



Chapter 3
Business management

Discussion of the financial statements

In 2006–07, the AIHW's appropriation funding from the Australian Government was \$8.625 million, an increase of 0.9% on the previous financial year. Revenue from externally funded projects totalled \$16.300 million, an increase of 13.7% from the previous year.

The AIHW recorded a deficit of \$324,000 for the financial year. \$185,000 of this deficit was due to a one-off asset write-down following an independent asset valuation at 30 June 2007. The valuation actually increased total asset values by \$147,000, but because some asset classes decreased in value while others increased, the decreases of \$185,000 had to be expensed, while the increases of \$332,000 were credited to the asset revaluation reserve as required by Australian accounting standards.

Before the revaluation write-down, the AIHW recorded a deficit of \$139,000 for the year. This small deficit was due to the cost of appropriation funded work increasing faster than appropriation revenue. The size of the AIHW databases and the complexity of data analysis has increased substantially in recent years resulting in increased costs despite significant efficiency gains.

Cash and term deposits totalled \$7.1million, an increase of \$2.2m from the previous year. This was due to an increase in the amount of contract revenue received in advance of services provided and very low capital expenditure during the year.

The AIHW has received ministerial approval to budget for a deficit of \$730,000 in 2007–08.

Communicating to stakeholders

Getting the messages out better

In line with this strategic direction from the new corporate plan, a new internal Publication Planning and Production Advisory Committee was formed to advise on best practice in developing, writing and producing publications and other products, including website content. A key driver for this committee is the need to deliver our messages clearly in a style appropriate to our various stakeholders, clients and members of the broader community.

Case study — new look for AIHW reports

After many years of faithful service, AIHW's standard cover design has been updated. Composed of arcs, gradients and the familiar diamonds, the design is fresh but familiar.

Developed in-house by our graphic artist, the new cover includes elements that can be used across all AIHW print publications. The arc at the top of the cover is one of these special elements, and is used on all book covers, bulletins, *Access* magazine and other corporate material. The use of these elements across a full range of AIHW material promotes a distinctive brand.



Number of publications and reports produced

During the year, AIHW released a record 140 publications, averaging 107 pages and with 62 media releases. This constitutes 6% growth in reports over the preceding year and is the largest number of reports ever produced by the AIHW in one year. Published output included substantive reports, bulletins, working papers and 'report profiles' which summarise key findings in a user-friendly format to appeal to a wide audience (see overleaf).

All AIHW publications (released at an average of two or three a week) are freely available in full text on the website when their embargo is lifted. Currently, 3,700 people subscribe to the automated publications release notification service available on the site.

Printed copies of AIHW publications can be purchased by mail order, online via the website <www.aihw.gov.au> and at a discounted price over the counter at the AIHW's premises.

Report profiles

As the result of an opportunity to have a ministerial launch of the (Internet only) *BreastScreen Australia monitoring report 2003–2004*, the Business Promotion and Media Unit developed a four-page full colour Report Profile in conjunction with the Health and Functioning Group. The result was a professionally produced marketing tool (brochure) which was very well received by readers, media and other stakeholders.

The AIHW is now looking into the potential to produce more report profiles for specific publications. Additionally, *Access* magazine will feature report profiles in future publications.

Access magazine redesign

Access magazine is a corporate communications and promotional tool for AIHW and its work. With AIHW looking to develop new business avenues such as potential funders, future partners and collaborators, and to increase the readership of AIHW reports, it seemed timely to review the quality of its content and presentation with a view to increasing circulation from its current 2,800 readership base.

As a consequence, a completely new look and feel magazine has been designed and produced. The new *Access* magazine is now published twice a year and a freelance journalist has been engaged to write feature articles for the magazine to ensure a consistent style and quality across the major written content. The first new edition was well received by readers and already circulation numbers are increasing.

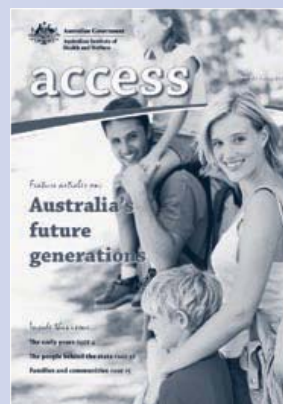
Website development and usage

The AIHW's website continues to serve as a major communication channel, with an average of over 3,000 individual visitors per day. All AIHW publications are available at no charge on the AIHW's website. In addition, the site offers free access to a large number of interactive 'data cubes', which allow users to produce tailored tables or graphs to suit their needs.

Access magazine

The design

Access has been given a major overhaul with the first 'new look' issue released in May 2007. We have refocused the look and feel of Access away from the previous newsletter format to a more magazine-style publication, whilst at the same time bringing it into line with the new design format developed for all of our other publications. There are more photographs and graphical elements to emphasise the human face of what we do.



How often will it be published?

We have reduced the number of issues from three to two a year. Access will now be published around April/May and September/October each year. These times will allow us to continue using Access to promote our two major flagship publications and associated conferences as well as other releases and important initiatives.

The content

The new Access is slightly longer than previous issues with a mixture of different types of articles.

Each issue now includes feature articles on a particular issue/subject — the first one being Australia's future generation. It also includes a range of report profiles, journal articles or conference papers, news in brief and a FastFACTS page providing readers with pertinent statistics on a specific topic.

Two main articles per issue take a close look at a broad theme/topic or issue. It is hoped to try to connect our work as much as possible with case study material and real life experiences.

Distribution

Access goes out to a mailing list of 2,800 contacts and this list is being constantly built on by the Business Promotion and Media Unit.

New distribution includes DoHA and FaCSIA senior executive service (SES), press gallery, 100 copies to each collaborating unit, 10 copies to Unit Heads for networking purposes. In the same way as a corporate brochure, Access gives stakeholders and potential new clients a clearer picture of AIHW and its work.

Media coverage

AIHW reports receive coverage in major metropolitan newspapers and on radio stations across the country. Some television coverage is achieved for publications of exceptional interest and globally online coverage is increasing.

Period	Media releases issued	Press articles	Radio	TV	Online	Australian Associated Press
July – September 2006	19	80	394	1	44	30
October – December 2006	8	57	206	3	59	6
January – March 2007	16	36	112	1	6	4
April – June 2007	19	123	731	12	99	14
Total for 2006–07	62	296	1,443	17	208	54

The level of coverage is influenced by a number of factors including the level of current public interest in a particular topic.

The reports with the most media coverage over the year were as follows:

REPORTS (9) THAT WERE MENTIONED 50 OR MORE TIMES ON THE RADIO:

- *Statistics on drug use in Australia 2006* (185)
- *The burden of disease and injury in Australia* (107)
- *Cancer in Australia: an overview, 2006* (80)
- *Smoking and pregnancy* (69)
- *Socioeconomic inequalities in cardiovascular disease in Australia* (62)
- *Asthma in Australia: findings from the 2004–05 National Health Survey* (61)
- *Mental health services in Australia* (60)
- *Breast cancer in Australia: an overview 2006* (59)
- *Child protection Australia 2005–06* (50).

REPORTS (18) THAT RECEIVED GOOD PRINT MEDIA COVERAGE (MORE THAN FIVE ARTICLES):

- *Statistics on drug use in Australia 2006* (29)
- *Australian hospital statistics* (12)
- *Mental health services in Australia* (12)
- *The burden of disease and injury in Australia* (12)
- *Child protection Australia 2005–06* (11)

- *Australia's mothers and babies 2004* (11)
- *Dementia in Australia: a national data analysis and development* (9)
- *Alcohol and other drug treatment services in Australia 2004–05* (9)
- *Cervical screening in Australia 2003–04* (9)
- *General practice activity in Australia* (8)
- *Chronic diseases and associated risk factors in Australia 2006* (8)
- *Assisted reproductive technology in Australia and New Zealand 2004* (8)
- *A national picture of medical indemnity claims in Australia 2004–05* (7)
- *Socioeconomic inequalities in cardiovascular disease in Australia* (7)
- *Smoking and pregnancy* (7)
- *Health expenditure for arthritis and musculoskeletal conditions in Australia 2000–01* (6)
- *Disability update: children with disabilities* (6)
- *Homeless children in SAAP 2004–05* (6).

Television coverage is not as common as print and radio coverage. In 2006–07, eight reports on issues of topical interest (drug use, cancer, homelessness, asthma, and hospital and medical labour force statistics) were featured in television reports. They were:

- *Statistics on drug use in Australia 2006*
- *BreastScreen Australia monitoring report 2003–04*
- *Cancer in Australia: an overview, 2006*
- *Homeless children in SAAP 2004–05*
- *Patterns of asthma medication use in Australia*
- *Statistical snapshots of people with asthma in Australia 2001*
- *Australian hospital statistics*
- *Medical labour force 2004* and *Nursing and midwifery labour force 2004* (two reports that were released simultaneously).

The AIHW is also used as a reliable information source by members of parliament. It was cited 39 times during the year in the Hansards of both houses of parliament.

Two AIHW reports were officially launched by federal ministers this year: Minister for Health and Ageing, the Hon. Tony Abbott, launched the *BreastScreen Australia monitoring report 2003–2004*, and the Minister for Community Services, the Hon. Nigel Scullion, launched *Young Australians: their health and wellbeing 2007*.

Media training

Three in-house media training sessions for AIHW staff have been held over the past 12 months. These were conducted by the Head of the Business Promotion and Media Unit (BPMU) and an outsourced media consultant and journalist. The sessions are held over one day and include on-camera training. The sessions have been well attended and receive excellent feedback from participants. Additionally, the Head of the BPMU conducts individual tuition for staff who have impending report releases.

New embargo policy and its implications in delivering our message

At the June 2006 Board meeting, members made several decisions with respect to the publications release and embargo arrangements. The objective of those decisions was to increase the information flow to relevant state and territory departments and ministers in a controlled way, ensuring that the AIHW plays a role in a wider policy debate.

The decision has meant that state and territory departments that provide statistical information to the AIHW or who have a genuine interest in a particular report are given access to embargoed reports 3 days before general release. This has been widely applauded by our stakeholder groups and anecdotal evidence of wider media coverage at a local level is evident.

Writing skills courses and workshops for staff

Workshops are held regularly to assist staff in honing their general writing skills. During the year, a specialist Writing for the Web course was run for the first time, in recognition of the special challenges faced by staff preparing content for the website.

Seminar sessions held in house

The Business Group is responsible for holding regular in-house seminars for staff from either internal or external sources. These seminars are well attended and provide staff with important information about a wide range of topics which last financial year included, amongst others: Australia's unplanned triumph of public health; the Public Health Information Development Unit — University of Adelaide; the publishing process; The Census Data Enhancement Project; National Arthritis Day; the workload review; and Spanish influenza — Australia's greatest triumph and disaster.

Publishing and media staff presented two in-house seminars on the AIHW publishing and release processes, which have recently undergone significant changes.

Conferences attended as an exhibitor

Each year, the AIHW attends a small number of conferences as an exhibitor. These are seen as important marketing opportunities for the AIHW to promote our publications, website and other services to a wider audience. In 2006–07, the following conferences were attended by BPMU staff:

- Australian Council on Social Services National Annual Conference.
- Australasian Professional Society on Alcohol and Other Drugs conference.
- National Health and Medical Research Council conference.
- Australian Association of Gerontology National Conference.
- 2006 Biennial Health Conference (exploring and debating acute care provision).

Risk management

The AIHW has a fraud control plan that was prepared in 2004–05. The plan contains appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes that meet the specific needs of the AIHW and comply with the Commonwealth Fraud Control Guidelines. A fraud risk assessment and an updated fraud control plan will be prepared with assistance from the internal auditors in 2007–08.

The AIHW has a wide range of policies to reduce and manage business risks. These include:

- physical security
- information security
- fraud control
- business continuity.

The AIHW contracts out its internal audit function. The current service provider is Acumen Alliance. During 2006–07, Acumen Alliance carried out the following internal audits:

- purchasing and accounts receivable
- financial control framework
- information and communications technology security
- physical security
- information technology change and release management.

These audits produced several recommendations for improving management of the relevant risks. Some of these recommendations have been dealt with already and others will be addressed in 2007–08. The AIHW requires all staff to sign confidentiality agreements. The auditors suggested ways of improving the filing of these agreements. These improvements were made very quickly thus demonstrating the very high priority that the AIHW puts on confidentiality.

The Australian National Audit Office conducts an annual audit of the AIHW's financial statements. This year, the auditors again issued an unqualified audit opinion on the financial statements.

During the year, the AIHW offered several training sessions in Australian Public Service values. All staff were invited to these.

The AIHW has insurance policies in place through Comcover and Comcare to cover a wide range of insurable risks, including property damage, general liability and business interruption.

People

Staffing

Staff numbers remained steady for most of the year, with a noticeable increase in recruitment over the last 2 months of the year returning the overall numbers to 208, similar to 2006. Tables showing category of employment and staff by level at 30 June 2007 are shown below.

Staff by category of employment at 30 June 2007

Status	Female	Male	Total June 2007	Total June 2006
<i>Ongoing</i>				
Full-time	72	51	123	129
Part-time	37	5	42	28
Leave without pay	11	1	12	10
<i>Non-ongoing</i>				
Full-time	16	9	25	32
Part-time	4	0	4	5
Leave without pay	2	0	2	0
Total	142	66	208	204
Full-time equivalent			180	180

Staff by level at 30 June 2007

Status	Female	Male	Total June 2007	Total June 2006
Senior Executive Service Band 2	1	0	1	0
Senior Executive Service Band 1	3	2	5	3
Executive Level 2	13	14	27	24
Executive Level 1	50	22	72	72
APS Level 6	28	13	41	37
APS Level 5	22	6	28	32
APS Level 4	16	6	22	21
APS Level 3	6	3	9	12
APS Level 2	3	0	3	3
Total	142	66	208	204

Note:

1. This information is based on substantive positions.
2. 'Ongoing staff' refers to staff employed on an ongoing basis by the AIHW, including staff on transfer from other APS agencies.
3. 'Non-ongoing staff' refers to staff employed by the AIHW on contracts for specified terms and specified tasks.
4. 'Full-time equivalent' expresses the size of workforce adjusted for those who work part-time hours, and for those who are inoperative on transfer or leave without pay.
5. The number of substantive SES positions appears to have increased by three. The number of SES employees shown in last year's table was less than the number of positions because three positions were filled on an acting basis at the end of June 2006.

This year's graduate recruitment exercise attracted more applications than in 2005–06, and we recruited 10 staff through the process. Like most employers, we have had some difficulty attracting suitably qualified staff at the higher levels and are constantly seeking innovative ways of attracting staff. On a positive note, we were able to attract a number of well-qualified and experienced former AIHW and other APS staff out of retirement to take up short-term contracts.

While we are challenged to find ways of retaining staff in the current environment, more than a quarter of our staff have worked here for 8 or more years, and over 10% for 12 or more years.

Five staff were awarded their 10-year certificates at our birthday party in June 2007:

FIONA DOUGLASS

JENNY HARGREAVES

SUSHMA MATHUR

TANYA WORDSWORTH

ROBERT VAN DER HOEK

One staff member, **JOHN GOSS**, was recognised for 20 years service this year, and several others have served for between 15 and 20 years.

Director's awards for outstanding performance were initiated this year, with six staff receiving awards. They were:

FADWA AL-YAMAN

FELICITY MURDOCH

PETER NOLAN

ANN PEUT

ANDREW POWIERSKI

ADRIANA VAN DEN HEUVEL

Accommodation

The AIHW leases office space in two adjacent buildings in Bruce, ACT. While both lease agreements expired in mid-2007, the AIHW had the option to extend each lease for seven years. After consulting with staff and obtaining independent expert advice about the office market in the ACT, the AIHW decided to exercise its option to extend both leases. A market rental has been agreed for the smaller of the two buildings. The AIHW is currently talking to the owners of the Main Building about possible improvements in the services to the building. A market rental will then be agreed. As office rents in the ACT have risen sharply since the original leases were signed, the AIHW's rental costs will increase significantly in 2007–08. The AIHW is planning to make some changes to the office fitout to improve security and maximise the use of space in the Main Building in 2007–08.

Maintaining ethical standards

Ethical standards at the AIHW are upheld with its values in mind: objectivity, responsiveness, accessibility, privacy, expertise and innovation.

To reinforce the AIHW's strong commitment to its values, staff (and those with approved access to AIHW data) are required to sign an undertaking of confidentiality in relation to data held under the AIHW Act. An important part of the AIHW's induction program is a discussion, led by the Director, of the values and ethical standards under which the AIHW operates. These practices, together with our data audit programs, are designed to ensure the confidentiality of the data held. The APS values and code of conduct are regularly promoted to staff in seminars and newsletters.

A convivial workplace

The AIHW's active social, cultural and sporting environment help to both attract and retain staff. During the year, the Social Club organised several events including weighted walking and running races on Melbourne Cup Day, and conducted several fund-raising activities.

Our soccer team promotes good community spirit in the Fern Hill Park precinct, including lunchtime games with staff from neighbouring employers.

Harmony Counts, the AIHW choir, performed well this year and was a placegetter in the National Eisteddfod.

Pilates classes, held twice a week at lunch times, help keep bodies and minds supple.

Donating blood

Case study

The AIHW is a registered member of Club Red, a national corporate blood donation program designed for private, public and not-for-profit sector organisations that is run by the Australian Red Cross.

The AIHW currently has a registered list of nearly 40 staff who all, to differing degrees, actively donate blood. Some staff members donate regularly every 12 weeks, and some choose to donate only once or twice a year depending on their availability and health status at the time of a scheduled trip. Others donate blood in their own time.

The AIHW organises two bus trips (seating seven people) to the Canberra Donor Centre every 12 weeks. In total, there are 12 bus trips organised for staff every year.

We receive a quarterly update from the Australian Red Cross on how each registered organisation is performing in terms of ranking by sector of total donation numbers and the ratio of donations to staff. The AIHW is placed twelfth in terms of highest ratio of the 41 registered public sector organisations, representing 11.5% of staff (blood bank ratio).



AIHW Board Chair **HON. PETER COLLINS AM, QC** and AIHW Director **DR PENNY ALLBON** celebrate at the Institute's 20th birthday lunch

Social life at AIHW

Harmony Counts

The AIHW's choir, Harmony Counts, has a small but dedicated membership, with around 15–20 members participating in various activities during 2006–07. The choir sang at the AIHW Christmas party and AIHW birthday celebrations, and also competed in the National Choir Eisteddfod, winning third prize in the open choir category. Upcoming events for the choir include Floriade and further public Christmas appearances.



Hand tennis

The old schoolyard favourite game, variously known as hand-tennis, handball or downball has made a comeback at AIHW. The AIHW's undercover car park makes a perfect venue for this nostalgic lunchtime activity, which attracts a diverse group of people from across the AIHW. Whenever a game is held, laughter, fun and good-natured competition is sure to be found.



Soccer

For several years, AIHW staff members have been participating in weekly soccer games with other agencies in the Fern Hill Park precinct. The games are played very socially and present an opportunity for staff to get to know each other outside the work environment. Participation rates vary from an all-time high of around 13-a-side teams during the World Cup down to around 4-a-side when the weather gets warmer. The highlight of the soccer calendar was when AIHW defeated a Telstra team in what will hopefully become an annual game.

AFL

A number of staff also participate in a weekly modified version of Australian Rules Football in which physical contact is limited but is still played competitively and, at times, passionately. This regular outing presents a great opportunity to discuss the finer details of the weekend AFL matches and is an opportunity for staff to hone their verbal jousting skills.

Sensitivity in handling grievances

AIHW procedures for dealing with grievances are outlined in our Certified Agreement which is available on the intranet.

- All staff are encouraged to discuss grievances with their manager in the first instance.
- Workplace Harrassment Contact Officers have been appointed to help staff.
- All staff members have access to professional counselling through an external Employee Assistance Program. Details of this arrangement are available to all staff on the AIHW intranet and from the human resources area.

Personal and professional development

The Learning and Development Advisory Committee (LDAC) oversees learning and development programs. As in previous years, opportunities were offered in specialist statistical skills, Statistical Analysis System (SAS), and data linkage; as well as more general leadership and management skills, facilitation and negotiation, time-management and writing skills. In response to the strategic directions outlined in our 2007–2010 Corporate Plan, the LDAC has set up a working group to advise on statistical and analytical methods. This group will commence work in July 2007.

The AIHW's work requires everyone to have a sound understanding of ethics, especially in relation to the use of data, and a seminar on ethics was well attended. To assist staff to understand the relevance of APS values to their own work, all were encouraged to attend one of the half-day workshops that were held several times during the year.

The year saw progress with a number of initiatives agreed to in the 2005–08 Certified Agreement negotiations, the most high profile being the Workloads and Work/Life Balance Review. The Review process included wide consultation with all staff and its report included 47 recommendations. After consultation with the Executive and the Consultative Committee, the Director provided staff with her response to the review recommendations in late June. Work has already commenced on implementing the recommendations.

Also in response to commitments made in the 2005–08 Certified Agreement negotiations, and following further consultation with staff through the Consultative Committee, we have strengthened our performance management system. The new procedures require formal feedback sessions twice a year at set times across the organisation and will come into effect in August 2007.

Case study

Workloads and work/life balance review

In response to concerns expressed by staff during negotiations for the 2005–08 Certified Agreement, the AIHW made a commitment to undertake a review of work/life balance during the life of the agreement.

Under the auspices of the AIHW's Consultative Committee, a working party was formed to undertake the review. The working party's key task was to make recommendations about means of ensuring that workloads and work/life balance at the AIHW are not excessive, that working arrangements are flexible, and that all staff have access to comparable arrangements for managing workload and work/life balance.

To ensure the broadest possible perspective, working party members were drawn from all levels and to avoid the possibility of the review process itself adversely affecting the work/life balance, a 'shadow' was nominated for each working party member to share the load.

The working party commenced work in August 2006 and delivered its report to the Director at the end of March 2007.

In recognition of the fact that work/life balance is influenced by more than hours worked, the working party, after initial consultation with staff, decided that discussion of the issues would be structured around four main clusters of issues:

- 'supply-side' issues — how staff worked, why some areas had excessive flex, and different working patterns (i.e. part-time and shared roles) that units use to address their supply issues
- 'demand-side' issues — the effect of contract and tender preparation and timelines on staff work/life balance and other project work; and the pressures of working on externally-funded projects
- system and infrastructure issues — the issues associated with providing business support to units; topics included information technology systems, publication templates and finance reporting
- culture and behaviour issues — different team, supervisor and individual behaviour and good/bad practices and ways to share experience. It also noted the effect of a 'culture of excellence' on workloads.

Several staff seminars and some targeted budget and financial management workshops were held to obtain staff views and working party members spoke individually with staff. The final report included 47 recommendations. The key areas covered by the recommendations were:

- better management of individuals' working hours — including that the flextime system be reviewed to ensure supervisors understand their staff members' workloads and that any underlying issues are dealt with in a timely manner

- flexible working patterns — including acknowledgment that when staff move from full-time to part-time work, they do not have to continue to undertake all the duties of their full-time position, and that the impact of part-time and job-sharing positions on the overall work of a unit be assessed regularly
- tenders, grant applications and project proposals — ways of managing the concentrated workload required to prepare such documents were suggested
- publishing — ensuring all staff understand publication pressure points and the impact of their timelines on others
- share experience — several recommendations suggested ways of sharing knowledge, materials and experiences.

The Director responded to the report at the end of June 2007 and has tasked the Deputy Director with ensuring that the recommendations are implemented. Progress with implementation will be reviewed in 12 months' time. This commitment can only help improve the work/life balance for AIHW staff.

Occupational health and safety

Safe working practices are covered by the AIHW Occupational Health and Safety (OH&S) Agreement that recognises our legal responsibility to ensure that the workplace and staff work practices are healthy and safe. The agreement is accessible to staff on the intranet, which also provides advice on a range of OH&S issues.

The OH&S Committee met four times during the year. Committee activities this year included finalising a new first aid policy, monitoring incidents, and keeping abreast of changes to OH&S legislation. The committee commenced work towards developing a pandemic/influenza readiness plan and also arranged for all staff to be advised about the need to exercise good judgement when deciding whether they should come to work when feeling unwell.

Professional occupational therapists were engaged to assess individual workstations for many staff, regular workplace inspections were conducted, and repairs and maintenance were undertaken as required.

There were no incidents requiring notice to be given under s. 68 of the *Occupational Health and Safety Act 1991*.

The AIHW was not subject to any investigations during the year, and no directions were given under s. 45 or notices given under ss. 29, 46 or 47 of the *Occupational Health and Safety Act 1991*.

Environmental performance and contribution to ecologically sustainable development

The functions of the AIHW are such that none of its activities are directly relevant to ecologically sustainable development as described in s. 516A of the *Environment Protection and Biodiversity Conservation Act 1999*. Nevertheless, in accordance with our commitment to protecting the environment, we have in place a number of practices aimed at reducing the environmental impacts of our day-to-day operations. They include:

- recycling toner cartridges
- providing recycling bins in kitchens
- encouraging staff to regularly recycle paper at their workstations
- providing amenities for staff who ride bicycles to work.

Late in the year, a Green Group was set up to examine other options to further reduce our environmental impact.



Commonwealth Disability Strategy

The AIHW makes every effort to ensure that all its policies and procedures comply with the principles of the *Commonwealth Disability Strategy*. For example:

- Our website advises people applying for positions at the AIHW to let us know if they have any form of disability that requires special assistance. Managers and selection advisory committees are required to demonstrate attitudes and practices that support members of designated groups applying for, securing, and maintaining employment.
- Fire warden training pays particular attention to the needs of people whose mobility is impaired.
- Handrails and a ramp have been installed to improve access to our premises.
- A number of car parking spaces have been dedicated for both staff and visitors with a disability.