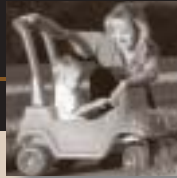


5

CORPORATE SUPPORT



CORPORATE SUPPORT

The Corporate Support Program provides a range of services to assist the Institute to meet its goals through developing and applying improved executive, administrative, personnel and information technology policies and practices.

Human resources management

The Institute has been effective in managing and developing its human resources to achieve organisational objectives. The employment of quality staff is vital to ensure that contract deliverables are met, and the Institute has managed an extended recruitment process for staff employed to work on contracts, including the Stronger Families Learning Exchange and Growing Up in Australia (the longitudinal study of Australian children).

There has been further training and instruction in project management for key staff, which is critical to the achievement of objectives in a project oriented environment.

The Institute has continued to improve the workplace culture through updates of and commitment to policies on workplace diversity and Australian Public Service (APS) values and conduct. Work is also well underway on improving induction procedures and the flow of information to new staff.

The Institute has commenced a review of its human resource systems and database, to

ensure that critical information for management decision-making is more readily available.

Staffing profile

At 30 June 2003, there was a total number of 68 staff, including fixed-term staff engaged for specific research projects or functional tasks, as they are needed. Of all staff, 22 were employed part-time.

Certified Agreement

The Institute's 2001–2002 Certified Agreement nominally expired on 30 December 2002. Negotiations on a replacement agreement commenced in August 2002, and were concluded in April 2003. The agreement will be finalised in early 2003–2004.

The agreement provides for salary increases totalling 13 per cent over the life of the agreement, which will have a nominal expiry date of 30 December 2005. The initial pay rise will be 4.5 per cent from certification. A 4.5 per cent increase will be paid on 1 January 2004 and a further 4 per cent on 1 January 2005. This provides a pay outcome of about 4.3 per cent per annum over the life of the agreement.

The agreement is funded from the annual agency appropriation, as well as contracts already awarded. All pay increases in the proposed agreement are contingent upon the Institute meeting its organisational targets, and individual performance assessments.

Table 5.1 Staffing overview: actual ongoing and non-ongoing full-time and part-time staff by gender at 30 June 2003

	Ongoing full-time	Ongoing part-time	Non-ongoing full-time	Non-ongoing part-time	Total
Men	5	0	2	4	11
Women	27	9	12	9	57
Total	32	9	14	13	68

A number of innovative changes in working conditions will be introduced. Sick leave and other types of special leave are replaced with Personal Leave. Full-time staff will receive 20 days of accruing personal leave per year; pro rata for part-timers. The leave may be used for non-work-related personal illness or injury; to care for family members who are ill or injured and for whom the employee has caring responsibility (but not simply to undertake normal caring responsibilities); on the death of a family member; or for other emergency reasons considered appropriate.

A new study leave policy, that recognises the increasing number of non-ongoing staff working on contracted projects, will be developed by end of 2003.

The current purchased leave scheme will be extended from 48/52 to 44/52 to enable parents to better balance school holidays.

A number of changes relating to leave to care for newborn or newly adopted children are proposed. These include increasing from 12 to 14 weeks the number of paid weeks leave for those on maternity leave or adoptive leave; enabling the use of up to six weeks of accrued personal leave as paid parental leave for a non-primary care giver; enabling the leave to be taken at half pay; encouraging the development of individual leave and return to work plans.

The Certified Agreement covers the majority of staff at the Institute. Staff in the Senior Executive Service (SES) and some Executive Level staff are employed on Australian Workplace Agreements (AWAs).

Performance Agreements

All ongoing employees and non-ongoing employees on contracts of longer than six

Table 5.2 Staffing overview: actual ongoing and non-ongoing staff by classification level and gender at 30 June 2003

Classification	AIFS classification	Ongoing staff		Non-ongoing staff		Total
		Male	Female	Male	Female	
SES Band 3		0	0	0	0	0
SES Band 1		0	0	1	1	2
Exec Level 2	AIFS Band 5	3	4	1	2	10
Exec Level 1	AIFS Band 4	2	6	0	2	10
APS Level 5-6	AIFS Band 3	0	14	2	9	25
APS Level 3-4	AIFS Band 2	0	9	1	4	14
APS Level 1-2	AIFS Band 1	0	2	3	2	7
TOTAL		5	35	8	20	68

Table 5.3 Staffing overview: salary ranges by classification

	\$ Pay point - lower	\$ Pay point - higher
SES Band 1	82,120	89,774
AIFS Band 5 2.5	0	81,357
AIFS Band 5 2.4	0	79,996
AIFS Band 5 2.1 - 2.3	68,277	77,407
AIFS Band 4	59,198	63,923
AIFS Band 3	43,036	53,044
AIFS Band 2	34,393	41,620
AIFS Band 1	26,682	33,485

months duration are required to participate in the Institute's Performance Appraisal Scheme. Salary increases, and incremental advancement are dependent upon achieving a satisfactory or better assessment at the annual performance review. All staff currently on Australian Workplace Agreements are entitled to performance bonuses linked to their end of year assessment.

Table 5.4 AIFS Certified Agreement and Australian Workplace Agreements

APS employees covered by AIFS Certified Agreement	62
APS employees covered by Australian Workplace Agreements	6

Table 5.5 Non-salary benefits by employment category and classification level

AIFS Certified Agreement

- Access to employee assistance program
- Study assistance
- Flexible remuneration packaging
- Purchased leave
- Special leave
- Home based work
- Flexi time

Australian Workplace Agreements: SES staff

- Motor vehicle, fuel and parking
- Mobile phone for official and incidental personal use
- Airline lounge membership
- Home office equipment, comprising standard PC monitor, printer and remote access to the network
- Financial and other support for professional and personal development
- Flexible remuneration packaging

Australian Workplace Agreements: non-SES staff

- Airline lounge membership
- Mobile phone for official and incidental personal use
- Flexible remuneration packaging

Table 5.6 Performance pay

Level	Number	Aggregated amount	Average	Minimum	Maximum
SES 3	0	0	0	0	0
SES 1	2	13,286	6,643	4,489	12,119
Executive Level 2	4	23,594	5,898	4,068	10,983

Staff development

Staff take part in approved training activities in their respective disciplines as well as general skills development. During 2002–2003, the Institute invested \$104,541 in direct training and development activities.

Workplace diversity and industrial democracy

The Institute fosters a work environment that values and uses the contribution of people of different backgrounds and cultures. The Institute provides flexible working arrangements to staff to support their different needs. The Institute has revised its Workplace Diversity plan, with most of the work conducted during 2002–2003. The plan will run for the next two years, and further staff training on workplace diversity and APS values and code of conduct is planned early in 2003–2004 to underpin the implementation of the plan.

Occupational health and safety

The Institute has continued to implement its Occupational Health and Safety (OH&S) policy, and provided training to employees during the year on the following issues: an overview of the OH&S legislation; structure and function of Safety, Rehabilitation and Compensation Commission; fitness practices; potentially unsafe work postures; and ergonomic set up. During the year two staff members undertook the training course to become OH&S representatives.

The Institute has an OH&S committee that meets on a quarterly basis and considers

specific workplace issues and provides recommendations to senior management. The Institute's current OH&S Agreement will be reviewed early in 2003–2004. There were no reports in 2002–2003 of a dangerous occurrence under Section 68 of the OH&S Act.

Information technology

The Information Technology Unit contributes directly to the productivity of the Institute by developing and maintaining a secure, reliable, effective, efficient and easy-to-use computing and communications environment.

In addition to managing the computing infrastructure, the Information Technology Unit is responsible for the Institute's Computer Assisted Telephone Interviewing (CATI) facility which provides expertise in interviewing and data entry, as well as maintenance of the Institute's web server, email, telephone and security systems.

Software

The Institute website was relocated to a dedicated server running Apache software, and a new version of Checkpoint firewall software was installed on a new dedicated server to conform to current security requirements.

Most Macintoshes (Macs) were upgraded to MacOS X to provide a more stable and productive computing environment for Institute staff, and CDATA 2001 (ABS Census) and MS Project software were installed.

During the year, the following software were upgraded: EtherShare (file server), Norton AntiVirus, Netscape (email & Internet), MS Office (Word, Excel, PowerPoint), Now Up-to-Date (calendar), Acrobat (document reader), BBEdit (Web), FileMaker (database), ProCite (bibliography), PhotoShop, DreamWeaver (Web), Unicorn (library), SPSS, SAS and Stata (statistics).

The Institute's Internet connection was increased substantially (from 64K to 1.5Mbs), greatly increasing the productivity of Institute staff and giving better access to Institute information to the outside world. The Internet domain name was changed from *aifs.org.au* to *aifs.gov.au* to more accurately reflect the nature of the Institute.

Hardware

Two new Unix servers were purchased, replacing eight-year-old servers. A new firewall server was configured to conform to current security requirements and the main Unix server was replaced, with file serving, SPSS, SAS, Stata, email and the Institute intranet relocated to the new server.

Twenty-four new Macs were purchased for new staff, and extra RAM was installed in all Macs to increase speed and stability of systems, and a new uninterruptible power supply was installed to protect the servers from power fluctuations.

Two new colour printer/copier/scanner/fax devices were installed to replace the high volume photocopier and colour printer, both of which had exceeded their useful life.

The computing hardware at the Institute now consists of four Sun Unix servers, 74 desktop Macs, six Mac portables and four Windows desktop PCs. There is also a CATI facility consisting of ten diskless PCs connected to the main Unix server. All computers are linked by a local area network, which is connected through a firewall to the Internet, thus ensuring security of Institute data.

Business management

The Institute has developed detailed guidelines and templates for the project planning and management process. A considerable amount of the work of the Institute is project

driven. Templates for contracts covering the type of projects that the Institute is likely to be involved in have also been developed.

The Institute has made significant changes to its Financial Management Information System (FMIS) to allow for more timely and effective monthly reporting. The Fraud Control plan has been revised in draft form and will be presented to the Audit, Finance and Administration Sub-Committee of the Board for approval in early 2003–2004.

The Institute has revised its Purchasing Guidelines and is currently reviewing the financial delegations of staff to approve expenditure.

Purchasing

The Institute has conducted its procurement of goods and services within government and internal purchasing guidelines,

which emphasise value for money considerations, as well as the promotion of open and fair competition. Most Institute suppliers are Australian based, and their performance is reviewed on a regular basis.

Consultants and competitive tendering

The Institute's major consulting costs have been concerned with sub-contracting for the Growing Up in Australia (the longitudinal study of Australian children) project and Family and Work Decisions research contracts. Both studies have required major data design and collection phases, which were best delivered using the expertise of external consultants. All consultants were selected in accordance with the Institute's procurement guidelines. Major sub-contractors were required to meet detailed selection criteria in an open and competitive process.

Provider	Service	\$
Access Co	Library and information database technical support	26,574
ANI Intellect	Computer Installation support	17,133
Australian Council for Education Research	Growing Up in Australia contract – Development and design support	10,800
Charles Sturt University	Growing Up in Australia contract – Development and design support	18,950
Colmar Brunton Social Research	Growing Up in Australia contract – Development and data collection for the study	180,052
Macquarie University	Growing Up in Australia contract – Development and design support	18,450
The Meeting Planners	Organisation of AIFS Conference	39,126
Queensland Institute of Technology	Growing Up in Australia contract – Development and design support	50,100
Telethon Institute for Child Health Research	Growing Up in Australia contract – Development and design support	20,900
Think Plan Perform P/L	Development of project planning and management guidelines and training of staff	20,437
University of New South Wales	Growing Up in Australia contract – Development and design support	12,400
Wallis Consulting Group	Family and Work Decisions project – major data collection exercise conducted in several stages	102,765
Wallis Consulting Group	Fertility Decision Making project – first stage in collection of data	17,930
The total cost of consulting services for 2002–2003 was		\$577, 253

Table 5.7 lists those consultancy services with a cost of \$10,000 or more for the year.

Records management

The Institute has commenced a review of its record-keeping systems with the establishment of a Records Management Committee. The Committee has recommended an action plan, including a limited tender proposal for a Records Management Consultant to assess needs and introduce an integrated records system to the Institute. This will incorporate both electronic and paper elements of the Institute's records. Most of the work will be conducted during early 2003–2004.

Security

The Institute has enhanced its building and office security in light of both increased external threats and contract requirements with the need for storage of confidential data on site. Major work has been performed in the reception area to increase security and scrutiny of people entering the building.

Property issues and assets management

The Institute has continued with office renovations to house additional staff associated with the Stronger Families Learning Exchange (SFLEX), Growing Up in Australia (the longitudinal study of Australian children) and the Australian Centre for the Study of Sexual Assault. In March 2003 there was a building

rent review in which the Institute negotiated a figure based on its own independent market assessment. Quotes have been organised for the internal repainting of the Institute, which will be conducted early in 2003–2004.

Advertising and market research

Table 5.8 provides the particulars of advertising and market research expenditure of \$1,500 or greater.

Disability strategy

The Institute is in the process of developing an Action Plan that will help implement the Disability Strategy. The Institute has consulted widely with other agencies, and will implement the Action Plan during the first half of 2003–2004.

Ecologically sustainable management

The Institute developed an energy policy during 2002–2003 and this will soon be placed on the staff Intranet. The policy includes a series of implementation strategies which are directed towards reducing energy usage. This includes the use of recycled paper products for printing.

Freedom of information

No requests were made this year of the Australian Institute of Family Studies for information under the *Freedom of Information Act 1982*. The following information about

Table 5.8 Advertising and market research costs \$1,500 and over		
Provider	Service	\$
Canberra Mailing	Family studies brochures mailouts	2,131
HMA Blaze P/L	Staff advertising	22,978
HMA Blaze P/L	Tender advertising	4,068
Mailcare System P/L	Newsletter mailouts	10,972
Impact Printing Vic P/L	Distribution of <i>Family Matters</i>	16,784
National Direct Response P/L	Distribution of booklets	1,664
Starcom Worldwide P/L	Staff advertising	29,350
The total advertising and market research costs for 2002–2003 were		\$ 90,414

arrangements for access to Institute documents is included under Section 8 of the Freedom of Information Act.

Outside participation

The Institute has established and maintains formal and informal contacts with a wide range of individuals and organisations for the purpose of obtaining and giving advice, collaborating on studies, exchanging information, seeking access to data, and exploring options for the development of the Institute's work.

Specific avenues for outside participation include input by experts in design seminars and steering groups of Institute studies, external review of Institute manuscripts prior to publication, Visiting Fellows, and a biennial national Australian Institute of Family Studies Conference.

The Institute's Library is open to the public, and the staff handle enquiries by phone, facsimile, email, letter, or in person.

Categories of documents and procedures

The Institute maintains three categories of documents. The first is research data collected by survey interviews (this information is obtained from respondents on the understanding that their anonymity will be preserved and the information provided is confidential to the Institute; datasets may be made available to external researchers when all identifying details are removed). The second is general correspondence. The third category is published and unpublished research reports.

The procedures the Institute has in place for Freedom of Information requests is that the Institute's Manager, Strategy and Communication, will assist applicants to identify the particular documents they seek. If a request is to be refused on grounds appearing in section 15(2) or section 24(1) of the *Freedom of Information Act 1982* (insufficient information or unreasonable diversion of resources), applicants will be notified and given an opportunity for consultation. The officer authorised to deny access to documents is the Manager, Strategy and Communication. As noted, no Freedom of Information requests were made during the reporting period.