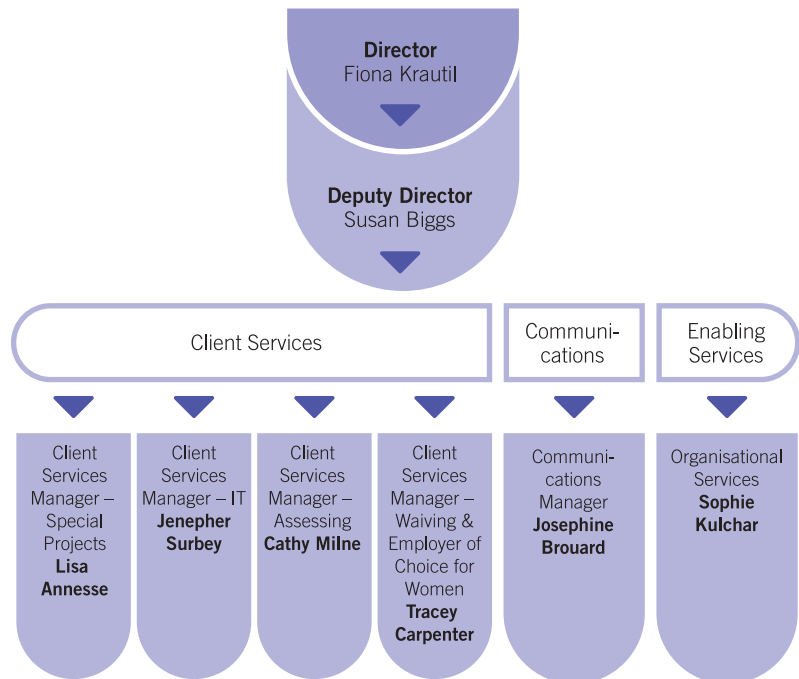


## Corporate Governance

### Name of the Senior Executive and Their Responsibilities



Corporate Management Structure as at 30 June 2002

## Senior Management Committees and Their Roles

Senior management committees included:

- Audit Committee – to review financial status of EOWA and make recommendations based on financial position;
- Risk Committee – to undertake risk analysis and develop a risk management strategy;
- Management Committee – meets regularly to discuss issues in regard to teams and outputs in EOWA.

Other committees which include senior management are:

- Staff Consultative Committee – discusses issues raised by staff and suggests solutions and courses of action to remedy;
- Performance Management Committee – originally set up to trial Performance Management Programme (PMP) and meets quarterly to discuss issues and solutions on how to improve the Programme; and
- Accommodation Committee – set up to discuss and recommend new premises for EOWA, the fit-out and seating arrangements.

## Corporate and Operational Planning

EOWA undertakes an annual strategy and planning day in which all staff participate in discussion of the vision, goals and enabling strategies for the organisation in the year ahead.

In July 2001, EOWA identified the following goals:

- To deliver streamlined value added administration of the EOWA legislation;
- To educate EOWA reporting organisations on the business benefits of EEO for women; shifting the majority from compliance to a “value add” approach integrating EEO with their business strategy;
- To position EOWA as a Centre of Excellence on Women in the Workplace issues and solutions;
- To engage the public debate to increase the rate of change; and
- To ensure that EOWA is a great place to work.

Based on feedback and results from the strategy day and other contributions, an operational plan is developed in consultation with each team in EOWA. The aim of the operational plan is to act as a guide in directing EOWA through its yearly activities and processes to achieve its outcome. The operational plan also details resources, responsibility, accountability and includes analysis of risks associated with EOWA task and operations.

## Financial and Operational Risk

EOWA's management has undertaken an extensive risk analysis and development process during the reporting year. We have developed seven documents that outline the way the organisation views and handles risk management. These documents are:

- Risk management policy;
- Risk management strategy;
- Risk management register;
- Risk management action plan;
- Risk management process;
- Risk management pro forma; and
- EOWA business plan.

### **Certification of Fraud Measures in Place**

In 2001, EOWA updated our Fraud Control Plan. The plan was developed by a consultant and is linked into the DEWR 1999 Fraud control plan. EOWA has adopted the definition developed by DEWR, which describes fraud against the Commonwealth as follows:

'A course of action by deceit or other dishonest conduct, involving acts or omissions or the making of a false statement, orally or in writing, with the object of obtaining money or other benefit from, or evading a liability to the Commonwealth.'

The fraud risks that exist that are among the compulsory reporting areas identified by the Commonwealth Law Enforcement Board (CLEB) are:

- Materiality, including cash, credit cards, purchasing, travel allowances, salaries, property and grants.
- Reputation
- Information, including computer security

Most of these risks have been and will continue to be addressed by documenting and implementing appropriate procedures, and by making staff in higher risk areas aware of fraud risks and prevention strategies.

### **Ethical Standards**

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

EOWA's staff induction kit contains information pamphlets and 'quick reference' cards concerning these values and codes, provided by the Public Service Merit Protection Commission (PSMPC). EOWA staff are briefed regularly to ensure that staff understand that the Values and Codes apply to all staff.

This reporting year, EOWA began a trial of a Performance Management Programme (PMP). It is the first requirement of the PMP that all staff must adhere to APS Values and the Code of Conduct. Managers are required to acknowledge that the staff member has adhered to all Values and Codes by signing the 'APS Values and Code of Conduct' section of the official PMP feedback document.

EOWA believes that the APS Values and Code of Conduct is the fundamental foundation to successful ethical standards in the workplace.

The 2000-2001 Annual Report stated that EOWA had drafted new values to coincide with the APS Values and Code of Conduct. These were:

- 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;
- We work in an atmosphere that is full of energy, optimism and a 'can do' attitude.

EOWA is proud to report that we have held these new values in the highest regard through all of our existing processes and decision-making throughout the reporting year.

### **Remuneration of Senior Executive Service**

EOWA currently employs one Senior Executive Service (SES) staff member as the Deputy Director. Remuneration includes salary, superannuation and a car.

Nature and amount of remuneration is determined through the applicant's experience, skills and knowledge of the industry.

### **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 May 2001 to June 2002 inclusive, EOWA was not the subject of:

- Judicial decisions or decisions of administrative tribunals that have, or may have, significant impact on operations; or
- 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**

### **Workforce Planning and Staff Retention and Turnover**

EOWA assesses workforce planning objectives at its annual strategy and planning day in which all staff participate and discuss staffing needs and requirements. Based upon results of the strategy and planning day, EOWA management discuss and take action.

This is the first year that EOWA has implemented a trial Performance Management Process for all staff. This process ensures every staff member receives feedback about their performance and has the opportunity to discuss and plan development and training opportunities with their manager.

Staff retention remains an active strategic goal of EOWA. This year staff turnover totalled 16 persons. The majority of these staff were commissioned on a temporary basis to undertake a specific project or task.

## Impact and Features of Certified Agreements and Australian Workplace Agreements

EOWA implemented its 170LJ Certified Agreement (CA) effective from the 8 February 2001 to February 2003. The number of APS employees that are covered by this agreement total 17.

The main features of the Certified Agreement (CA) are:

- **Remuneration:** Employees will receive two wage increases over the life of the agreement. The first increase of 4% took effect from 1 August 2000 and the second increase of 3% took effect from 1 August 2001.
- **Balancing work and personal life through working flexibly:** EOWA is committed to continuing to assist employees balance their work and personal lives through telecommuting and flexible working arrangements.
- **Recognising, building and using our employees' skills:** EOWA is providing staff with the opportunity to develop skills through training, regular two-way feedback for every employee and improved performance management processes.

EOWA staff and management are due to begin discussion regarding agreement making of the new CA in September 2002.

The non-salary benefits provided by EOWA to employees were for Studybank assistance and totalled \$1,600.00.

EOWA has implemented a new system of Australian Workplace Agreements (AWA's) for Executive Level 1 and 2 staff and SES officers.

Currently, EOWA has 5 non-SES staff and one SES staff member with AWA arrangements. The AWA expired on 30 September 2001 and new AWA arrangements became effective from 01 October 2001 due to expire on 30 September 2003.

The main features of the new Australian Workplace Agreement (AWA) are:

- **Balancing work and personal life through working flexibly:** EOWA is committed to continuing to assist managers balance their work and personal lives through telecommuting and flexible working arrangements.
- **Recognising managers** through a bonus system based on performance as well as a remuneration system with two wage increases over the life of the agreement. The first increase of 4% took effect from 1 October 2001 and the second increase of 3.5% takes effect from 1 October 2002.

The number of APS employees covered by a Certified Agreement (CA) and the number of both SES and non-SES employees covered by an Australian Workplace Agreement (AWA) is outlined in Appendix 8.

In addition, the salary ranges available for APS employees by classification structure is also available in Appendix 8.

EOWA has had  
no accidents  
or cases of  
Occupational  
Overuse Syndrome  
(OOS)

### **Training and Development Undertaken and Its Impacts**

EOWA Training and Development Strategy focused on a number of internal opportunities such as diversity and software training, as well as some external courses and workshops and attendance at conferences and seminars.

Staff received training and development opportunities through attending courses on managing people and projects, personal development, computer skills, legal and contractual obligations, first aid and performance management processes.

Training and development is an area that EOWA has targeted to do more work on. EOWA will be evaluating the current system and reviewing the training that has occurred in the past 12 months with a view to designing a template that will fit within the performance management process. Mentoring and staff involvement in strategic projects will develop staff skills in a structured process and is an opportunity for training and development.

A total of \$35,634.23 was devoted to training and development activities.

Five members of staff were sponsored under the EOWA Studybank scheme for the majority of the reporting year.

### **Occupational Health and Safety Performance**

EOWA has achieved excellent results regarding its Occupational Health and Safety performance. In the reporting year, EOWA has had no accidents or cases of Occupational Overuse Syndrome (OOS).

Detailed information concerning EOWA's Occupational Health and Safety performance is outlined in Appendix 2.

### **Productivity Gains**

EOWA has achieved productivity gains through the introduction of the computer-based reporting system and the design and implementation of a series of educational tools on the EOWA website. This has meant we have not replaced two staff members who were previously employed to service clients answering questions and giving advice on their workplace programmes.

### **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 six;
- The aggregate amount of each bonus at SES and Non-SES totalled \$4,638.29;
- The average bonus payment and the range of such payments at each SES totalled nil, and Non-SES ranged from \$826.00 to \$79,48.18;
- The aggregate bonus payment for EOWA as a whole totalled \$25,175.83

### **Staffing and Statistics**

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

## **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.

The initiatives include:

- Participation in Australian small business, with several educational tools and resources being developed by Sydney-based small business; and
- Documentation and presentation of Commonwealth purchasing guidelines to staff.

EOWA is committed to the Government's payment policy and ensures that all accounts are processed by the due date and all purchases over \$2,000 are gazetted electronically.

## **Asset Management**

EOWA's assets were managed internally by the Manager, Organisational Services until 01 July 2002. EOWA's policies ensured that assets are properly recorded and that efficient, effective and ethical use of Commonwealth resources is promoted.

EOWA undertakes yearly stock takes and reconciles the stock take reports to physical assets. EOWA confirms that the stocktake matched the physical assets as at 30 June 2002.

EOWA also maintains a portable register that records all items purchased under \$2,000. EOWA maintains an effective asset management system with no losses recorded during the financial year.

EOWA has extra funding to develop and facilitate a new improved streamlined reporting process. EOWA now provides e-reporting to all its clients.

## **Consultants, Competitive Tendering and Contracting**

During 2001-2002, EOWA engaged 21 external consultants as listed in Appendix 7 for a total value of \$630,145.32.

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

EOWA went through a competitive tender process for the website re-development. The successful tender was E-Media Corporation. Educational Tools, including the Women in Management tool, the Employment Matter Solution tools and the Cost of Turnover Calculator, were also engaged via a selective tender process.

EOWA carried over a contract from the previous financial year in relation to the enhancement and further development of the EOWAR database. In the previous financial year the database contract was selected through a competitive tender process. The successful tender was DEWR. Rental of EOWA premises is also a contract carried over from previous reporting years.

Contract for purchases over \$100,000 have the clause for the Auditor-General to have access to the contractors' premises.

All contracts over \$2,000 are published in the gazette. EOWA has not exempted contracts on the basis it would disclose exempt matters under the Freedom Of Information (FOI) Act.

## **Providing Access To People With Disabilities**

Strategies to provide access, employment and equal treatment for all staff and other stakeholders including people with disabilities are:

- Made physical access and bathroom facilities for people with a disability requiring a wheelchair a key criterion when searching for EOWA's new office accommodation;
- All staff were consulted with and asked their views on areas that are working well and opportunities for improvement at EOWA including their opinion on the employment matters that form part of EEO law;
- After consultation with staff, wrote and promoted an EOWA Workplace Diversity Plan;
- Provided a training session on relevant anti-discrimination and industrial law cited in the Workplace Diversity Plan and all staff attended diversity awareness sessions;
- Agreement from staff to incorporate a practical workplace diversity objective in performance management agreements of all EOWA staff when the pilot programme is being evaluated;
- Sourced copies of relevant public service legislation and materials;
- Established a relationship with a non-profit disability broker who is using EOWA as a training ground for a young woman with an intellectual disability. She is working at EOWA on an ongoing basis two days per week until the broker believes she is skilled enough to be able to gain employment in the open market;
- Plan to increase diversity of EOWA applicant pools by developing a working relationship with a leading indigenous employment broker and a leading disability employment broker to source quality applicants for EOWA jobs;
- Two new Workplace Diversity Contact Officers self-nominated to assist in implementation of EOWA Workplace Diversity Plan and were trained on their responsibilities;
- Reviewed EOWA harassment policy and procedures; and
- Continued to provide inclusive social functions that enable all EOWA staff to attend.