Corporate governance, management and accountability

HIGHLIGHTS

Development of the new AIATSIS website neared the end of its first phase, culminating in beta-testing by both internal and external users. The public website will be operational by August 2009.

AIATSIS developed a health and safety management agreement to assist in providing and maintaining the highest level of workplace health and safety for all employees.

A review of the Indigenous Recruitment and Career Development Plan commenced.

A training needs assessment identified training and development requirements for future action. A memorandum of understanding with the Australian Public Service Commission assisted with training and development.

An Indigenous coordinator position was created and supported the AIATSIS Indigenous Researchers' Fund and Indigenous Caucus. It has since been expanded to include coordination of the Institute's Reconciliation Action Plan and Aboriginal and Torres Strait Islander Employment Strategy.

The Institute offered Indigenous cadetships and training positions to provide paid work experience and enhance future employment opportunities for Indigenous people. Two cadets were employed and completed their cadetships during 2008–09.

OVERVIEW

Enabling legislation

AIATSIS operates under the *Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989* (the Act).

Responsible minister

The responsible minister is Senator, the Honourable Kim Carr, Minister for Innovation, Industry, Science and Research.

Under section 43(1) of the Act, the Minister may ask the Council of the Institute to provide advice on aspects of the culture, history and society of Aboriginal people and Torres Strait Islanders.

Council

In accordance with Section 12 of the Act the Council consists of:

- four persons elected by the members of the Institute in accordance with the Institute rules, being persons who are themselves members of the Institute

- one person appointed by the Minister, being a person who is a Torres Strait Islander

- four other persons appointed by the Minister, being persons who are Aboriginal persons or Torres Strait Islanders.

All councillors are non-executive members and hold office on a part-time basis.

Membership of the Council during 2008–09 and the term of each appointment are set out in Table 4.

Professor Dodson and Professor Maynard were appointed Chairperson and Deputy Chairperson, respectively, from 14 August 2008 until 15 May 2011.

In 2008–09, the Council held four meetings in Canberra. Table 5 sets out the Council meetings held during 2008–09 and the number of meetings attended by each councillor.

Council members are provided with an indemnity for claims against them while performing their duties as councillors. The indemnity is in the form of a standard insurance policy with Comcover, the Australian Government's self-insurance agency. The value of the indemnity is $100 million per claim. The premium in 2008–09 was $2,735.

Brief biographies of the Council members at 30 June 2009 are provided on pages 90–92.

AIATSIS members

Applicants for membership in AIATSIS must demonstrate an interest in Aboriginal and Torres Strait Islander studies. Applications are

Table 4: Elected and appointed Council members and terms

Elected members	Term of appointment
Professor Michael Dodson, AM	14 August 2008 – 15 May 2011
Professor John Maynard	14 August 2008 – 15 May 2011
Emeritus Professor Robert Tonkinson	16 May 2008 – 15 May 2011
Mr Michael Williams	16 May 2008 – 15 May 2011
Appointed members	
Mr Eric Bedford	20 September 2007 – 19 September 2010
Dr Payi-Linda Ford	5 November 2008 – 4 November 2011
Ms Terri Janke	20 September 2007 – 19 September 2010
Mr Dana Ober	5 February 2007 – 4 February 2009
Dr Mark Wenitong	20 September 2007 – 19 September 2010

Table 5: Attendance at Council meetings, 2008–09

Name	Meetings eligible to attend	Meetings attended
Professor M Dodson, AM	4	4
Professor J Maynard	4	4
Mr E Bedford	4	4
Dr L Ford	3	3
Ms T Janke	4	3
Mr D Ober	2	2
Emeritus Professor R Tonkinson	4	4
Dr M Wenitong	4	3
Mr M Williams	4	4

considered by the Research Advisory Committee (see page 12), which makes recommendations to the Council. Membership is awarded for five years and is renewable. During the financial year, eight new members of the Institute were appointed, bringing total membership of the Institute to 509 at 30 June 2009.

CORPORATE GOVERNANCE

Under the Act (s. 13) it is the responsibility of the **Council** to ensure 'the proper and efficient performance of the functions of the Institute and to determine the policy of the Institute with respect to any matter'. The **Principal** is responsible for day-to-day administration of the Institute.

The Council is supported by a Finance Committee and an Audit and Risk Committee.

The **Finance Committee** consists of two Council members; the Principal; the Deputy Principal; and the Director of Corporate Services. During the year, Council representatives on the Finance Committee were Mr M Williams, Emeritus Professor R Tonkinson and Professor J Maynard.

The composition of the **Audit and Risk Committee** changed as a result of changes to the *Commonwealth Authorities and Companies Act 1997* (CAC Act) (effective 1 January 2009). The committee now comprises two independent members and one representative from the

Table 6: Audit and Risk Committee members and attendance, 2008–09

Name	Position held	Special responsibilities	Attendance
Mr Steve Larkin	Principal (Jul–Dec 2008)	Chairperson	1
Dr Luke Taylor	Principal (Jan–March 2009)	Chairperson	1
Mr Rod Stroud	A/g Deputy Principal		1
Ms Bronwyn Nimmo	Deputy Principal Collections and IT		1
Mr Michael William	Council member	Council representative	1
Professor John Maynard	Council member	Council representative	1
Mr Jeff Hobson	Director Corporate Services/ CFO		1
New structure			
Emeritus Professor Robert Tonkinson	Council member	Council representative	1
Ms Jenny Morison	Independent member	Member	1
Mr Neal O'Callaghan	Independent member	Member	1

AIATSIS Council. Advisory capacities are held by representatives from internal audit and the Australian National Audit Office. Consistent with the requirements of the CAC Act, the Audit and Risk Committee is established by the Council to provide a deliberative forum for developing the internal control framework, risk management policies and fraud prevention review.

During 2008–09 the Audit and Risk Committee met three times. Table 6 sets out the committee members and their attendance in 2008–09, and shows the new structure that took effect on 1 January. The new committee first convened in June 2008.

Through assessment of management outcomes and actions examined by internal and external audit, the Audit and Risk Committee supports the AIATSIS executive in the discharge of its governance responsibilities. In so doing, the Audit and Risk Committee facilitates the ongoing development and strengthening of the management and accountability framework.

The Principal is supported by the **Executive Board of Management**, which comprises the senior managers and other officers. The board meets monthly to discuss matters affecting the Institute. Meeting minutes are published on the Institute's intranet.

The **Information Communications Technology Advisory Committee** provides advice to the Executive Board of Management on information technology and information management matters. The **Consultative Committee** is a joint management and staff forum that deals with workplace relations issues. The **Occupational Health and Safety Committee** deals with health and safety issues for all employees. Minutes for these committees are also published on the Institute's intranet.

The **AIATSIS Corporate Plan for 2008–10** was published following endorsement by the Council in 2008. Copies of the corporate plan are available from the Communications Manager and online at www.aiatsis.gov.au/about_us/corporate_publications.

A business plan for 2009–10 was endorsed by the Council in June 2009.

Corporate Services provides finance, human resources, information technology and building management support to all AIATSIS programs. This includes assistance with regulatory compliance and accountability requirements, planning for sustainability, and risk management.

STAFFING

A breakdown of staff employed at 30 June 2009 is shown in Table 7. During the year, 75 non-ongoing staff were employed and there were 45 ongoing staff. The total number of staff employed as at 30 June 2009 was 120.

Workplace diversity

The Institute's program for workplace diversity, set out in the AIATSIS Workplace Diversity Program, continued during the year.

Indigenous staff

The Institute's Agency Agreement 2007–11 includes a number of specific provisions to facilitate the employment and retention of Indigenous staff within the Institute.

The Institute attracts Indigenous people to vacant positions through advertising in Indigenous newspapers and networks in addition to advertising in the mainstream press. The Institute offers Indigenous cadetships and training positions to provide paid work experience and enhance future employment opportunities for Indigenous people. Two Indigenous cadets were employed and completed their cadetships during 2008–09.

One member of staff took part in the Horizon Program, which involved a funded secondment to another mainstream public service organisation as part of their development.

At 30 June 2009, the Institute employed a total of 120 staff, 28 per cent of whom identified as Indigenous (Figure 4).

Table 7: Staff at 30 June 2009

Level	Males	Females	Total	Ongoing	Non-ongoing	Casuals	Indigenous	Non-Indigenous	PWD	NESB
PEO	1	0	1	0	1	0	1	0	0	0
SES	1	1	2	2	0	0	1	1	0	0
EL2	2	4	6	4	2	0	0	6	0	0
EL1	9	17	26	11	15	0	7	19	0	1
APS6	7	21	28	10	17	1	6	22	2	3
APS5	10	13	23	9	13	1	8	15	1	2
APS4	3	15	18	4	14	0	5	13	0	2
APS3	3	8	11	2	9	0	3	8	0	3
APS2	1	4	5	3	3	0	3	2	1	0
APS1	0	0	0	0	0	0	0	0	0	0
Trainee/cadet	0	0	0	0	0	0	0	0	0	0
Totals	37	83	120	45	73	2	34	86	4	11

Abbreviations: PWD—people with a disability; NESB—non-English-speaking background; PEO—Principal Executive Officer; SES—Senior Executive Service; EL—Executive Level; APS—Australian Public Service.
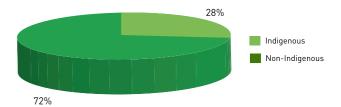
The **Indigenous Caucus** is an internal working group supported by management, which provides Indigenous staff with a forum to discuss various issues affecting them. The Caucus has assisted management in reviewing policies such as the work level standards, and is consulted when employment policies are reviewed or training courses developed. The Caucus is represented at the Consultative Committee, the forum that brings staff and management together to discuss employment issues.

Indigenous staff members are also eligible to join the **Indigenous APS Employees Network** (IAPSEN), which supports and advocates Aboriginal and Torres Strait Islander interests, values and perspectives in the Australian Public Service. Staff members are encouraged to join the network and participate in discussion groups. New Indigenous staff are informed about the network when they join AIATSIS. At an organisational level, the Institute is also involved in IAPSEN: the Principal is a member of the steering committee for the network.

During 2008–09, the position of Indigenous Coordinator was created. The position's initial priorities were to support the Indigenous Researchers' Fund and coordinate the Indigenous Caucus. The role has since been expanded to include coordination of the Institute's Reconciliation Action Plan and Aboriginal and Torres Strait Islander Employment Strategy.

The Institute's Reconciliation Action Plan 2009 was approved by Reconciliation Australia. With the support of the AIATSIS Council, a Reconciliation Action Plan Working Group was established to report on and review the current Reconciliation Action Plan.

Figure 4: Indigenous and non-Indigenous staff at 30 June 2009

28%

72%

Indigenous
Non-Indigenous

A review of the Aboriginal and Torres Strait Islander Recruitment and Career Development Plan has commenced.

Staff remuneration

As at 30 June 2009 all staff except those covered by Australian Workplace Agreements (AWA's) were covered by the AIATSIS Agency Agreement 2007–11.

AIATSIS provides a range of non-salary benefits, details of which are set out in the agreement. The agreement is available online at www.aiatsis.gov.au/about_us/corporate_publications.

As at 30 June 2009 six AIATSIS staff were covered by AWA's—two Senior Executive Service (SES) staff and four non-SES staff. Except for remuneration, the employment conditions in these AWA's are similar to those in the Agency Agreement and reflect AIATSIS employment policies.

Three employees received performance bonuses in 2008–09, and six employees received Excellence Awards. These totalled $77,044.39.

Staff training and career development

AIATSIS is committed to the continued development of its staff through the provision of training and career advancement opportunities. This recognises the Institute's need to retain and develop high-quality staff in a tight job market,

Table 8: Salary ranges under Agency Agreement for 2008–09

Level	Minimum ($)	Maximum ($)
Executive 2	86,645	98,253
Executive 1	75,156	81,162
APS 6	58,707	67,438
APS 5	54,356	57,636
APS 4	48,733	52,914
APS 3	43,725	47,193
APS 2	39,388	42,570
APS 1	33,919	37,490
Cadet/trainee	13,167	33,782

and the needs of staff to improve their skills and job satisfaction. The Institute spent $98,601 on staff development activities during 2008–09.

The AIATSIS Agency Agreement requires that the Institute's Performance Feedback Scheme be linked to remuneration increments. The scheme outlines the arrangement for discussing an individual's performance, sets forth the basis for the provision of training and development opportunities, and assists with workforce planning.

For the period of 2008–09 AIATSIS had a memorandum of understanding with the Australian Public Service Commission to assist with training and development needs of the Institute.

A training needs assessment was undertaken, which identified training and development needs for future action.

COOPERATIVE WORKPLACE RELATIONS

The Institute is committed to promoting a cooperative workplace and to ensuring that there is appropriate participation by staff in decision-making processes. Both staff and management recognise that the maintenance of cooperative workplace relations provides all staff with an opportunity to participate in decisions that impact directly on them.

Health and safety, human resource development, workplace diversity and access and equity issues were also addressed through the Institute's consultative mechanisms, ensuring that the Institute's obligations were met while maintaining a cooperative workplace.

OCCUPATIONAL HEALTH AND SAFETY

During 2008–09 AIATSIS developed a Health and Safety Management Agreement as recommended by Comcare. This agreement, along with other policies and guidelines, assists in providing and maintaining the highest degree of health and safety for all employees. The policy aims to:

Troy Cassar-Daley (left) and Deline Briscoe (top right) were two of the performers featured in NAIDOC on the Peninsula 2008. Photography by Kerstin Styche

NAIDOC on the Peninsula 2008

More than 2,500 people attended the Institute's annual NAIDOC on the Peninsula event in July, enjoying a smoke-free, family-friendly concert headlining Aboriginal country music legend Troy Cassar-Daley. The event was one of the main events on the NAIDOC week calendar, with Canberra being the national host city for NAIDOC in 2008.

Around 20 organisations and businesses held market stalls as part of the event, promoting Indigenous-related services including the Koori Pre-School and Qantas Indigenous programs as well as local Indigenous arts and crafts. The event was held in partnership with the National Museum of Australia, with children's activities including weaving, Torres Strait Islander mask making and the annual didjeridu competition held in the main hall of the museum.

Other musical acts that delighted the crowd on the day were Aboriginal blues and roots singer/songwriter Deline Briscoe, Brisbane-based Aboriginal country singer/songwriter Adam James and The Brolga Boys. Aboriginal stand-up comedian and dancer Sean Choolburra was MC.

The day also featured a public lecture by Penny Taylor about the Institute's *After 200 Years: 20 Years After* photography exhibition as part of Vivid: National Photography Festival.

- prevent all accidents and ill health caused by working conditions
- protect all employees from any health hazard that may arise out of their work or the conditions in which it is carried out
- place and maintain employees in an occupational environment designed to satisfy their needs for health, safety and welfare at work.

To demonstrate the Institute's commitment, the Principal signed an employer's 'statement of commitment' with Comcare for the period 2002 to 2012. The statement covers the following four targets:

- reduce the incidence of workplace injuries and diseases
- eliminate all fatalities due to workplace injury
- reduce the average lost-time rate
- reduce the average time taken for rehabilitation intervention.

Measures taken during the year to protect the health, safety and welfare at work of employees included:

- testing of emergency evacuation procedures
- conducting staff training in workplace practices, including the responsibilities of fire wardens
- provision of equipment needed by staff to deal with occupational health and safety concerns
- holding a health week, including influenza vaccinations and individual health checks for staff who wished to participate.

The Agency Agreement now includes a formal statement of the Institute's policy on the use of drugs in the workplace, and provides for access to Employee Assistance Program counselling services for staff and their families.

During 2008–09 two accidents were reported that required notification under section 68 of the *Occupational Health and Safety (Commonwealth Employment) Act 1991*. No notices were received by AIATSIS during the year under section 30, 46 or 47 of that Act, nor were any directions given under section 45.

STRATEGIC ALLIANCES TO SUPPORT CORPORATE ACTIVITIES

As a small agency, AIATSIS has limited resources available to handle the many accountability, management and reporting policies required to support good corporate governance. The Institute works to improve its effectiveness by joining with other agencies with similar corporate directions to share policy ideas. During 2008–09, the Institute maintained membership of the Cultural Managers' Forum— a group comprising the Canberra-based cultural agencies—to discuss common issues in information technology.

Staff in Corporate Services maintained and built on the Institute's strategic alliance with the Indigenous Employment Strategy team at the Australian Public Service Commission.

FINANCIAL MANAGEMENT

The financial result for the year—a profit of $976,000 —is once again greater than the expected loss forecast. There are a number of reasons for this result. The application of Australian Accounting Standard AASB 1004, issued in December 2007, requires AIATSIS to treat the full amount of certain grants, which were not fully expended during the year, as income in the year of receipt. Previously the unexpended amount of income was treated as 'unearned income'. As a consequence the Institute expects to record future losses corresponding to the amount of unearned income. In addition, a number of positions were not filled until the later part of the year and some minor works have been deferred.

Detailed information is provided in the financial statements.

A consultant was engaged to complete the 2009 fraud review. The review showed a two-year trend of diminishing fraud risk for the Institute. The review found no high-risk ratings (2007: 2), eight medium-risk ratings (2007: 14) and 26 low-risk ratings (2007: 19). The diminishing risk is due to the controls put in

place since the May 2007 fraud review which have managed or mitigated the risks.

As part of the Institute's risk management framework, all business continuity, disaster recovery and critical process recovery plans have been updated. All plans comply with International and Australian Risk Management Standards.

Again the Institute participated in the Comcover review of the risk-management strategy, which resulted in a decrease in the cost of the premium.

HUMAN RESOURCES

The Institute's Continuous Improvement Plan provides for a review of all human resources policies, procedures and systems, as well as outlining an overall training and development plan. As required by the plan, policies, procedures and systems were reviewed during the year.

Improvements made in 2008–09 include an electronic timesheet system that is interfaced to the payroll system. Work has also begun on developing an electronic orientation program for new staff.

During 2008–09 the human resources area provided ongoing recruitment support, resulting in 46 staff movements into the Institute.

INFORMATION COMMUNICATION TECHNOLOGY

Significant work is being undertaken to improve service, asset and capacity management, including the implementation of Microsoft System Centre Essentials, Windows deployment services and a replacement file server and tape library that now provides sufficient capacity for corporate data for the next five years. The development of the ICT Configuration Database will enable better documentation of processes and policies in support of security compliance and business continuity and disaster recovery planning.

The deployment of Microsoft Office 2007 has been deferred until all processes have been finalised. The new software has been successfully tested, but there are concerns about the conversion of specific corporate data to the newer document formats.

Following an audit of Adobe software installations, and in anticipation of the use of Adobe Dreamweaver to manage content for the redeveloped AIATSIS website, Adobe licences have begun to be refreshed. The deployment of new versions of Adobe software has commenced.

Print services have been upgraded with a new fleet of Canon multi-function devices, which provide economical, high-volume colour and black-and-white printing, colour scanning and fax facilities to all programs. Under Canon's eMaintenance scheme, the equipment can be monitored externally, greatly improving the quality of service. Additionally, the multi-function devices have the capability to scan and convert a paper record directly to an index-abled PDF.

AIATSIS WEBSITE

The redevelopment of the AIATSIS website has continued throughout the year and nears the end of the first phase, culminating in beta-testing by internal and external users. The public website will be operational by August 2009. In the next phase, the site will be further augmented through implementation of Web 2.0 technologies, RSS feeds, advanced search functionality and the assimilation of other AIATSIS websites.

BUILDING MANAGEMENT AND ENVIRONMENTAL PERFORMANCE

AIATSIS experienced no major problems with building operations during 2008–09. There were no new works carried out.

The Institute's rolling preventive maintenance program was continued. The program

encourages a proactive approach to identifying problems before they occur.

AIATSIS occupies a relatively new building with modern controls for energy management that are designed to minimise environmental effects. Energy use is monitored to ensure the lowest use consistent with archival and office requirements. Natural gas is used for most heating requirements. Water use is minimised, for example, through the use of dual-flush toilets and by not irrigating lawns around the building. Used office paper and cardboard is recycled where possible and toner cartridges are collected for recycling. During the year a feasibility study was undertaken to evaluate the possible use and sellback of solar energy. The study revealed that at this stage such a program would not be cost-effective. The Institute has commenced a review of environmental management, which has identified various options (including reduced building energy consumption) for reducing the Institute's ecological footprint.

Building security was enhanced through installation of additional access control and improved intrusion-detection capability.

In March 2009, AIATSIS began a review of its future accommodation needs. This will culminate in a business case to support a request to government for extensions and/or upgrades.

Following business continuity planning exercises, various measures to improve the Institute's readiness for disaster and recovery were identified and implemented. These measures include modification of the main switchboard to enable a ready connection of a hired generator, improved fire detection, and the installation of strobe lights in the audio booths.

FREEDOM OF INFORMATION

One request for information was received under the *Freedom of Information Act 1982* during the year.

JUDICIAL DECISIONS AND EXTERNAL REVIEWS

In 2008–09 AIATSIS was not subject to any judicial decisions, parliamentary committees, or other external reviews.

ADVERTISING AND MARKET RESEARCH

The Institute spent $53,083 during the year on recruitment advertising. In addition, $74,150 was spent on marketing and promotion of AIATSIS. No expenditure was made to fund advertising campaigns (i.e. market research; outdoor, television, radio or cinema advertising; or direct mail advertising).

SERVICE CHARTER

The Institute's Service Charter operated throughout the reporting period. The charter provides for the monitoring of performance and service provision, and encourages client feedback. Any indications of dissatisfaction on the part of clients are followed up by investigation and, where possible, resolved. The Service Charter is available online at www.aiatsis.gov.au/about_us/corporate_publications.

CONSULTANTS AND CONTRACTS OVER $10,000

The Institute let ten consultancies during the year with a total estimated value of $258,850. In addition, thirty-six contracts, totalling $1,478,720, were let. The largest of these contracts was for venue hire and catering for the 2009 Native Title Conference held in Melbourne. For details of consultancies and major contracts, see Appendix 5.

COMPETITIVE TENDERING AND CONTRACTING

All contracts had provisions allowing access by the Auditor-General.

Sam Juparulla Wickman with two of his glass artworks in the exhibition.

Juparulla in Canberra exhibition

Australian National University honours graduate, Aboriginal archaeologist and accomplished glass and traditional painter Sam Juparulla Wickman launched his first solo exhibition in Canberra at AIATSIS in September 2008.

Juparulla in Canberra featured more than 20 pieces, including paintings on canvas, glass and a selection of carpets that explored Sam's perspective on Aboriginal culture, landscapes and ceremonies.

'I'm proud to be able to depict my culture in its abstract manner. I am thankful for my fore-fathers and fore-mothers for guiding us into that international art scene through the dot-dot painting style, but I move into my own world and I feel lucky to be able to paint on glass, canvas and carpet,' Sam said at the setting up of his exhibition.

Now based in Albury, Sam said he was fortunate enough to be taught by the Aboriginal masters of the dot painting movement in Yuendumu in the early 1970s. He pays tribute to his mentors such as Malcolm Jagamarra and Clifford Possum Tjapaltjarri.

He said his art became more meaningful after he completed a men's ceremony with the Walpiri people of the Northern Territory and became a Wati—the equivalent of completing high school in ceremony terms.

'The experience of sitting down, recuperating, looking at and being told about the landscape in a totally different way changed me as an artist,' he said.

'Seeing the landscape as a resource—from the dirt to the trees and the flora and fauna—I found new significance in all of those elements and how they relate to us as people. Everything has significance.'

EXEMPT CONTRACTS

No contracts were exempt from publication in the *Purchasing and Disposal Gazette*.

SOCIAL JUSTICE AND EQUITY

AIATSIS is committed to social justice and equity. It has constituted committees and has a policy to maximise the involvement of Aboriginal and Torres Strait Islander people in the Institute's membership, governance, staff and functions. Provision is made in the Institute's Act for the Council to have a majority (five out of nine) Aboriginal and Torres Strait Islander members. Since 2002 there have been eight Council members in this category.
At 30 June 2009, 34 of the Institute's 120 staff were Aboriginal people or Torres Strait Islanders.

One of the greatest contributions that the Institute makes to social justice in general terms is its wide dissemination of information on Indigenous Australians resulting from research. It does this through publishing; through its journal, *Australian Aboriginal Studies*; through seminars; and by answering requests for information.

The AIATSIS collections are open to all for reference and research. Some material is restricted because it is culturally sensitive or because donors or stakeholders have requested that access be limited.

COMMONWEALTH DISABILITY STRATEGY

AIATSIS is committed to supporting staff with disabilities and ensures that all programs and services are accessible to people with disabilities. AIATSIS continued to improve access for both staff and visitors with disabilities. All new AIATSIS facilities and major refurbishment projects addressed requirements under the relevant building codes.

AIATSIS is committed to ensuring that recruitment processes encourage people with disabilities to apply for AIATSIS positions, that workplace strategies support the employment of people with disabilities, and that staff training and development programs include relevant information about the needs of people with disabilities, as members of the community, as residents and as staff. AIATSIS also committed to incorporate the requirements of the *Disability Discrimination Act 1992* into its policies and guidelines.

AIATSIS has conducted a self-audit using the performance reporting template as recommended in CAC Orders 2009. AIATSIS consults and liaises with staff, staff representatives and relevant external agencies, including Comcare, the Australian Public Service Commission and the Department of Education, Employment and Workplace Relations. All relevant performance requirements have been met.