

# Management and Accountability

## Corporate governance

The EOWA corporate governance framework ensures accountability and efficient and effective use of resources, with the aim of continuing to contribute to the achievement of the planned outcome.

The EOWA *Chief Executive Instructions* as required under the *Financial Management and Accountability Act 1997*, and issued by the Director, put into practice the corporate governance arrangements.

## Organisational structure

The EOWA organisational structure is illustrated in Figure 3.

## Strategic and operational planning

During the year EOWA developed a new strategic plan for 2000-01 containing key objectives with a new vision, mission and set of values in line with APS values.

The strategic plan put in place a framework to enable EOWA to respond to:

- the emphasis of the new legislation, in particular, education;
- the central role of implementing the government-endorsed recommendations of the regulatory review committee; and
- the need to work in partnership with organisations, using a pragmatic and

solutions-orientated approach.

All staff had the opportunity to contribute to the development of the strategic plan and values, through workshops and planning sessions.

## Internal audit

The EOWA Audit Committee is established under Section 46 of the *Financial Management and Accountability Act 1997*. The role of the committee is directed towards:

- the enhancement of the control framework;
- improving the objectivity and reliability of externally published financial information; and
- assisting the Director to comply with all legislative and other obligations.

## Service Charter

EOWA has a Service Charter. During the year there were only two complaints to EOWA regarding service standards under the Service Charter. These were addressed promptly.

## External scrutiny

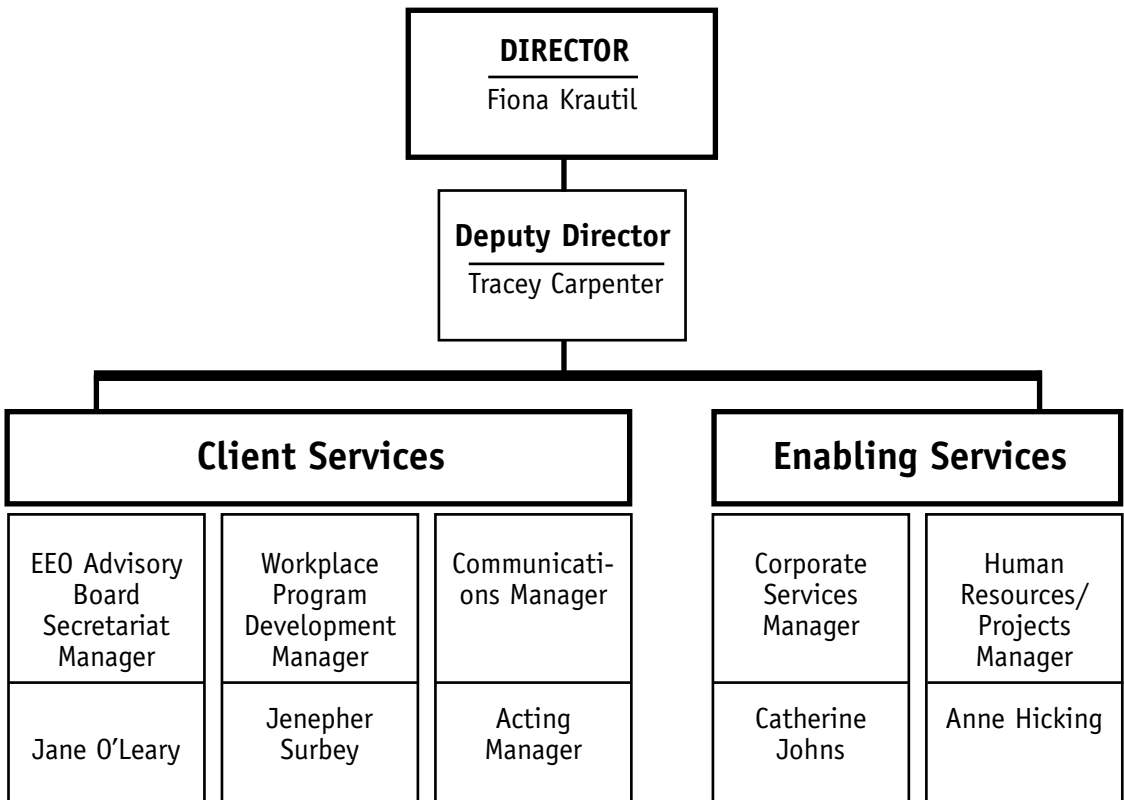
EOWA activities are scrutinised by Federal Parliament through its established

committee processes, as well as parliamentary questions on notice.

During 1999-2000 EOWA was not the subject of any:

- judicial decisions or decisions of administrative tribunals that have had, or may have, significant impact on operations; and

**Figure 3. EOWA organisational structure**



The Director is a Holder of Public Office, whose remuneration is determined by the Remuneration Tribunal.

## MANAGEMENT AND ACCOUNTABILITY

- reports on the operations of EOWA by the Auditor General (other than the report on financial statements), Parliamentary Committee or the Commonwealth Ombudsman.

## Management of human resources

During the year EOWA developed and implemented a performance planning and management framework to create a corporate culture more closely aligned with business and client needs. Flowing from the Commonwealth Government's initiative to provide a broader educative focus, EOWA embraced broad structural and organisational change to provide responsive business focused client services. EOWA introduced its change program to facilitate a fundamental shift in activities to emphasise its role of educating and assisting employers to improve equal opportunity for women in the workplace as well as continuing its regulatory role.

In February 2000, following the implementation of the new legislation, staff participated in a strategic planning conference focussed on the development of a management work plan for the implementation of the EOWA new vision and mission statements. The workshop provided an opportunity for all staff to contribute fully to the EOWA vision and embrace its new culture.

Throughout the year staff participated in a range of training and development opportunities targeted at improving client service and increasing responsiveness and productivity. In particular, resources were devoted to enhancing on-line services, accessibility for clients and presentation workshops. Staff attended training activities to ensure EOWA compliance with legislative changes associated with the introduction of the new *Public Service Act 1999* and changes to the financial accountability framework.

A total of \$57 229 was devoted to training and development activities. Four members of staff were sponsored under the EOWA Studybank scheme.

### Workplace Relations

In March 2000, EOWA commenced the bargaining process for a new enterprise agreement. The existing agreement was due to expire in July 2000. As at 30 June, in principle agreement had been reached on the majority of items tabled.

### Staffing overview

**Table 4. Staffing Profile for EOWA as at 30 June 2000**

Band	Full-time	Part-time	Ongoing	Non-ongoing	Men	Women	Employed under Public Service Act
5	1	-	-	1*	-	1	0*
4	7	-	7	-	-	7	7**
3	12	2	11	3	1	13	14***
2	4	-	4	-	-	4	4
1	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>24</b>	<b>2</b>	<b>22</b>	<b>4</b>	<b>1</b>	<b>25</b>	<b>25</b>

**Table 3 Key:**

**Band 5:** Senior Executive Service or equivalent (\* Director of Equal Opportunity for Women in the Workplace EOWA is a holder of public office for a fixed term and is therefore not employed under the Public Service Act 1999)

**Band 4:** Executive Levels 1 and 2    **Band 3:** APS Level 5-6 or equivalent    **Band 2:** APS Level 2-4

**Band 1:** APS Level 1

\*\* **Band 4** includes 1 employee on extended leave of absence

\*\*\* **Band 3** includes 3 employees on extended leave of absence, and 2 employees who job-share one position.

**Table 5. Representation of EEO groups among staff**

Band	CLDB	ATSI	PWD	Women	All staff
5	-	-	-	1	1
4	1	-	-	7	7
3	2	-	-	11	12
2	2	-	-	4	4
1	-	-	-	-	-
<b>TOTAL</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>23</b>	<b>24</b>

**Table 4 Key:**

**Band 5:** Senior Executive Service or equivalent    **Band 4:** Executive Levels 1 and 2

**Band 3:** APS Level 5-6 or equivalent    **Band 2:** APS Level 2-4    **Band 1:** APS Level 1

**CLDB:** Culturally and linguistically diverse backgrounds

**ATSI:** Aboriginal or Torres Strait Islander

**PWD:** People with a disability

**NB: THIS TABLE INCLUDES ON-GOING STAFF, NON ON-GOING STAFF AND STAFF ON SECONDMENT.**

## Purchasing

EOWA purchasing activity was in line with the core policies and principles outlined in the *Commonwealth Procurement Guidelines*, and all staff were required to take these into account when undertaking any procurement activity.

Purchasing staff ensured that payments were made by direct credit wherever possible, and made effort to ensure payment of all accounts by the due date and published all purchases of \$2 000 and over within the prescribed period.

## Assets management

EOWA has devolved the assets management responsibility so that ultimately the care of assets is a concern for all staff.

EOWA has ensured that its assets management process includes planning the acquisition, use and disposal of assets used to deliver services in such a way as to maximise their service potential.

The EOWA main objectives in relation to assets management are:

- to achieve the best possible match of assets and their use with EOWA business needs;
- to maintain a systematic and structured framework covering the whole life of an asset;

- promoting efficient, effective and ethical use of Commonwealth resources; and
- to ensure EOWA's asset base is properly maintained over time.

## Social justice and equity

EOWA seeks to improve social justice and equity through working to achieve the outcome of 'equality of opportunity in employment for women'. The role of the EOWA is to work with employers to eliminate discrimination against women in the workplace. Details of EOWA activities and performance can be found in Chapter 2.

## Consultants and competitive tendering and contracting

During the year EOWA engaged external consultancy services for the following reasons:

- the need for specialised skills;
- lack of in-house resources; and
- need for change agent or facilitator.

**Table 6. Consultancy contracts during 1999–2000**

Name of consultant	Purpose	Cost	Publicly Advertised	Reason for engaging consultant
Strategic Research and Growth	Exploration of strategic directions & review implementation issues - Facilitation of meetings - Advising on development of report form.	\$18 870	No	Lack of inhouse specialist skills and resources
Standards Australia	Definition of document structure/stakeholder consultations/writing and compilation of documents.	\$28 968	No	Provision of on-line discussion forum
Public Relations Partners Pty Ltd	Develop and deliver media strategy for the launch of: -1998-99 Annual Report - Advisory Board	\$9 073 \$4 000	No	Need of specialist knowledge and contacts in media industry

The EOWA Chief Executive Instructions and supporting guides detail the policies for the engagement of consultants.

Delegates are required to take into consideration, value for money, open and effective competition, probity, public defensibility, ethics and fair dealing and accountability.

## Other information

### Occupational health & safety (OH&S)

The EOWA OH&S Committee meets on a needs basis and considers a range of issues relevant to the health, welfare and safety of staff. Issues affecting the specific working

## MANAGEMENT AND ACCOUNTABILITY

environment have been discussed with building management, joint safety measures were agreed upon and proper advice issued to staff.

During the year EOWA provided worksite assessments for its officers as well as screen-based eye tests. There have been no accidents or dangerous occurrences during the year.

### **Freedom of information (FOI)**

In 1999-2000 there were no requests submitted under the *Freedom of Information Act 1992*.

The following information is provided in compliance with Section 8 of the *Freedom of Information Act 1992*.

#### **Categories of documents**

EOWA maintains the following categories of documents:

- cabinet documents - relating to the decisions regarding EOWA;
- policy documents - relating to the provision of advice and recommendations to the Minister, Director and senior management, including files, reports, correspondence and submissions;
- reports - public and confidential reports submitted by relevant employers as required by the Act;
- submissions - submissions to, and reports

on, public inquiries;

- internal administration documents - financial, staffing, office procedure and similar documents;
- publications - the *Voluntary Report Form* and other relevant guidelines are available on the EOWA website, hard copies are also available; and
- documents received from external sources - EOWA receives a variety of documents from external sources, including documents such as consultants' reports and external research papers and reports.

#### **Access to EOWA documents**

Initial enquiries concerning access to documents should be directed to the Freedom of Information Officer on (02) 8255 6300.

Requests for access to documents are to be made in writing and posted or delivered, together with the prescribed fees, to:

The Director

Equal Opportunity for Women in the Workplace Agency

GPO Box 4373

SYDNEY NSW 1004

#### **Discretionary Grants**

EOWA does not provide discretionary grants.

#### **Advertising and market research**

The following information is provided in accordance with legislative requirements.

### **Advertising agencies**

The services of advertising agencies were not used during the year.

### **Direct mail organisations:**

Overland Business Services was used for the distribution of the EOWA newsletter *Action News* and letters to organisations covered by the Act, total cost was \$7 600.

The mailing house was used for the mailout of letters to organisations covered by the Act, total cost was \$1 589.

### **Market research organisations and polling organisations**

The services of these organisations were not used during the year.

### **Media advertising organisations**

No advertisements, other than recruitment, were placed during the year.