



# CHAPTER 5

## BUSINESS MANAGEMENT FRAMEWORK AND ACCOUNTABILITY

### CORPORATE GOVERNANCE

As a result of the 2003 *Review of the Corporate Governance of Statutory Authorities and Office Holders* (the Uhrig Review), the governance arrangements for the APVMA are based on the executive management template. The Uhrig Review is available from [http://www.finance.gov.au/GovernanceStructures/docs/The\\_Uhrig\\_Report\\_July\\_2003.pdf](http://www.finance.gov.au/GovernanceStructures/docs/The_Uhrig_Report_July_2003.pdf).

The reform of the APVMA's governance arrangements included a transition to financial regulation under the *Financial Management and Accountability Act 1997* and a transition of staff employment to the *Public Service Act 1999*.

The APVMA remains a body corporate with a separate legal identity from the Commonwealth of Australia and retains its independence. The APVMA's powers and functions remained unchanged. The APVMA's CEO has responsibility for the governance and management of the APVMA. Executive management, the Audit Committee and the Advisory Board all support the CEO. The Advisory Board, consisting of up to nine part-time members with a range of skills and experiences, provides advice and makes recommendations to the CEO (see Chapter 2 and Appendix A for more information on the roles of executive management, the Advisory Board and the Audit Committee).

The APVMA also operates stakeholder liaison committees with the community, industry and its state counterparts. The details of these committees are given in Appendix C.

## Legislative framework

Section 3 of the Administration Act states its objective as being to establish a national registration authority (the APVMA) to administer laws relating to pesticides and veterinary medicines.

The functions of the APVMA include:

- assessing the suitability for sale and evaluation of active constituents of proposed or existing chemical products and labels for chemical products
- keeping a register of approvals and licences granted
- providing information to government and the public in relation to pesticides and veterinary medicines
- cooperating with the Australian Government and its agencies and the states and participating territories to facilitate a consistent national approach to the procedures for the assessment and control of pesticides and veterinary medicines, and to develop codes of practice, guidelines and standards in relation to the use of such products.

## Internal accountability structures

Internal accountability structures in the APVMA include the corporate plan, the annual operational plan, the risk management plan, the people plan, the fraud control plan, internal delegations, the quality management system and regular reviews of performance by the CEO with the support of executive management. The APVMA's Audit Committee oversees an active internal audit program. The Audit Committee reports to the CEO. The CEO and executive management approve the budget and monitor the financial performance of the APVMA.

The APVMA's operational plan uses the Kaplan and Norton's Balanced Scorecard methodology. It was developed after wide consultation with stakeholders. Comprehensive strategies, including detailed performance indicators, are included in the plan. The responsible Minister approves the APVMA's operational plan each year.

## External accountability structures

The APVMA is subject to the same financial reporting requirements as other Australian Government agencies. Full accrual-based financial statements are produced for the APVMA's annual report each financial year. The ANAO scrutinises the APVMA's accounts each year and the APVMA has, since its inception, received unqualified audit reports from the ANAO. The APVMA is subject to review of its budget and activities through the Senate Estimates process.

## Corporate planning and reporting

As an independent Australian government statutory authority, the APVMA is required to conduct rigorous corporate planning and reporting. The planning and reporting requirements of the APVMA are set out in Part 6 of the *Administration Act*.

In accordance with the enabling legislation, the APVMA's performance management framework embodies a number of plans and associated performance measuring and monitoring processes.

The APVMA's operational effectiveness is measured through the performance indicators set out in the *Portfolio Budget Statements 2008–09* and *Operational Plan 2008–2009*.

### **Corporate and operational plans**

The APVMA's central planning document is the corporate plan. The corporate plan has a life of three years. The *Corporate Plan 2006–2009* was approved in June 2006, and it expired on 30 June 2009. The *Corporate Plan 2009–2012* is currently being prepared.

The corporate plan defines the principal objectives of the APVMA and gives a broad outline of the strategies that will achieve those objectives.

The operational plan sets out the actions needed to achieve the outcomes in the corporate plan. The plan enables the CEO and executive management to assess the efficiency of the APVMA and to monitor the risk mitigation treatments.

The APVMA began developing the 2008–09 operational plan in early 2008, and it was approved in August 2008. Both the *Corporate Plan 2006–2009* and the *Operational Plan 2008–2009* were prepared with input from stakeholders and detail the APVMA's outcomes and outputs, objectives and strategies to achieve its statutory objectives.

### **Performance review**

The CEO and executive management monitor organisational performance. The Advisory Board and Audit Committee provide advice to the CEO.

### **Annual report**

The APVMA's performance is publicly reported in the annual report that is prepared according to the *Requirements for Annual Reports for Departments, Executive Agencies and FMA Act Bodies* issued by the Department of Prime Minister and Cabinet.

The *Annual Report 2008–09* details the APVMA's performance against each of the key outputs and performance indicators contained in the *Portfolio Budget Statements 2008–09*.

### **Customer service charter**

The APVMA aims to provide the highest quality of service to all its stakeholders and is committed to continuous improvement of its service. The APVMA Service Charter outlines the standards that the APVMA will meet in dealing with all external audiences.

The APVMA Service Charter was developed in consultation with stakeholders and is freely available to all interested parties on the APVMA's website or in printed form.

## Transparency in decision-making

The APVMA places a high priority on stakeholder interaction and consultation.

Industry, chemical users, government and community stakeholders are all involved in APVMA development and decision-making in four ways:

- consultative committees
- public consultation
- publication of decisions
- access to management and staff.

### *Consultative committees*

The APVMA meets regularly with four consultative committees representing the community, government, rural industries and the chemical industry to ensure it understands the concerns of those who have an interest in the regulation of pesticides and veterinary medicines. The scope, membership and key issues dealt with by these committees in 2008–09 are described at Appendix C.

### *Public consultation*

The APVMA seeks input from interested stakeholders throughout the chemical registration and review processes as well as during the development of program reforms.

The APVMA conducts a public consultation process when it proposes to register a new chemical product with a new active ingredient, or to extend the use of an existing product from a non-food commodity to a human or animal food. The main means of informing the public initially about a proposed registration are as follows:

- Application summaries are published on the APVMA website when an application has been accepted for assessment.
- Public release summaries for new products containing new active constituents — these are available for comment on the APVMA's website, and they include the outcome of the assessment and the conditions the APVMA proposes for the use of the product.
- Trade advice notices are issued when a proposed registration or change in registration conditions has the potential to affect Australia's trade. The advice notice is distributed to farm and commodity organisations seeking comment.
- An advice summary of the advice provided by government agencies and other specialists the APVMA has consulted is published if the APVMA decides to grant registration.

During a review of an existing chemical, the Chemical Review team consults widely with stakeholders throughout the review process. When a review is announced, the APVMA invites the public, chemical users and any interested parties to make submissions on any aspect of the chemical including performance, use practices and any adverse effects. There is also a public consultation period when the draft review report is released for comment. This takes place before the APVMA makes a final decision. There is consultation throughout the review process with various groups on more specific issues, for example the data required to maintain a particular use pattern. The release of all review reports is widely advertised through media releases, the APVMA Gazette, the APVMA's website and by direct mail. These reports are publicly available on the APVMA's website.



### *Publication of decisions*

The APVMA Gazette lists all APVMA notices and decisions including registrations, reviews and changes to registration status that the Agvet Code requires. The APVMA Gazette is published monthly, is free of charge to registrants, and can be downloaded from the APVMA's website at <<http://www.apvma.gov.au>>.

### *Access to management and staff*

The APVMA's executive, managers and staff are accessible to industry and other stakeholders. Each operational area of the APVMA has designated contact officers whose contact details are published on the APVMA's website and are distributed through consultative committees and industry gatherings.

## **APVMA BUSINESS SYSTEMS**

### **Information Services**

Information Services manages the APVMA's files and archives according to standards required by the National Archives of Australia (NAA), AS ISO 15489.1–2, the Protective Security Manual and other Australian Government requirements. Information Services also provides library services to the organisation, acts as the privacy and copyright contact, and manages various publishing aspects including ISBN, ISSN, CIP allocation and legal deposit.

Information Services is responsible for information security advice and the development of information security procedures. During 2008–09, there was a marked increase in these two activities. This included collaboration with other sections to develop several manuals incorporating information security requirements for external service providers.

To improve service quality and save costs, the APVMA moved to a new offsite file storage provider and relocated more than 5000 boxes to the provider. Information Services coordinated the Pesticide and Agricultural Chemical Committee (PACC) Project, which involved scanning more than ten years of highly used, deteriorating pre-National Registration Authority PACC committee minutes. Staff can now access these records using their desktop computers.

Information Services undertook the routine work of file creation, sentencing and destruction, file location audits, removal to offsite storage and file retrievals, fulfilled its parliamentary reporting obligations, and participated in Australian Government surveys.

To improve resource management, the library transferred its serials management to the new Library Management System and integrated e-journals into searchable scientific resources that are accessible from desktop computers.

## Information technology and application development

The Information Technology and Application Development Section manages the delivery of information technology (IT) services including infrastructure, systems development, telephony, and the APVMA's website. A key priority for the APVMA is to delivery efficient and effective IT solutions.

Key projects undertaken during 2008–09 include:

- developing the EARS Internal system which will replace existing legacy systems
- developing the Online Levy and Renewals system to replace external service, which is due to cease operation in late 2009
- implementing Email Protective Markings software
- replacing the existing storage area network due to its age, taking into consideration the additional data capacity required to store electronic labels and data submissions
- implementing a video conferencing solution
- upgrading systems to improve remote access
- completing enhancements to the MLS system as recommended by the ANAO
- decommissioning a number of servers due to their age, which provided the opportunity to introduce server virtualisation in IT infrastructure (see below).

In the coming year, APVMA's information technology focus will be to refresh desktop computers, implement outcomes of the cost recovery impact statement, develop the *Information Technology and Information Systems Strategic Plan 2009–12*, as well as complete a number of other ongoing projects.

### Server virtualisation

During 2008–09, the APVMA adopted server virtualisation; this is a method of running multiple independent virtual systems on a single physical computer. This project came about because of the need to replace some of the existing IT infrastructure due to its age. Rather than replace each physical server, the APVMA chose the virtualisation solution. The benefits include: the ability to deploy a new system without acquiring new hardware, which provides savings on hardware and maintenance costs; saving physical space; reducing power consumption; improving utilisation of systems; providing automatic failover so that if one server fails, the system will switch over to another server; and improving system backups for disaster recovery.

## Environmental management system

The APVMA has adopted an environmental management system in line with the requirements of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), the Agvet Code and the Greening of Government program.

The system, which uses ISO 14001:1996 as its framework, is integrated into the APVMA's quality management system with its auditing and continuous improvement requirements.

During 2008–09, the APVMA undertook an audit of its environmental management system. The audit found the APVMA is maintaining its environmental management system by purchasing recycled paper and maintaining recycling services for paper, cardboard, plastic and organic waste.



The audit also found the APVMA continuously improves its environmental management system. Improvements for 2008–09 were the implementation of the VM Ware computer hardware. This new system reduces APVMA electricity consumption because the APVMA has to power only two pieces of hardware while allowing the utilisation of multiple virtual servers. Another improvement was the purchase of video conferencing equipment. This purchase reduces APVMA travel requirements, thus reducing the APVMA's carbon footprint. At the same time it enhances the APVMA's relationship with remote and international colleagues.

## INTERNAL AND EXTERNAL SCRUTINY

### APVMA quality management system

The APVMA continued during 2008–09 to maintain and improve its quality management system, which is accredited against the ISO Standards AS/NZS 9001:2003. The APVMA's quality management system follows the ISO Standards principles, which are:

- customer focus
- leadership
- involving people
- process approach
- systems approach
- continual improvement
- factual decision making
- mutually beneficial supplier relationships

The quality management system is reviewed and monitored by managers as part of a monthly meeting. The APVMA conducts internal audits of the system each calendar year. An external auditor also audits the system once a year.

In October 2008, the APVMA's quality management system was re-accredited against the ISO standards for another three years after a successful triennial audit. The APVMA is continuing to strengthen the system so it can maintain future accreditation.

### Fraud control

The APVMA has a fraud risk assessment and a fraud control plan in place that complies with the Australian Government's Commonwealth Fraud Control Guidelines. The fraud control plan includes fraud prevention, detection, investigation, reporting and data collection procedures.

The fraud control arrangements were reviewed during 2008–09. The review included:

- a fraud risk assessment
- a review of changes in the APVMA's operations and environment since the last fraud control plan
- addressing recommendations in the last APVMA risk assessment
- development of a further two-year program for fraud control.

Fraud awareness training was also provided for all staff.

## Auditor-General's reports

The ANAO did not conduct audit operations at the APVMA in 2008–09.

## Courts and tribunals

One proceeding before the Administrative Appeals Tribunal carried from 2007–08 into 2008–09. The proceeding related to the APVMA's regulatory decisions following the review of veterinary medicines containing virginiamycin; it was finalised in October 2008 by agreement of the parties.

A significant Administrative Appeals Tribunal proceeding involving the APVMA and Imtrade Australia Pty Ltd was carried over from 2007–08. Imtrade challenged the APVMA's action to remove certain agricultural chemical products and active constituents from the Register of Chemical Products and Record of Approved Active Constituents. The APVMA's view was that the approvals and registrations were invalid because each was affected, procured or induced by fraud relating to the source of manufacture. In May 2007 Imtrade applied for, and obtained, a stay of the APVMA's regulatory actions. The APVMA applied to the Federal Court for determinations regarding the APVMA's power to stay the operation of the removal from the Register and Record.

In September 2008, Justice Gilmour of the Federal Court determined that the removal from the Register and Record of some of the registrations and approvals was unlawful and ordered the APVMA to restore them. The APVMA appealed to the Full Court of the Federal Court.

Meanwhile Imtrade commenced mandamus proceedings against the APVMA in relation to various applications for registration and approval, which it contended that the APVMA had not determined within the statutory timeframe. Both the appeal and the mandamus proceedings were settled in 2008–09 by agreement of the parties.

## Ombudsman

In October 2008, the Ombudsman commenced an investigation following a complaint by a member of the public. The complaint was regarding the explanation given by the APVMA for allowing a reduction in the duration of immunity in certain live-virus multivalent vaccines (vaccines that contain more than one antigen). The investigation is focused on assessing possible risks relating to adverse reactions to vaccination, concerns relating to over-vaccination of dogs, and various factors relevant to considering duration of immunity claims. The APVMA is continuing to participate in the investigation by providing detailed responses to the Ombudsman, including the provision of confidential commercial information that the APVMA is not at liberty to provide to the complainant. As of 30 June the matter is ongoing.

## Parliamentary committees and other reviews

The APVMA appeared before the Senate Committee on Rural and Regional Affairs for Estimates hearings in November 2008, February 2009, and May 2009.

## Privacy

The APVMA adheres to the Information Privacy Principles as set out in the *Privacy Act 1998*. The APVMA's operations were not subject to any report or determination by the Privacy Commissioner. The APVMA has an entry in the current edition of the Privacy Commissioner's *Personal Information Digest*.

## HUMAN RESOURCE MANAGEMENT

### People strategies

APVMA has now fully implemented its *People Plan 2006–2009*. The plan supports the APVMA's current corporate and operational plans and sets out the people management values, policy framework, delivery model, goals and organisational strategies for the APVMA.

### Staff

The following tables provide details of Australian Public Service (APS) employees (ongoing and non-ongoing) employed under the *Public Service Act 1999* in 2008–09.

The APVMA had 159 staff at 30 June 2009, including full-time and part-time officers. Table 17 shows a detailed breakdown by position level. Staff movements, including recruitments, resignations, terminations and retirements (excluding internal transfers and promotions), are shown in Table 18.

**Table 17: APVMA staffing at 30 June 2009**

CLASSIFICATION	FULL TIME (ONGOING)	PART-TIME (ONGOING)	NON-ONGOING AND CASUAL	TOTAL
CEO	1	0	0	1
Senior Executive Officer	5	0	0	5
Principal Scientist	2	0	0	2
Executive Level 2	18	1	1	20
Executive Level 1	28	1	1	30
APS Level 6	35	4	7	46
APS Level 5	16	2	2	20
APS Level 4	13	0	3	16
APS Level 3	9	3	6	18
APS Level 2	0			0
Trainee			1	1
<b>TOTAL</b>	<b>127</b>	<b>11</b>	<b>21</b>	<b>159</b>

The above table includes three employees on long-term leave, six on maternity leave and one on long service leave.

**Table 18: Staff movements at APVMA 2008–09**

CLASSIFICATION	SEPARATED	RECRUITED
CEO	0	0
Senior Executive Officer	1	0
Principal Scientist	0	0
Executive Level 2	3	3
Executive Level 1	10	7
APS Level 6	15	17
APS Level 5	4	2
APS Level 4	0	1
APS Level 3	16	16
APS Level 2	2	2
Trainee	0	1
<b>TOTAL</b>	<b>51</b>	<b>49</b>

The employee-initiated separation rate for 2008–09 was 18.77 per cent. It was 12.46 per cent in 2007–08.

### Australian Workplace Agreements (AWA), Common Law Contracts (CLA) and Collective Agreements (CA)

The APVMA has implemented the *Workplace Relations Amendment (Transition to Forward with Fairness) Act 2008*. As a result, the APVMA did not enter into any new Australian Workplace Agreements (AWAs). Some APVMA staff are under pre-existing AWAs (Table 9)

**Table 19: Number of staff employed under AWAs, CLAs, CA as at 30 June 2009**

	AWA	CLA	CA	TOTAL
Senior Executive Service (SES)	2	3	0	5
Non-SES	3	7	144	159

Details of Senior Executive remuneration are shown at Note 9 of the Financial Statements (page 115). Remuneration includes salary, superannuation, performance payments, salary-sacrificed benefits and movements in annual leave and long-service provisions. Further information about remuneration is in Tables 20 and 21.

Table 20: Salary range by classification as at 30 June 2009

CLASSIFICATION	MINIMUM	MAXIMUM
Executive Level 2	\$ 100,705.00	\$ 115,532.00
Executive Level 1	\$ 85,809.00	\$ 96,630.00
APS Level 6	\$ 70,914.00	\$ 79,164.00
APS Level 5	\$ 62,380.00	\$ 68,531.00
APS Level 4	\$ 54,931.00	\$ 60,518.00
APS Level 3	\$ 48,412.00	\$ 54,546.00
APS Level 2	\$ 43,765.00	\$ 47,987.00
Trainee	\$ 24,574.00	\$ 41,384.00
AWA/CLA	\$ 70,869.00	\$ 132,335.00

Table 21: Aggregate performance-linked bonus payments by number of affected staff 30 June 2009

NUMBER OF STAFF: APS2-SES	AMOUNT
90	\$ 202,312.00

## Non-salary benefits

The APVMA provides a number of non-salary benefits to its employees:

- access to the Employee Assistance Program
- flexible working hours
- extended maternity leave
- parental leave
- purchased leave
- flextime
- study assistance
- support for professional and personal development
- award scheme
- reimbursement of eyesight testing and eyewear costs prescribed specifically for use with screen based equipment
- influenza vaccinations
- access to an onsite gymnasium
- access to an onsite family and carer's room
- annual health and wellbeing program
- car parking.

## Attraction and retention

The APVMA places great emphasis on enhancing its profile as an employer of choice, including the attraction of new employees through innovative recruitment practices. The APVMA has streamlined recruitment processes to help attract and engage the best candidates, as well as continually developing the comprehensive induction program that has improved the retention of new starters.

## Graduate program

The six 2008 graduates successfully completed the 12-month program and retained positions within the APVMA. An important component of the program is to demonstrate effective project management skills. The graduates effectively developed and administered a new model for engaging external scientific advice with the APVMA Science Fellows. The graduate intake continued in 2009. The selection process included rigorous assessment and interviews. From February 2009, the two successful candidates undertook comprehensive induction and external APS development. During the 12-month program, each graduate will have four rotations and work across various programs within the APVMA.

## Learning, development and performance

During 2008–09, the APVMA continued its strong commitment to learning and development.

The APVMA Performance Management Scheme provides a framework for managing individual performance: there is a clear link between individual performance and organisational objectives. During 2008–09, the APVMA observed noticeable links between the Integrated Leadership System and improved performance.

Staff were provided a number of development opportunities throughout the year. These were consistent with the Integrated Leadership System, which was introduced to APVMA staff by the Australian Public Service Commission.

The APVMA commenced implementation of a leadership development program, 'Focus on People Series' for all SES, EL2 and EL1 staff. The series focused on contemporary APS-wide challenges and people issues for leaders in the APS. The series provided managers and supervisors with an opportunity to hear from experts on a range of topics to assist in people management responsibilities. Participants had the opportunity to ask questions and discuss issues with the experts and APVMA colleagues.

The delivery of 'Confident Communication' training to APS Level 6 employees enhanced relationship management expertise both externally and internally.

The APVMA has maintained relations with Charles Sturt University to increase the authority's profile, to attract new staff and to help current staff with practical training and technical expertise. Dr Ted Wolfe, Emeritus Professor and Member, EH Graham Centre for Agricultural Innovation (Charles Sturt University and NSW Department of Primary Industries) presented a brief to APVMA staff on 'Current trends in sustainable agriculture in Australia – some potential implications for APVMA'. The continued relationship with the university has resulted in four staff commencing or continuing university studies. This will assist with succession management, career progression and retention.

The Study Encouragement Scheme has continued to support staff to gain relevant tertiary qualifications. This will ensure that the APVMA continues to promote scientific excellence. Twelve employees undertook tertiary study.

## Workplace diversity

Workplace diversity recognises the value of individual differences and the importance of managing them in the workplace. It is about fairness, equity, flexibility, respect and a safe and rewarding workplace. The APVMA continues to demonstrate and celebrate its commitment to workplace diversity strategies that maximise the contribution and inclusion of people. Staffing rates by gender and disability are in Tables 22 and 23.

To engage staff in workplace diversity issues and the importance diversity plays within the organisation, the APVMA's key objectives over the past year have been to:

- promote an environment of cooperation
- eliminate barriers
- build an understanding of the benefits of encouraging and valuing diversity in the workplace
- educate staff on what constitutes harassment, discrimination and bullying in the workplace
- embrace a range of cultural perspectives displayed in multicultural Australia and the key issues impacting on workplace communication
- raise awareness of the legislation and employee responsibilities in terms of workplace conduct including the implementation of APS Values and Code of Conduct.

The APVMA has demonstrated this commitment by ensuring that all staff participated in a training session—APS Code of Conduct and Values.

As part of the APVMA's induction program, new staff demonstrate an understanding of their responsibilities by completing an online course that has been designed to inform and educate them on this important issue.



Table 22: APVMA staffing at 30 June 2009 by gender

CLASSIFICATION	MALE	FEMALE	TOTAL
CEO	0	1	1
Senior Executive Officer	3	2	5
Principal Scientist	2	0	2
Executive Level 2	15	5	20
Executive Level 1	16	14	30
APS Level 6	24	22	46
APS Level 5	4	16	20
APS Level 4	4	12	16
APS Level 3	3	15	18
APS Level 2	0	0	0
Trainee		1	1
<b>TOTAL</b>	<b>71</b>	<b>88</b>	<b>159</b>

Table 23: Profile of the APVMA's staff at 30 June 2009—non-English speaking background and disability

CLASSIFICATION	PEOPLE OF NON-ENGLISH SPEAKING BACKGROUND	PEOPLE WITH A DISABILITY
CEO	1	0
Senior Executive Officer	2	0
Principal Scientist	0	0
Executive Level 2	5	0
Executive Level 1	7	0
APS Level 6	15	1
APS Level 5	2	0
APS Level 4	4	0
APS Level 3	0	0
APS Level 2	0	0
Trainee	0	0
<b>TOTAL</b>	<b>36</b>	<b>1</b>

Note: Based on voluntary staff disclosure of equal employment opportunity information.

## Occupational health and safety

The APVMA is committed to a systematic approach to the occupational health and safety of its employees and recognises the importance of positive interventions aimed at improving employee health and safety.

Following amendments to the *Occupational Health and Safety Act 1991* and the *Safety, Rehabilitation and Compensation Act 1988*, the APVMA has addressed its work practices as relevant, which further demonstrates the APVMA's continued strong commitment to occupational health and safety management.

As part of the APVMA induction program, new staff demonstrate an understanding of their responsibilities by completing an online course designed to inform and educate them on this important issue.

The Health and Wellbeing Committee hosted another successful health week with an 88 per cent satisfaction survey result. An annual wellbeing program was launched during 2008–09; it aims to raise awareness and improve the prevention of various health issues that potentially affect our staff.

There were no reportable accidents or dangerous occurrences during 2008–09 in the APVMA.

There was one employee compensation claim at 30 June 2009.

## Commonwealth Disability Strategy

The APVMA incorporates the principles of the Commonwealth Disability Strategy in its Workplace Diversity Plan and other people management practices. Applicants for job vacancies are invited to advise the selection committee of any disability when making application to ensure this is appropriately considered. All employees who chair selection exercises are trained to ensure they are aware of issues relevant to people with disabilities, including specific reference to the principle of reasonable adjustment.