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## MANAGEMENT AND ACCOUNTABILITY

- : Corporate governance
- : External scrutiny
- : Management of human resources

## CORPORATE GOVERNANCE

### Overview

ASADA's corporate governance practices comply with statutory and other external requirements, and aim to achieve sound administration and financial management. They ensure the efficient, effective, and ethical use of our resources.

Key aspects of our corporate governance include:

- agreeing on clearly established role accountabilities, including clear delegations of authority and responsibilities
- planning and monitoring outputs, and
- monitoring our use of resources, based on budgeting, financial accounting, audit, fraud control, risk management, and other reporting systems.

Our corporate area provides operational support and strategic advice to the executive and staff. Issues covered include areas such as operational planning, procurement, human resources (HR), governance, resource management and budgeting, records management and information and communications technology.

ASADA has an overall framework in place for good governance, which aims to make sure we can fulfil our responsibilities with due diligence and accountability.

The major elements of our governance framework are:

- **Management structure** – our executive responsibilities, organisational structure, and senior committees are built around suitable terms of reference, appropriate controls, and the ability to monitor activity and performance.
- **Management environment** – we promote a culture that provides a coherent corporate planning framework, aligning our vision, strategies, planning processes and performance measures to meet clearly articulated goals. This is enhanced through leadership protocols, investing in people, a learning environment, and succession planning.
- **Consistency and compliance** – our executive, management, and staff adhere to Australian Public Service (APS) values, ethics, and the APS Code of Conduct when undertaking their duties and functions. This is also underpinned by the ongoing development and maintenance of systems that provide guidance on policies, procedures, and behaviours.
- **Monitoring and reporting** – we maintain a focus on efficient and effective business and financial performance. We achieve this through regular reporting against key performance indicators and the ongoing evaluation and review of outputs and outcomes.

The ASADA Members are responsible for decisions under the ASADA legislation. They have delegated certain powers to the ADRVC and management.

The Audit Committee, established by and reporting to the ASADA CEO, helps ensure accountability under the FMA Act.

Our management structure has three levels, with the following established accountabilities:

- The Chair is accountable for ASADA's management and strategic leadership.
- Each Group Director is accountable for their group's management and strategic leadership.
- Each Business Unit Manager is accountable for their unit's management and strategic leadership.

## Corporate/operational planning

During 2007–08, ASADA reviewed its existing Strategic Plan, and developed a new Strategic Plan for 2008–11. This new plan sets a number of objectives designed to challenge and develop the organisation. It focuses on strategies to achieve a level playing field for athletes and allows for innovation in our operations.

We have also developed a 'one-year priorities' plan that is underpinned by business unit plans for 2008–09. This is to ensure that our operating priorities align across the agency with our new strategic direction.

At the beginning of the forthcoming 2008–09 financial year, following the finalisation of the Strategic Plan 2008–11, we will change our organisational structure to best implement the Strategic Plan.



ASADA MEMBERS L-R PROF ANDREW MCLACHLAN, MS JENNIFER CLARK, DR BRIAN SANDO, MR RICHARD INGS, MS NICOLE LIVINGSTONE, MR JOHN BLACK AND MR GEOFFERY LEVY

## ASADA members

ASADA members operate in accordance with powers and functions prescribed under the ASADA Act and the ASADA Regulations. The ASADA Act provides for the appointment of a Chair and up to six non-governing members (including a Deputy Chair) by the Minister for Sport. Section 77 of the ASADA Act provides that the ASADA Chair is not subject to direction by ASADA in relation to the ASADA Chair's functions or powers under the FMA Act or the PS Act.

Key activities to which ASADA members contributed in 2007–08 included:

- the review of the National Anti-Doping scheme to incorporate changes to the Code and general administrative amendments
- operating the ADRVC, as a sub-committee of the members, and
- decisions as required under the ASADA Act and the NAD scheme.

**Table 8: ASADA member details at 30 June 2008**

Position	Name	Date commenced	Date ending	Meetings eligible to attend	Meetings attended
Chair	Mr Richard Ings	14 March 2006	13 March 2009	11	11
Deputy Chair	Mr Geoff Levy	14 March 2006	13 March 2009	11	9
Member	Mr John Black	14 March 2006	13 March 2009	11	10
Member	Ms Jennifer Clark	14 March 2006	13 June 2011	11	11
Member	Ms Nicole Livingstone	14 March 2006	13 June 2011	11	6
Member	Professor Andrew McLachlan	14 March 2006	28 March 2010	11	10
Member	Dr Brian Sando	14 March 2006	28 March 2010	11	10

On 6 June 2008, the Minister for Sport reappointed Ms Jennifer Clark and Ms Nicole Livingstone for three years.

**Mr Richard Ings (Chair)**

Richard Ings is ASADA's first Chair and Chief Executive. Mr Ings assumed these roles when ASADA was officially launched on 14 March 2006. Before this, Mr Ings joined what was then the Australian Sports Drug Agency as its Chief Executive in September 2005, following five years' working for the Association of Tennis Professionals, the governing body of the men's professional tennis circuit.

**Mr Geoffrey Levy AO (Deputy Chair)**

Geoff Levy brings legal and business experience to the ASADA membership. Until 1 January 2008, Mr Levy was Executive Chairman of Investec Bank (Australia) Limited and Non-Executive Chairman of listed companies the Specialty Fashion Group Limited and Cromwell Group Limited as well as a Non-Executive Director of STW Group Limited. Mr Levy is a former partner of Australian national legal firm, Freehills.

**Mr John Black (Member)**

John Black, a former Senator for Queensland, chaired the Senate Inquiry into Drugs in Sport that led to the establishment of ASADA and the design of drug testing regimes for Australian sport.

**Ms Jennifer Clark (Member)**

Jennifer Clark has had a long career in investment banking and as a non-executive director. She has been on various Australian Government boards since 1991, including the Australian Sports Commission and the Australian Sports Foundation.

**Ms Nicole Livingstone (Member)**

Nicole Livingstone has an extensive and highly successful background in swimming, including a silver medal and two bronze Olympic medals from three Olympics; six gold, two silver and a bronze from three Commonwealth Games; and four gold, two silver and a bronze from her six Pan Pacific Championships.

She is also a respected sports commentator and an outspoken critic of doping in sport.

Ms Livingstone has also been heavily involved in the Australian Olympic Committee's 'Live clean, play clean' anti-doping education program targeted at Australian junior elite athletes.

**Professor Andrew McLachlan (Member)**

Professor Andrew McLachlan is a pharmacist, teacher and researcher at the University of Sydney and Concord Hospital, with expertise in clinical pharmacology and drug testing. An educator of pharmacists and other health professionals, Professor McLachlan is also a consultant to industry and government in the evaluation and safe use of medicines.

**Dr Brian Sando OAM (Member)**

Dr Brian Sando is a sports medicine practitioner, the Chair of the AOC Medical Commission and a member of the Commonwealth Games Federation Medical Commission. Dr Sando has worked as a Medical Officer to seven Australian Olympic teams (four as Senior Medical Director) and is a former president of Sports Medicine Australia. He is also a member of the WADA Health, Medical and Research Committee and the FINA Doping Control Review Board.

## Anti-Doping Rule Violation Committee

Section 47(i)(b) of the ASADA Act allows ASADA to delegate functions and powers to a committee consisting of two or more ASADA members.

The ADRVC is an ASADA sub-committee that meets fortnightly and is made up of three ASADA Members: Dr Brian Sando (Chair), Mr Richard Ings and Professor Andrew McLachlan. The meetings are not restricted to these three ASADA Members, and all Members may attend.

The functions of the ADRVC include:

- determining whether there is enough evidence for ASADA to issue a 'show cause' notice to athletes or support personnel who have potentially committed an anti-doping rule violation
- determining whether there is sufficient evidence to make a finding of an anti-doping rule violation and place the relevant details on our RoF
- making recommendations to sports of the appropriate sanctions/consequences of anti-doping rule violations
- noting the opening and closing of examinations of laboratory reports of elevated testosterone/epitestosterone ratios (or other naturally occurring hormones), and
- reviewing the progress of ASADA's testing and investigation activities.

The ADRVC also decides whether any tribunal decision (such as decisions by the AAT or the Court of Arbitration for Sport) should be subject to appeal by ASADA, in cases where ASADA has a right of appeal. It also gives guidance to management on matters related to testing, investigations, result management, or enforcement actions.

**Table 9:** ASADA members' attendance at Anti-Doping Rule Violation Committee 2007-08

Date of meeting	Dr Brian Sando (Chair)	Prof Andrew McLachlan Deputy Chair	Richard Ings	Jennifer Clark	John Black	Geoff Levy	Nicole Livingstone
4 July 07	✓	✓	✓				
11 July 07	✓	✓	✓				
18 July 07	✓	✓	✓				
24 July 07	✓	✓	✓				
1 Aug 07	✓	✓	✓	✓			
15 Aug 07	✓	✓	✓				
29 Aug 07 (extraordinary meeting)	✓	✓	✓	✓	✓	✓	

*continued*

**Table 9:** ASADA members' attendance at Anti-Doping Rule Violation Committee 2007-08 *continued*

Date of meeting	Dr Brian Sando (Chair)	Prof Andrew McLachlan Deputy Chair	Richard Ings	Jennifer Clark	John Black	Geoff Levy	Nicole Livingstone
12 Sep 07	✓	✓	✓				
27 Sep 07	✓	✓			✓		
10 Oct 07	✓	✓		✓			
23 Oct 07	✓	✓	✓	✓			
9 Nov 07	✓	✓	✓	✓			
21 Nov 07	✓	✓	✓				
5 Dec 07	✓	✓	✓				
18 Dec 07	✓	✓	✓	✓			
23 Jan 08	✓	✓	✓	✓			
6 Feb 08	✓	✓	✓	✓			
19 Feb 08	✓	✓	✓	✓			
5 Mar 08	✓	✓	✓				
19 Mar 08	✓	✓	✓				
2 Apr 08	✓	✓	✓				
17 Apr 08	✓	✓	✓				
14 May 08	✓		✓	✓			
30 May 08	✓		✓		✓		
11 June 08	✓	✓	✓				
17 June 08	✓	✓	✓	✓		✓	
25 June 08	✓	✓	✓				
<b>TOTAL</b>	<b>27</b>	<b>25</b>	<b>25</b>	<b>11</b>	<b>3</b>	<b>2</b>	<b>0</b>

## Audit Committee

The Audit Committee is a central element of governance in ASADA. It is established by the ASADA CEO in accordance with section 46 of the FMA Act and the Financial Management and Accountability Orders 2.1.1 and 2.1.2. The role of the Audit Committee is to provide independent assurance and assistance to the ASADA CEO to meet his responsibilities under the FMA Act, on ASADA's risk, control and compliance framework, and its external accountability responsibilities.

The Audit Committee comprises three external members: Ms Jennifer Clark (Chair), Mr Geoffrey Levy and Mr David Lawler. Representatives from the Australian National Audit Office (ANAO), our internal auditors (Deloitte), the Chief Operating Officer, the Chief Financial Officer and the ASADA CEO attend all committee meetings. The Audit Committee met four times during 2007–08.

The committee considered a range of issues during the year, including ASADA's internal audit plan and our fraud and risk plans. It also managed our FMA Act compliance certificate and the implementation of ANAO and internal audit report recommendations.

## Senior management committees

### Executive Committee

The ASADA Executive Committee comprises the CEO, Chief Operating Officer, Group Director Deterrence, Group Director Enforcement and the Group Director Detection.

The Executive Committee is responsible for high-level policy issues relating to ASADA's strategic leadership and management. This includes:

- ▶ organisational development – shaping ASADA's future
- ▶ policy development and coordination – involving major anti-doping issues, generally with implications that involve more than one business area
- ▶ corporate governance – ensuring the efficient, effective and ethical use of resources, and
- ▶ planning and allocating resources – meeting current and future work priorities.

The Executive Committee is the main forum for consideration of ASADA's governance and accountability needs.

### Workplace Relations Committee

The Workplace Relations Committee was established under our Certified Agreement as a mechanism to consult with staff and provide advice to management on workplace issues, oversee the implementation of the Certified Agreement, and provide input into our successor agreement.

The Committee discusses workplace issues in a spirit of cooperation and trust, and enables employees to receive information on workplace issues affecting them, including business progress and the impact of new initiatives. The Committee allows employees to contribute their views on these issues.

The membership of the committee includes a management representative, the Chief Operating Officer, and four elected staff representatives. During 2007–08, the Committee met four times.

## Risk management

ASADA is committed to a comprehensive, coordinated and systematic approach to the management of risk. The approach is directed towards helping managers anticipate uncertain events, exploit opportunities and respond appropriately to potential weaknesses.

The Corporate Policy and Framework for Managing Risk and associated guidelines are consistent with the Australian/New Zealand Standard for Risk Management (AS/NZS 4360:2004).

### General business risk

Risk identification in ASADA occurs at several levels:

- The Executive team identifies strategic risks that apply to most areas of ASADA. These risks are taken into account in business plans.
- Group Directors and Business Unit Managers identify the main pressures, challenges, and risks that may affect their objectives in their annual business plans. This includes consideration of the strategic risks identified by the Executive Committee.
- During 2007–08 risk-mitigation plans were developed for all significant and high risks.
- Staff were also trained in risk assessments.
- Financial risk in ASADA is managed through a range of initiatives:
  - > Chief Executive Instructions, which are available to all staff and put into effect the FMA Act requirements. These instructions set out responsibilities and procedures that provide an overarching framework for transparent and accountable financial management. They also contain topics relating specifically to risk management and internal accountability
  - > a system of Financial Delegations which ensures that commitment and spending authorities rest with appropriate staff who are informed of their responsibilities
  - > the Internal Audit Plan, which identifies services and functions for auditing. It incorporates issues raised by the ANAO in its audit of our financial issues, policy evaluations, previous internal audits and strategic risk management issues, statements and, where appropriate, recent ANAO reports on cross-agency matters.
  - > regular reports are provided to ASADA members and the Audit Committee.

Risk management and insurable risks are aligned through Comcover and Comcare.

Monitoring of risk management occurs through:

- regular monitoring of the risk register by the Executive
- regular reporting of risks to the Audit Committee, and
- monthly meetings of the Risk Committee.

ASADA participated in the annual Comcover benchmarking survey. The results of this survey showed that we can improve on implementing our risk management framework, communication, training and awareness a plan for implementation of these key areas has been established for implementation in 2008–09.

## Fraud risk

ASADA has a fraud control plan that meets our needs and complies with the Commonwealth Fraud Control Guidelines. Staff within ASADA undertook fraud awareness training in 2007–08.

## IT business continuity

ASADA aims to identify and manage risks associated with the delivery of IT services. IT governance includes:

- ▶ the IT Disaster Recovery Plan, which sets out the strategies and processes to restore services if our central computing infrastructure is lost, either partially or completely. The plan aims to restore services within an appropriate time based on how critical the system is
- ▶ business continuity plans for our IT application systems, which set out alternative methods and processes to use, so we can continue to work while the IT environment is restored, and
- ▶ our IT Security Policy that addresses the requirements to protect information holdings and secure operation of our IT resources. The policy is based on the protective security policies and standards in the Australian Protective Security Manual and the Australian Government Information and Communications Technology Security Manual.

## Quality management

### Compliance with International Organization for Standardization 9001:2000

ASADA's Quality Management System continues to be certified as meeting the ISO 9001:2000 for quality management systems.

During 2007–08 two surveillance audits of our Quality Management System were conducted to assess our compliance with ISO 9001:2000. On both of these occasions, the auditor reported no major non-conformities, and recommended that certification of our Quality Management System be continued.

The scope of our ISO 9001:2000 certification is for the planning and provision of services that include:

- ▶ collection of athletes' urine and/or blood samples in line with the International Standard for Testing
- ▶ management of Therapeutic Use Exemptions in accordance with the International Standard for Therapeutic Use Exemptions
- ▶ procurement of secure transport and phlebotomy services
- ▶ procurement of contract analyses for detecting banned substances or methods, in line with the Prohibited List
- ▶ reporting of results of sample analysis in accordance with relevant legislation and standards
- ▶ investigation of potential anti-doping rule violations
- ▶ presentation of cases to anti-doping tribunals, and
- ▶ anti-doping education for athletes and support personnel.

We remain committed to the continuous improvement of our Quality Management Systems and to maintaining ISO 9001:2000 certification.

### Physical security

On 15 February 2008, ASADA's headquarters relocated offices to a purpose-built office location in Fyshwick, Canberra.

The move to the new Fyshwick premises has greatly enhanced our physical security status. Our records are now in an authorised-only access area and our server room security has been upgraded to 'Protected' status.

### Ethical standards

We have our own values statement that reflects and supports the way ASADA functions within the APS legislative framework and forms part of our performance management system. We are committed to supporting and promoting the APS values and the Code of Conduct in accordance with the APS Act.

The Chief Executive Instructions establish our financial administrative framework under the FMA Act. They provide the basis for effective, efficient, ethical and accountable use and management of Australian Government money and property. The Chief Executive Instructions provide a user-friendly approach to financial management processes and give staff guidance to help them comply with legislation and our ethical standards.

All corporate governance policies and procedures are available on our intranet site.

### Social justice and equity impacts

We recognise the importance of ensuring clients have equitable access to our range of services. We adhere to the principles of natural justice and procedural fairness enshrined in our governing legislation and carried through in the operating procedures for doping control and results management processes.

### Internal audits

Our internal audit services were provided by Deloitte and monitored by the Audit Committee. The 2007-08 Internal Audit Plan was based on the Strategic Audit Plan for 2007-10 and takes into consideration the risks in the Risk Management Plan and discussions with senior managers.

Internal audits conducted during the year included reviews of:

- ▶ the Athletes Whereabouts Online System
- ▶ results management processes and procedures
- ▶ the Australian Sports Drug Medical Advisory Committee processes and procedures, and
- ▶ contract procedures.

## Financial management

We have continued to focus on enhancing our financial and budgetary management practices and processes during the year. We have made significant progress towards the development of a budgeting tool which was rolled out for the 2008–09 Budget process.

The Finance Business Unit provides advice to ASADA managers on budgetary and financial matters. During the year, staff attended financial management training sessions in the areas of accrual accounting, budget management, credit cards and delegations.

## Customer service charter

Our customer service charter sets out the standard of service that people who deal with ASADA can expect, as well as the ways in which customers can help us improve customer service. The customer service charter is on the ASADA website [www.asada.gov.au](http://www.asada.gov.au).

## EXTERNAL SCRUTINY

### Significant developments

We have a set of procedures in place for the proper handling of all anti-doping rule violation cases. In April 2008, we had an external auditor review these procedures to check whether they complied with ISO 9001:2000. The auditor's assessment was that the procedures, and our implementation of them, are fully compliant with the International Standard.

### Decisions and reports

#### Judicial decisions and decisions of administrative tribunals

Our involvement in hearings before the AAT is outlined in the 'Results management' section under Output 1.3 – Enforcement Program.

There have been two applications before the AAT challenging our decision to enter an athlete's name (and other relevant details) onto the RoF in 2007–08. One of these applications was withdrawn by the athlete. The other matter was successful for the athlete, and ASADA has an appeal pending before the Federal Court.

#### Auditor-General reports

In 2007–08, the ANAO tabled 39 reports that made recommendations relevant to our operations. A key responsibility of the Audit Committee is to oversee the implementation of the recommendations contained in these reports.

Reports that are relevant to the operations of ASADA are:

- ▶ Audit report No. 18, 2007–08 *Audit of financial statements of Australian Government entities for the period ended 30 June 2007*
- ▶ Audit report No. 31, 2007–08 *Management of recruitment in the APS*, and
- ▶ Audit report No. 37, 2007–08 *Management of credit cards*.

## Parliamentary committee reports

There are no relevant reports.

## Commonwealth Ombudsman reports

ASADA received no reports from the Commonwealth Ombudsman in 2007-08.

## MANAGEMENT OF HUMAN RESOURCES

At ASADA we value our employees highly and recognise the significant contribution staff make in shaping the objective and outcomes of the organisation.

In 2007-08, our Human Resources team primarily focused on staff consultation, learning and development programs and performance and development for all staff.

### Overview

At 30 June 2008, we employed 64 staff (61 ongoing and 3 non-ongoing) and we had engaged 375 employees on a casual basis in the National Testing team.

Tables 20 to 26 in appendix F show our employee profile.

### Workplace relations and agreements

We are continuing to consult with staff on workplace matters, and our certified agreement reinforces staff involvement in decision-making.

#### Certified agreement

In late 2007, we initiated negotiations with workplace representatives on a replacement for the current certified agreement, which has a nominal expiry date of 8 March 2009. These negotiations were ongoing as at 30 June 2008.

#### Australian workplace agreements

At 30 June 2008 14 staff members were covered by Australian workplace agreements (AWAs), including 12 non-Senior Executive Service (SES) staff.

ASADA supported its collective agreement and AWAs with employment policies, procedures and guidelines providing staff with detail on how their terms and conditions of employment are administered and applied. Both agreements provide staff with a competitive range of terms and conditions of employment, placing both groups of employees competitively in the APS labour market.

AWAs were available to all ongoing employees until the revised employment framework provisions were advised in early 2008. A breakdown of staff on AWAs is shown in table 25

Our current SES employees are employed under AWA provisions, which typically provides for salary, superannuation, performance pay, access to a motor vehicle or equivalent cash allowance. Our SES officers are required to provide strong leadership and direction. This includes upholding and promoting the APS values and Code of Conduct contained in the APS Act.

## Performance management, recognition and benefits

### Performance Management System

Our Performance Management System was upgraded during May 2007. This updated version offers increased access to individual, workgroup and whole-of-organisation reporting facilities.

### Performance payments

A one-off individual performance-based bonus payment is accessible to employees employed under AWAs. Payment of a bonus is dependent on the outcomes of individuals' performance assessments and whether they have met pre-determined personal objectives.

Bonus payments are based on the performance outcome and the sliding scale of payments provided through the workplace agreement.

### ASADA-wide bonus

Under the ASADA Certified Agreement, an ASADA-wide performance bonus is provided for eligible employees. Payments made under this scheme are based on an assessment by the CEO and ASADA Members (in consultation with the Workplace Relations Committee) of our overall performance during the financial year. The ASADA-wide bonus will be paid to eligible staff during the first quarter of the 2008-09 financial year.

Based on performance in the 2006-07 financial year, ASADA made a total payment of \$94,661 in performance-based bonus payments to 49 eligible employees during the 2007-08 performance management year. A summary of performance payments is provided in table 24.

### Peer recognition

The ASADA Certified Agreement provides for a peer reward system, which supports our commitment to acknowledging and rewarding the outstanding performance of individuals and teams. The system gives staff the opportunity to recognise outstanding performances that demonstrate our core values.

### Non-salary benefits

Non-salary benefits we provided to our staff in 2007-08 included:

- free influenza vaccinations
- an employee assistance program
- rewards and recognition
- a health and fitness allowance, and
- study assistance.

### Workplace diversity

We are committed to creating an inclusive work environment that is free from harassment and enables staff to contribute to their full potential. The Workplace Diversity Program for 2006-09 highlights the following elements and measures for future reporting purposes:

- policies and practices
- fair treatment for all

- making the best use of diversity
- balancing home and work life
- building on equal employment gains
- making sure ASADA is an attractive place to work and is a workplace of choice, and
- ensuring ASADA enjoys quality stakeholder management.

### Staff survey

During July 2007, our staff completed a staff survey. The survey provided an evidence-based evaluation of organisational climate, staff motivation and the workplace factors that impact on motivation and productivity.

The broad aims of the survey were to:

- measure staff perceptions and opinions in a number of employment-related areas at a given point in time
- identify how satisfied/dissatisfied ASADA employees are with various aspects of their employment
- ascertain how strongly employees are engaged with the organisation, and
- gather data so we can make comparisons with future surveys.

The survey was designed to measure the climate in ASADA and not the specific culture of the organisation.

The survey results suggested that there was a climate of unease due to the major organisational and operational changes that occurred in transitioning the business to ASADA from mid 2006. Information resulting from the survey can be divided into the following categories:

- change management
- communication
- direction
- feedback
- job satisfaction
- learning and development
- the Quality Management System
- respect
- staff recognition
- stakeholders, and
- teamwork.

To address issues raised through the survey, ASADA is undertaking the following initiatives, and further developments will be communicated to staff.

- 1 Our Human Resources area provides a range of development opportunities to both recognise and encourage an ethos of ongoing learning for the ASADA community. During 2008–09, learning and development activities will focus on:

- > corporate-wide learning priorities
  - > recording and aligning individual learning and development plans in the performance management system, to make sure economies of scale can be achieved and the budget is spent effectively and efficiently, and
  - > role-specific training.
- 2 We have developed a new strategic plan through organisation-wide consultative processes involving staff, management, and board members.
  - 3 We undertook a major project to review and revise position profiles to better reflect the responsibilities of positions and to set a unified format and standard throughout the organisation.

## Workforce planning, staff turnover and retention

### Planning to retain staff

Workforce planning is high priority. The benefits of workforce planning are that it will help us to:

- ▶ position organisational capability to support business outputs and outcomes
- ▶ encourage an understanding of the workforce profile through an analysis of workforce data
- ▶ facilitate strategic responses to change
- ▶ manage our people by providing knowledge critical for effective and efficient business operations, and
- ▶ provide a direct link between expenditure on people with business outputs and outcomes.

In 2007–08, 95 per cent of employees were engaged on an ongoing basis and 5 per cent of employees on a non-ongoing basis.

During 2007–08 turnover was 2.7 per cent, a dramatic drop from 8.5 per cent in 2006–07. The high figure in the previous year was a direct result of the restructuring in early 2006 and entry into the APS providing employees with career opportunities. The lower figure in 2007–08 reflects the completion of the launch of ASADA, and a more settled workplace environment.

### Learning and development

We re-aligned our learning and development during 2007–08 to place more emphasis on business needs, leadership, and individual development requirements.

As learning and development has a direct link into the performance management cycle, the 2007–08 program provided a range of development opportunities to both recognise and encourage an ethos of life-long learning for the ASADA community. The HR team took into account staff feedback from the annual survey to set up the learning and development program for the 2007–08 year and future programs.

To ensure equitable access to learning and development, training and development opportunities were categorised into three levels of priority. This provided a guideline reflecting management's obligation to allow staff to attend and each individual's right to expect support. The three levels are as follows:

1. Essential skills for the current role.
2. Skills that could benefit the current role or help prepare for a future role.
3. Personal development unrelated to current or future career path.

The prioritised list has been helpful in reducing conflict and reaching a compromise in outcomes.

The staff survey highlighted the requirement for staff to have a better understanding of what it means to be an APS employee and confirmation of the expectations associated with each of the APS work level standards.

Learning and development programs attended by staff during 2007–08 included:

- corporate-wide training inducting staff into the APS and providing an understanding of work level standards (a refresher course for staff who have previously worked in the APS and a new course for people who have recently joined ASADA)
- corporate-wide training in project management
- corporate-wide training introducing risk management practices
- corporate-wide training in security
- corporate-wide training in financial budget requirements
- training on reporting to the board
- leadership training for Executive Level and SES level staff, as provided by the Australian Public Service Commission
- media training
- budget and financial essentials training
- training in how to respond to questions on notice
- Executive Assistant training, and
- tertiary support (for three staff members).

The Executive recognises the continuing need to ensure individual and team learning and development remains a priority. The Executive is continuing to address this in the development of performance management agreements and individual learning and development plans, as well as in the context of the workforce planning framework.

### Commonwealth disability strategy

We are committed to providing employment opportunities that support a physical working environment and underpinning workplace conditions that are healthy, safe and ensure equal access for all employees. We achieve this through the development and regular review of employment-related policies, procedures, programs and practices in the following areas:

- occupational health and safety
- recruitment and selection
- induction
- training and development, and
- individual performance monitoring and management.

