

Management and Accountability

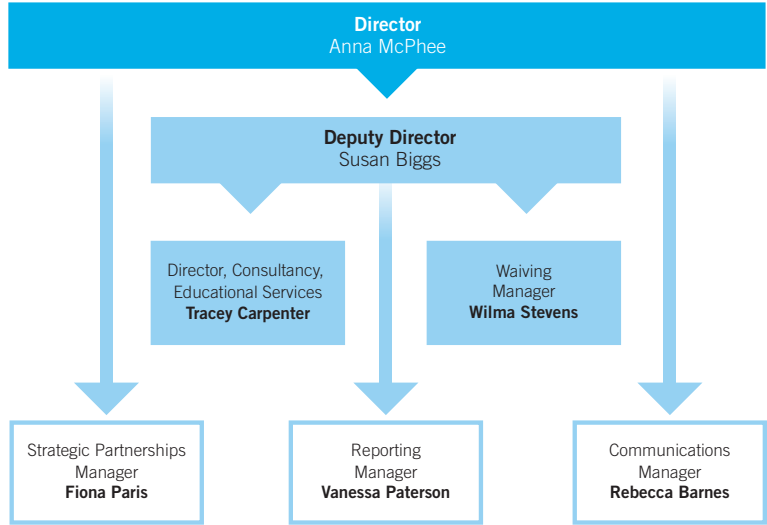
Corporate Governance

EOWA's Director reports directly to the Minister for Employment and Workplace Relations. The Deputy Director reports to the Director and the Executive Managers report to the Director or the Deputy Director.

Names of the Senior Executive and their Responsibilities

FIGURE 8

Corporate Management Structure



Corporate and Operational Planning

Prior to the start of the financial year, all EOWA staff met to discuss the previous year's strategy and projects and to scope new ideas going forward. The outcomes from this day were discussed by the management team and the 2003-2004 Strategic Plan was formulated. Each project in the document was then planned in detail by the team involved.

In 2003, EOWA continued to introduce internal culture change. The Agency used external expertise to help deliver on this objective. EOWA has an ongoing commitment to ensure all new staff are inducted into the new way of operating.

The Agency has developed a new performance management system which will be trialled in 2004-2005.

Financial and Operational Risk

EOWA continues to integrate risk management strategies into business planning, with the identification of risks and risk treatments incorporated into the Strategic Plan.

EOWA has met with Comcover throughout 2003-2004 to ensure the development of good risk management practices.

Certification of Fraud Measures in Place

EOWA updated its Fraud Control Plan to cover 2003-2006. The Fraud Control Plan continues to be a part of the EOWA induction program for all new employees and consultants. Most of the risks have been, and will continue to be, addressed by documenting and implementing appropriate procedures, and by ensuring staff in higher risk areas are aware of fraud risks and prevention strategies.

Ethical Standards

EOWA is committed to the Australian Public Service (APS) Values and Code of Conduct.

EOWA staff induction kits contain information pamphlets and 'quick reference' cards concerning these values and codes, provided by the Australian Public Service Commission.

In 2003-2004, EOWA began the process of putting in place an alternative approach to performance management, taking into account the learnings from the previous program.

All staff must adhere to APS Values and the Code of Conduct. EOWA has its own unique set of values that complement the APS Values and Code of Conduct. These are:

- We embrace diversity
- We have the courage to make a difference

- We act with integrity
- We set stakeholders up for success
- We value the whole person
- Our work atmosphere is full of energy, optimism, fun and 'can do' attitudes
- We set each other up for success by sharing our knowledge and experience

External Scrutiny

EOWA is scrutinised by federal Parliament through its established committee processes and parliamentary questions on notice. There have been no significant developments in the external scrutiny process since the previous reporting period.

During the period July 2003 to June 2004 inclusive, EOWA was not the subject of:

- Judicial decisions or decisions of administrative tribunals that have, or may have, significant impact on operations
- Reports on the operations of EOWA by the Auditor-General (other than the report of financial statements), Parliamentary Committee or Commonwealth Ombudsman

Management of Human Resources

Impact and Features of Certified Agreements and Australian Workplace Agreements

EOWA implemented its Certified Agreement effective from March 2003 to March 2006.

At the time it came into effect, 26 APS employees were covered by this agreement. The main features of the Certified Agreement are:

- Remuneration: Employees will receive three wage increases over the three-year life of the agreement. The first increase of 4% took effect from Certification on 28 March 2003 and the second increase of 4%, 24 months after Certification.
- Balancing work and personal life through working flexibly: EOWA is committed to helping employees balance their work and personal lives through telecommuting, flexitime, part-time work and other arrangements. EOWA updated its 'maternity leave' policy to a 'parental leave' policy to ensure fathers have the same opportunities as mothers if they choose to be the primary caregivers.
- Recognising, building and using our employees' skills: EOWA is providing staff with the opportunity to develop skills by increasing the amount set aside in the budget for training and the health-related subsidy.

EOWA has implemented a system of Australian Workplace Agreements (AWAs) for Executive Level 1 and 2 staff and SES officers. EOWA has four Non-SES managers and one SES staff member with AWA arrangements. The AWA is due to expire on 30 September 2006.

The number of employees covered by a Certified Agreement or Australian Workplace Agreement, as well as the salary ranges available for APS employees by classification structure, is outlined in Appendix 8.

Training and Development Undertaken and its Impacts

During the year, there were internal development opportunities for staff wanting to expand their skill base, for example in IT-related areas and project management. All staff were also offered facilitator training.

Staff were encouraged to attend conferences, seminars and other networking events, as well as structured external courses. Staff received training and development opportunities through attending courses on managing people and projects, leadership, personal development, mentoring, computer skills, networking, contractual obligations and financial and human resource management.

A total of \$34,173.42 was devoted to training, development and networking activities. Two members of staff were sponsored under the EOWA Studybank scheme this year. The total cost of this was \$5040.00.

Occupational Health and Safety Performance

EOWA has achieved good results regarding its Occupational Health and Safety performance. This reporting year, EOWA has had one reported case of minor injury and no cases of Occupational Overuse Syndrome (OOS).

EOWA has supplied its Client Consultants with hands-free telephone equipment and gel wrist pads. Detailed information concerning EOWA's Occupational Health and Safety performance is outlined in Appendix 2.

Productivity Gains

EOWA undertook an independent evaluation of its service delivery to clients. This has led to improvements in the way EOWA conducts business and communicates with clients.

EOWA put in place enhanced planning this year, particularly around reporting, which has produced productivity gains through earlier report submissions and more efficient report handling. EOWA also trialled eReporting, allowing employers to complete and submit their reports on-line. This will lead to efficiency savings once reports are received directly into EOWA's database application rather than having to be manually inputted into the electronic system.

EOWA contracted a Business Analyst in 2003-2004 to develop the specifications for a new database application.

EOWA has also conducted a survey on its website to gain an understanding of the on-line needs of our clients. This has led to updates and improvements to ensure the website is providing helpful and usable information, with the aim of

directing more organisations to the website rather than to Agency information officers.

Staffing Statistics

EOWA staffing profiles and statistics, including CA and AWA statistics, can be found in Appendix 8.

Performance Pay

EOWA provided performance pay to staff as described below.

- The number of APS employees under the classification of SES and Non-SES totalled five
- The aggregate amount of each bonus at SES and Non-SES totalled \$5549.21
- Average bonus payment and the range of such payments at SES totalled \$7174.00 and Non-SES ranged from \$3870.00 to \$7571.29
- The aggregate bonus payment for EOWA as a whole totalled \$27,746.05

Purchasing

EOWA has implemented sound purchasing initiatives, ensuring that all purchasing is handled in accordance with the Commonwealth Procurement Guidelines and EOWA's Chief Executive Instructions.

EOWA is committed to the Government's payment policy and ensures that all accounts are processed by the due date and all purchases over \$2000 are gazetted electronically.

Asset Management

EOWA's assets were managed internally by the Organisational Services section. EOWA's policies ensure that assets are properly recorded and that efficient, effective and ethical use of Commonwealth resources is promoted.

EOWA undertakes yearly stocktakes and reconciles the stocktake reports to physical assets. EOWA confirms that the stocktake matched the physical assets as at 30 June 2004.

EOWA also maintains a portable register that records all items purchased under \$2000, and maintains an asset management system.

Consultants, Competitive Tendering and Contracting

During 2003–2004, EOWA engaged 38 external consultants or contractors as listed in Appendix 7 for a total value of \$1,029,926.72 (incl. GST).

EOWA adheres to the Commonwealth Procurement Guidelines and the EOWA Chief Executive Instructions when engaging consultants and entering into contractual arrangements.

The successful tenders from 2002-2003 continued to be used in 2003-2004. The largest of these were DEWR for IT supplies, financial and human resources services and the maintenance and enhancement of the EOWA Database application; and Nesova Pty Ltd for the leasing of office premises.

Contracts for purchases over \$100,000 contain a clause for the Auditor-General to have access to the contractor's premises. All contracts over \$2000 are published in the Public Service Gazette. EOWA has not exempted contracts on the basis that it would disclose exempt matters under the *Freedom of Information Act*.

Providing Access To People With Disabilities

EOWA has modified access to its office by moving the entrance security system to ensure people in wheelchairs can access it easily.

EOWA's Workplace Diversity Policy includes reference to equal opportunities for people with a disability. Reference to the policy is in staff inductions and annual training is conducted to ensure staff are aware of their rights and obligations. EOWA has a Workplace Diversity Contact Officer to assist in the implementation of EOWA's Workplace Diversity Policy.

The Contact Officer conducts training with EOWA staff regarding their responsibilities around diversity and inclusiveness. EOWA continues to provide inclusive social functions that enable all EOWA staff to attend.

Appendices

