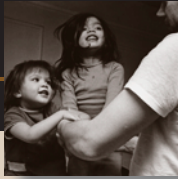


# 6

## CORPORATE SUPPORT



## CORPORATE SUPPORT

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

### Human resources management

#### *Australian Public Service values in the Institute*

The Australian Public Service (APS) values are enthusiastically upheld throughout the Institute. The APS values are congruent with the Institute's values, which are essential to the Institute performing its role as a trusted provider of research that informs the Australian Government and the community and influences policy, services and support for families. In all its activities the Institute values:

- Excellence
- Collaboration
- Integrity
- Leadership
- Initiative
- Professionalism

The importance of the APS values is incorporated into the everyday management and operations of the Institute. For example, the obligations of employees to uphold the APS values and abide by the APS Code of Conduct are promoted in training courses; robustly applied to personnel management processes; upheld by guidelines and procedures that take account of the APS values; and reflected throughout Institute human resource documents available to employees through the Institute Intranet.

#### *Management of human resources*

As at 30 June 2007, there were 61 staff members employed at the Institute under the *Public Service Act 1999* – 12 males and 49 females. The following tables present the profile of Institute staff by employment classification and sex, and by type of employment.

**Table 6.1 Staffing overview: actual ongoing and non-ongoing full-time and part-time staff by gender at 30 June 2007**

	Ongoing full-time	Ongoing part-time	Non-ongoing full-time	Non-ongoing part-time	Total
Male	7	0	4	1	12
Female	22	10	11	6	49
<b>Total</b>	<b>29</b>	<b>10</b>	<b>15</b>	<b>7</b>	<b>61</b>
<b>% of all staff</b>	<b>48%</b>	<b>16%</b>	<b>25%</b>	<b>11%</b>	<b>100%</b>

**Table 6.2 Staffing overview: actual ongoing and non-ongoing full-time and part-time staff by gender at 30 June 2006**

	Ongoing full-time	Ongoing part-time	Non-ongoing full-time	Non-ongoing part-time	Total
Male	6	0	4	2	12
Female	20	8	10	3	41
<b>Total</b>	<b>26</b>	<b>8</b>	<b>14</b>	<b>5</b>	<b>53</b>
<b>% of all staff</b>	<b>49%</b>	<b>15%</b>	<b>26%</b>	<b>9%</b>	<b>100%</b>

**Table 6.3 Staffing overview: actual ongoing and non-ongoing staff by classification level and gender at 30 June 2007**

Classification	AIFS classification	Ongoing staff		Non-ongoing staff		Total	% of all staff
		Male	Female	Male	Female		
SES Band 1				1	1	2	3%
Exec Level 2	AIFS Band 5	4	4		2	10	16%
Exec Level 1	AIFS Band 4	2	7	1	4	14	23%
APS 6	AIFS Band 3	1	10		2	13	21%
APS 5	AIFS Band 3		4	1	2	7	12%
APS 4	AIFS Band 2		5	1	1	7	12%
APS 3	AIFS Band 2		1	1	4	6	10%
APS 2	AIFS Band 1		1		1	2	3%
APS 1	AIFS Band 1						0%
<b>TOTAL</b>		<b>7</b>	<b>32</b>	<b>5</b>	<b>17</b>	<b>61</b>	<b>100%</b>
<b>% of all staff</b>		<b>12%</b>	<b>52%</b>	<b>8%</b>	<b>28%</b>	<b>100%</b>	

### Workforce planning

Workforce planning is a high priority for the Institute and is being undertaken to ensure there are sufficient staff with the skills and capabilities for the Institute to meet its strategic goals, now and in the future. The focus on workforce planning is in response to continuing pressure to attract and recruit competent staff, together with an increasing need to induct and retain staff in whom the Institute is investing development effort and who possess valuable corporate knowledge.

The approach to workforce planning is driven by the Institute's core business, which has resulted in the recognition of priority workforce issues which will form the basis of strategies to be further explored in 2007–2008.

The identified priorities include:

- identifying and obtaining capabilities required in the future;
- implementing more flexible placements of work across the Institute; and
- implementing targeted retention strategies.

The process has helped the Institute place new and emerging research issues and workload into context.

### Recruitment

In common with much of the Australian Public Service, the Institute faces a tightening labour market and a changing workforce. Continued pressure exists to attract, recruit and retain capable staff. To meet the high level of recruitment needed, the

Institute has focused on improving attraction and recruitment processes. There is commitment to delivering both a recruitment strategy and timely and efficient recruitment services that are focused on attracting and selecting high-calibre candidates.

The Institute is working towards improving alignment of recruitment activities with research needs, and has an ongoing commitment to:

- improving the capabilities of selection panels and delegates;
- trialling a range of methods for assessing applicants;
- developing resources, tools and guidelines for applicants, panels and delegates;
- progressing work level standards;
- improving the quality and consistency of advertising; and
- further increasing awareness of the Institute.

### Agreement making

After extensive consultation with employees and their representatives to develop the Institute Certified Agreement 2006–2008 under section 170LK of the *Workplace Relations Act 1996*, the Australian Industrial Relations Commission certified the Agreement on 28 February 2006. The Agreement was certified prior to the amendment of the *Workplace Relations Act 1996* by the *Workplace Relations Amendment (Work Choices) Act 2005*.

The agreement, which runs until December 2008, provides for pay increases totalling 10.5 per cent by January 2008. Staff received their first 4 per cent increase on Certification. A further 3.5 per cent was paid in January 2007, with a further 3 per cent due on 1 January 2008. All pay increases in the agreement are contingent upon the Institute meeting its organisation targets and individual performance assessments, with employees and managers agreeing to work together to offset pay increases by increasing operational efficiency through more streamlined administrative processes and more effective use of resources to increase productivity.

Details of the number of staff covered by an Australian Workplace Agreement or a Certified Agreement at 30 June 2007 are as follows:

Certified Agreements	52
Australian Workplace Agreements	9

	Pay point – lower \$	Pay point – higher \$
SES Band 1	101,454	117,978
AIFS Band 5	83,469	99,459
AIFS Band 4	72,370	79,920
AIFS Band 3	58,167	64,847
AIFS Band 3	52,613	56,725
AIFS Band 2	46,862	50,882
AIFS Band 2	42,047	46,212

**Table 6.6 Non-salary benefits by employment category and classification level**

<b>Institute Certified Agreement</b>	
■	Access to employee assistance program
■	Study assistance
■	Flexible remuneration packaging
■	Purchased leave
■	Special leave
■	Home-based work
■	Flexi-time
■	Airline lounge membership, if travelling frequently
<b>SES staff – Australian Workplace Agreements</b>	
■	Motor vehicle, fuel and parking
■	Mobile phone for official and incidental personal use
■	Airline lounge membership
■	Home equipment, comprising standard PC monitor, printer and remote access to network
■	Financial and other support for professional and personal development
■	Flexible remuneration packaging
<b>Non-SES staff – Australian Workplace Agreements</b>	
■	Airline lounge membership
■	Mobile phone for official use
■	Flexible remuneration packaging
■	Remote access to network

**Table 6.7 Performance pay**

Level	Number	Aggregated amount \$	Average \$	Minimum \$	Maximum \$
SES 1	2	29,637	14,818	14,818	14,818
Executive Level 2	8	41,728	4,636	1,140	8,649

### *Learning and development*

The objective of learning and development activities is to ensure that the Institute has the organisational capability to respond to research challenges both now and in the future. During 2006–2007, the Institute invested \$45,000 in direct training and development activities.

### *Individual performance management*

The Institute's performance management system establishes a direct link between high-level strategic aims and objectives and the work of individual employees. Performance indicators measure how we achieve key deliverables.

The principles underpinning the system are:

- valuing constant communication and feedback between all parties in relation to discussing individual performance;
- building relationships that encourage open and frank communication and trust; and
- maximising staff potential through the support of individual development, growth and work satisfaction.

## Occupational health and safety

The Institute is committed to providing and maintaining a safe and healthy workplace, and meeting its responsibilities under the *Occupational Health and Safety (Commonwealth Employment) Act 1991*.

OHS responsibilities are shared between management and employees. The Institute has an OHS Committee that works within the framework of the current OHS Agreement.

The Institute runs an annual free flu vaccination program for all staff. To encourage staff to improve their fitness and general health, each employee is also able to receive reimbursement of \$100 for participation in appropriate health promotion activities under the Promoting Good Health Scheme.

There was one notifiable accident reported to Comcare and no OHS investigations undertaken in 2006–2007.

Comcare provided notification that the Institute workers' compensation premium for 2006–2007 has been set at 1.07 per cent of total salary (including GST) as compared to a premium of 1.77% for all agencies combined.

## Access for people with disabilities

There are many types of disability and people may have disabilities as a result of accident, illness or genetic disorder. Under the Commonwealth Disability Strategy framework, the Institute has a strong commitment to:

- access to Institute products and services for clients with disabilities; and
- equal employment opportunity for people with disabilities.

The Institute's performance against the Commonwealth Disability Strategy is set out in the Appendix.

## Consultants

The Institute's core business to provide research to inform and influence government policy often requires the use of consultant expertise. Consultants are generally engaged when particular specialist expertise is necessary, sufficiently skilled expertise is not immediately available in-house, or independent advice on an issue is required.

The services provided by consultants include information gathering, research, data analysis, surveys, different types of financial activities, and the provision of technical expertise.

The engagement of consultants is carried out in the same manner as the Institute's other procurement activities, and is consistent with the Commonwealth Procurement Guidelines and the Director's Instructions. The priority is to obtain value for money. Competitive processes are, as far as possible, used for the selection of consultants, and the Director's Instructions contain guidelines for the approval of expenditure.

The Institute did not have any contracts exempt from the gazettal requirement during 2006–2007.

**Table 6.8 New consultancies let to the value of \$10,000 or more during 2006–2007**

Consultant name	Description	Contract Price <sup>1</sup>	Selection Process <sup>2</sup>	Justification <sup>3</sup>
Adelaide Research and Innovation Pty Ltd	Evaluation of National Child Protection Clearinghouse services	\$15,682	Direct source	C
Alexandra Osborn	Issues paper and 8 short briefs for National Child Protection Clearinghouse	\$12,000	Direct source	E
Australian Government Solicitor	Provision of legal advice – Lease negotiations	\$37,250	Direct source	A
Australian Government Solicitor	Provision of legal advice – Project management tendering process	\$30,000	Direct source	A
Australian National University (ASSDA)	Development of data framework tool	\$48,773	Direct source	E
Australian National University	Provision of research expertise for the design of a study into the impact of drought on families in rural and regional Australia	\$33,660	Direct source	E
Dr Adrienne Burgess	Preparing expert issues paper	\$13,200	Direct source	E
Dr Jennifer McIntosh	Preparing expert issues paper	\$13,200	Direct source	E
Libraries Alive!	Review of library services	\$27,473	Select tender	D
PKF Chartered Accountants & Business Advisers	Provision of services in relation to a review of compliance to the FMA Act	\$18,100	Select tender	D
Price Waterhouse Coopers	Support for the transition from the CAC Act to the FMA Act	\$21,738	Select tender	D
Resolution Consulting Services	Support for financial management reporting processes	\$15,058	Direct source	D
Resolution Consulting Services	Contracts system improvement support	\$40,651	Direct source	D
Resolution Consulting Services	Provision of services in relation to preparing Procurement Guidelines for staff	\$20,500	Select tender	D
SNAICC	Research and collection of data	\$17,600	Direct source	D
Urbis JHD	Provision of services in relation to property lease and make good negotiations	\$16,500	Direct source	D
Wallis Consulting Group Pty Ltd	Data collection for impact of drought on families	\$310,049	Open tender	B

<sup>1</sup> GST inclusive

<sup>2</sup> Explanation of selection process terms drawn from the *Commonwealth Procurement Guidelines* (January 2005):

Open tender: Request for tender is published inviting all businesses that satisfy the conditions for participation to submit tenders

Select tender: Procuring agency selects which potential suppliers are invited to submit tenders in accordance with the mandatory procurement procedures

Direct source: Available only under certain defined circumstances. An agency may contract a single potential supplier or suppliers of its choice and for which conditions for direct sourcing apply under the mandatory procurement procedures

Panel: A number of suppliers, usually selected through a single procurement process, may each supply property or services to an agency as specified in the panel arrangements

<sup>3</sup> Justification for decision to use consultancy:

A. Skills currently unavailable within the Institute

B. Requirements for collection of quantitative/qualitative statistical information

C. Requirement for independent or impartial research/assessment by an independent organisation

D. Requirement for specialist/professional expertise

E. Consultant is recognised as an expert in the field and uniquely able to provide the required services

During 2006–2007, 22 new consultancy contracts (including those less than \$10,000) were agreed involving total actual expenditure of \$336,808. In addition, 21 ongoing consultancy contracts were active during the year involving total actual expenditure of \$3,139,137. Expenditure for the year totalled \$3,475,945.

A table showing trends has not been included as this is the first year that the Institute has operated as a prescribed agency under the FMA Act.

### *Categories of purpose*

The main purposes for which new consultancies were let in 2006–2007 were:

- research/evaluation and program support (35 per cent of all new consultancy engagements);
- corporate support due to additional consultancy requirements following the establishment of the Institute as a prescribed agency under the FMA Act (41 per cent of all new consultancy engagements); and
- engagements to assist with legal and other purposes due to the physical relocation to new premises (24 per cent of all new consultancy engagements).

## **Business and financial management**

### *Purchasing*

Purchasing activities are consistent with the Director's Instructions and Internal Procurement Guidelines, which are in accordance with the *Commonwealth Procurement Guidelines*.

### *Fraud control*

The Institute conducted a fraud risk assessment during the year and the Fraud Control Plan was updated accordingly as required under Regulation 19 of the *Financial Management and Accountability Act 1997*. The assessment did not reveal any material internal weaknesses or any material fraud risk areas. The inherent fraud risk of the Institute has been assessed as low. No fraud activities were identified during the year.

**Table 6.9** Fraud control certification

#### **CERTIFICATION OF FRAUD CONTROL ARRANGEMENTS**

I, Alan Hayes, certify that I am satisfied that for the financial year 2006–2007, the Institute has had:

- an appropriate fraud risk assessment and a fraud control plan prepared that comply with the Commonwealth Fraud Control Guidelines;
- appropriate fraud prevention, detection, investigation and reporting procedures and processes in place; and
- annual fraud data that has been collected and reported in compliance with the Commonwealth Fraud Control Guidelines.

**Professor Alan Hayes**  
Director



4 July 2007

## External scrutiny

In its first year under the FMA Act, the Institute participated in the Australian National Audit Office's ninth audit of Senate Order 192. The report for this audit is due for release in September 2007. The audit process was beneficial and provided the Institute with a range of opportunities for adopting best practice processes.

## Internal audit

The Institute finalised three internal audits during 2006–2007. PKF Chartered Accountants (PKF) was the provider of two of the internal audits and Resolution Consulting Services (RCS) provided the other.

The following were completed during 2006–2007:

- compliance against the FMA Act (PKF);
- fraud risk assessment and review of employee benefits provision (PKF); and
- review of contract processes (RCS).

Other major activities included:

- establishment of the Risk Assessment and Audit Committee as required under the FMA Act; and
- implementation of recommendations from audits by the Australian National Audit Office and Institute internal audit processes.

## Risk management

Institute staff held workshops with members of the FaCSIA Business Continuity Team to continue development of the Institute's Business Continuity Plan, which is designed to provide the necessary guidelines to enable the Institute to:

- take action to prevent potential disruption to the business;
- initiate necessary immediate action to safeguard staff and property at the time a crisis is recognised;
- efficiently plan and effectively manage the recovery of operations of the business to a satisfactory level;
- efficiently plan and effectively manage the resumption of normal business operations in permanent premises with its usual system and staff; and
- efficiently plan and effectively manage significant staff reductions in the event of possible pandemic influenza or other threat to business continuity that may be of a protracted nature.

## Information technology

Information technology staff 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. This includes management of the Institute's Web server, email, telephone and security systems.

### **Computing infrastructure**

Two new Apple Xserve servers were deployed, increasing disk capacity more than six-fold and enabling sophisticated management of our desktop standard operating environment (SOE). Files were migrated to the new servers while implementing new naming conventions consistent with the National Archives thesaurus.

A new Windows 2003 server was deployed running Crystal Reports, greatly decreasing the work required for finance staff to analyse financial data and enabling staff managing projects to easily produce their own financial reports.

A new tape backup system was deployed, enabling all servers to be backed up to a single tape, greatly increasing productivity of IT staff.

A new gigabit data network was designed and implemented and all computing infrastructure was successfully relocated to 485 La Trobe St while doubling the speed of Internet access.

### **Voice network**

In conjunction with the relocation, a new IP telephony voice network was designed and implemented, giving all staff greater functionality to manage voice calls, and integrating fax and voicemail with the email system for more flexible access, both locally and remotely.

### **Development**

Netscape was replaced with Safari and Apple Mail in the SOE, providing greater ease of use and functionality, while being easier to support.

Directory Services software was deployed enabling robust security, more efficient IT account management, easy staff logon to any computer, centralised file storage, and sharing of data between Macintosh and Windows platform.

Virtual Private Network (VPN) software was set up for secure access to servers from remote locations, greatly increasing productivity of staff.

FileMaker database development was completed to facilitate data entry and analysis for the Allegations of Family Violence and Magellan projects.

## **Protective security**

Considerable attention was devoted to ensuring that fit-out of the new premises at 485 La Trobe Street complied with requirements of the *Australian Government Protective Security Manual* and the *Australian Government Information and Communications Technology Security Manual*.

There were no major security incidents during the reporting period.

## **Freedom of Information**

No requests were made of the Institute this year for information under the *Freedom of Information Act 1982*. The following information about arrangements for access to Institute documents is included under Section 8 of the *Freedom of Information Act 1982*.

### 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 Institute conferences.

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

### Categories of documents and procedures

The Institute maintains the following categories of documents. The first is research data collected by survey interviews and questionnaires (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 procedure the Institute has in place for Freedom of Information requests is that the Institute's General Manager, Human Resources and External Relations, 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 General Manager, Human Resources and External Relations. As noted, no Freedom of Information requests were made during the reporting period.

## Advertising and market research

The following table provides the particulars of advertising and market research expenditure of \$1,500 or greater, as required by section 311A of the *Commonwealth Electoral Act 1918*.

Provider	Service	Total cost \$
Review Consulting	Advertising of staff positions online	3,745
HMA Blaze	Advertising of staff positions in newspapers	35,910

Name of organisation	Service provided	Total cost \$
Mailcare	Distribution of publications	55,396

## Ecologically sustainable development and environmental performance

Institute management and staff are committed to principles of ecologically sustainable development. The Institute's operations have the following environmental impacts and Institute staff have taken the specified initiatives to minimise their impact.

- Electricity consumption (causing emissions to the air and use of resources) has been reduced by ensuring that lighting for the new fit-out at 485 La Trobe Street was upgraded to low-energy lights and that all office equipment conforms to environmental standards, particularly with the completion of a phased replacement of monitors with modern LCD screens.
- Adverse effects due to transport (causing emissions to the air and use of resources) are primarily due to domestic airline flights. Staff are encouraged to use teleconference facilities where possible. The Institute has no vehicle fleet.
- Paper consumption (use of natural resources) is minimised by use of recycled paper and ensuring that printers default to using both sides of the paper.
- Waste generation (resource waste and emissions to the air) is managed by recycling of paper, cardboard, glass, plastics and metals.
- Water consumption (use of natural resources) has been enhanced by relocating to premises with water-saving facilities (including waterless urinals).