2012 Review: Andrew Gately, AC Roll Management Branch: IN PROGRESS. ABS has provided reviewed the Sample Audit Fieldwork methodology via a consultancy. AEC is now considering the application of the recommended methodology within the Roll Program. Completion date December 2012.</p>	<p>Recommendation to be closed - now completed.</p>

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2009-10	FE07/4	High	To better target its efforts to improve the electoral roll, ANAO recommends that the AEC in consultation with relevant research bodies and the Australian Bureau of Statistics, formulate a program of research into elector enrolments and enrolment trends, with the view to identifying potential electors missing from the roll and the reasons why they may not be enrolling.	September 2012 - Strategic Capability Branch – Gabrielle Paten CABER finalised its strategic research agenda in June 2011. The Advisory Board highlighted a number of research areas that would assist improvements to the electoral roll. As a result, the AEC has undertaken research to better inform management of the roll and elector communication activities. Research into 'direct enrolment and update' has informed the design of the Federal direct enrolment and update process. Research into the use of social media has informed the design of communication strategies aimed at engaging with eligible citizens not on the roll. Further, ABS data are used extensively to track enrolment rates across different demographic groups and locations to inform enrolment and communication activities. More generally, the AEC's research agenda remains focussed on contributing to the continuous improvement of electoral roll management.	Recommendation to be closed - now completed.
2009-10	FE07/5	High	ANAO recommends that, in order to improve its election workforce planning and the selection, recruitment, training and performance evaluation of polling staff, the AEC: a) critically examine its future election workforce needs and workforce composition, setting goals for the training and retention of all election officials, including staff paid while held in reserve on polling day; and b) in consultation with other electoral authorities, seek to strengthen national employment strategies for the recruitment and training of key polling staff in advance of an election so that all polling booths have staff that have been consistently assessed for suitability and have been adequately trained.	September 2012 REVIEW: Neal Mason, AC People Services Branch: Further system enhancements and changes to business practice have been implemented since the last update at an operational level. As identified in an earlier report, there is liaison periodically with state electoral authorities, sharing of information where appropriate and scheduling contact activities around electoral events. The AEC registration of interest will be enhanced to more clearly evidence the applicant's agreement to having their information shared with other electoral authorities.	Recommendation to be closed - now completed.

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2009-10	FE07/6	High	<p>ANAO recommends that the AEC enhance the recruitment and training processes for polling-booth staff for future federal elections by: a) examining opportunities to increase the priority given to the recruitment of OIC in order to secure the best candidates that are available and provide them with sufficient training; and b) after the election, completing performance appraisals for staff and recording these in the relevant systems in order that this data can be used to inform and improve the recruitment practices for future electoral events.</p>	<p>September 2012 REVIEW: Neal Mason, AC People Services Branch: a) As identified in the past the AEC does give this priority as a matter of practice. Staffing plans are developed and maintained so as to be 'election ready'. This includes keeping applicants' details up to date. The AEC will also improve information for all POs so that they stay abreast of key changes in electoral practice. b) In developing the staffing plans, divisional office managers will have referenced all pertinent information, including the performance appraisal undertaken in 2010 and/or 2007 stored in the system.</p>	<p>Recommendation to be closed - now completed.</p>

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2009-10	FE07/7	High	<p>ANAO recommends that the AEC: a) work with other Australian Government agencies that provide funding for the construction, upgrade or maintenance of facilities that are, or may be, used as polling booths to identify opportunities to secure access to these facilities for electoral events as part of the funding arrangements; b) seek to implement standing arrangements with venue owners, particularly state governments, to secure suitable and accessible polling booths on just terms, with particular regard to the needs of the elderly and disabled, and the availability of premises in large rural divisions; c) negotiate the use of suitable Commonwealth-agency venues; in particular as pre-poll voting centres and fresh-scrutiny centres; and d) redevelop the strategic program of inspection of polling places to include systematic post-election evaluation and to identify improvements (where possible) of venues that are used as polling booths.</p>	<p>31/01/13: Marie Neilson. I recommend that this action is marked as completed.</p> <p>The AEC's response to the ANAO report noted that this recommendation was agreed with qualification. It also noted that tying public funding to a contingent obligation to provide those facilities to the AEC on demand would require a government policy decision.</p> <p>The AEC already has formal arrangements in place with state-government venue owners, most notably Education Department schools, and some private sector organisations that control multiple polling place sites (for example independent schools). SMs share information with each other and new agreements are negotiated at State Office level as opportunities arise and where a common owner is identified for multiple polling place sites. It remains the case that many sites that are suitable for polling are single-owner and secured by DROs each event. This will continue to be a challenge for DROs in large rural electorates with a large number of polling places and State Office resources support DROs to undertake this election planning task.</p> <p>The ANAO recommendation came in part out of a large scale Commonwealth building program that was underway when this review was in progress. It remains the case that the greater majority of properties affected by that building program are under the control of State bodies and that the AEC already has central agreements in place for their use at election time. Very few Commonwealth owned properties are</p>	<p>Recommendation to be closed - now completed.</p>

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2009-10	FE07/8	High	<p>ANAO recommends that the AEC: a) develop strategies to mitigate the risk to the credibility of election results posed by the current practices for reporting of election-night Totals by OIC; and b) identify and assess options for the storage and transport of completed ballot papers that provide greater physical security of ballot papers.</p>	<p>31/01/13 Marie Neilson. This recommendation is completed. OIC materials have been updated to emphasise the importance of keeping ballot materials secure before, during and after polling. Parameters are already built into ELMS to warn divisional office staff on election night if the results phoned in are outside expected parameters. Any other incorrect results that might be phoned through on election night can be corrected at fresh scrutiny and again at the distribution of preferences.</p> <p>25/9/12 10.00am a meeting was held with Marie Neilson and Rob Lejsek to discuss the ANAO audit of The Australian Electoral Commission's Preparation for and Conduct of the 2007 Federal General Election recommendations 7-9. It was agreed that Marie would provide an update on the progress of recommendations 7-9.</p>	<p>Recommendation to be closed. The risks associated with this particular activity are covered in the Federal Election Risk Management Plan under Risk SFO2 - "Physical security of the completed ballot papers and certified lists is compromised adversely affecting results." The overall risk is rated as medium; and the Asst Commissioner Elections' assessment of this particular component of that risk, given the controls that are in place, is at the lower end of the medium.</p>

Year	Rec No	Priority	Recommendation	Comments	Recommended Action as at May 2013
2009-10	FE07/9	High	<p>ANAO recommends that, in order to provide transparent and accountable reporting on the conduct of elections, the AEC develop comprehensive performance standards for the conduct of elections and, following the conduct of each election, report to Parliament on the extent to which these standards have been met.</p>	<p>31/01/13 Marie Neilson: This recommendation is in progress. The Elections Branch has secured a graduate for placement 1 in 2013 to review performance standards that apply for other jurisdictions, including the UK, and propose a set of standards for AEC Returning Officers. It is anticipated that this work will be taken up by the Learning and Development Subcommittee as part of broader capacity building at the Returning Officer level.</p> <p>Note that broader performance reporting occurs after each election via the AEC's election evaluation plan. Public scrutiny occurs via JSCEM review, Senate Committee review and various reports and publications that are released by the AEC, such as informality survey and the Election Pocketbook.</p> <p>25/9/12 10.00am a meeting was held with Marie Neilson and Rob Lejsek to discuss the ANAO audit of The Australian Electoral Commission's Preparation for and Conduct of the 2007 Federal General Election recommendations 7-9. It was agreed that Marie would provide an update on the progress of recommendations 7-9.</p>	<p>Recommendation to be closed - now completed.</p>