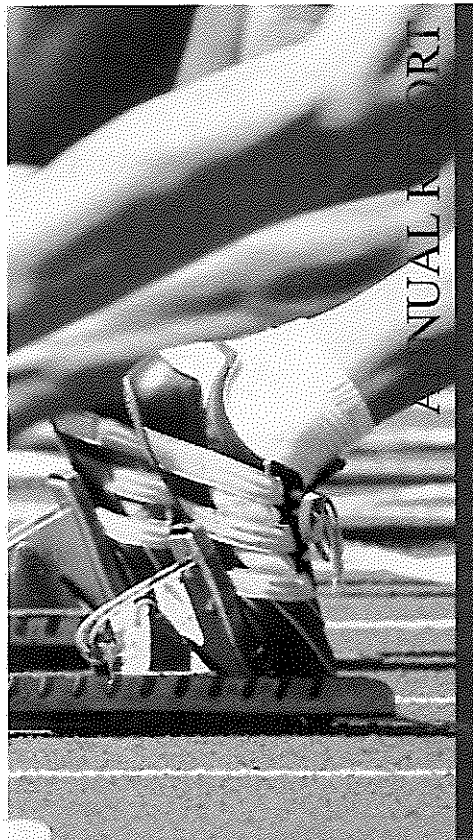


# AUSTRALIAN SPORTS DRUG AGENCY ANNUAL REPORT

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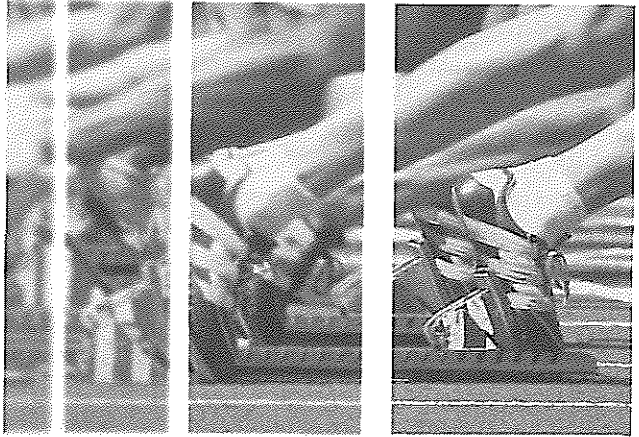


NATIONAL SPORT INFORMATION CENTRE  
AUSTRALIAN SPORTS COMMISSION  
LEVERIER STREET  
BRUCE, A.C.T. 2617  
AUSTRALIA

30 OCT 1998

ASDA

# AUSTRALIAN SPORTS DRUG AGENCY ANNUAL REPORT



ASDA

Australian Sports Drug Agency  
Annual Report 1997-98  
Canberra

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ISSN 1037-378

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Design and layout by Berry-Smith & Associates  
Printed by National Capital Printing



The Hon. Andrew Thomson, MP  
Minister for Sport and Tourism  
Parliament House  
Canberra ACT 2600

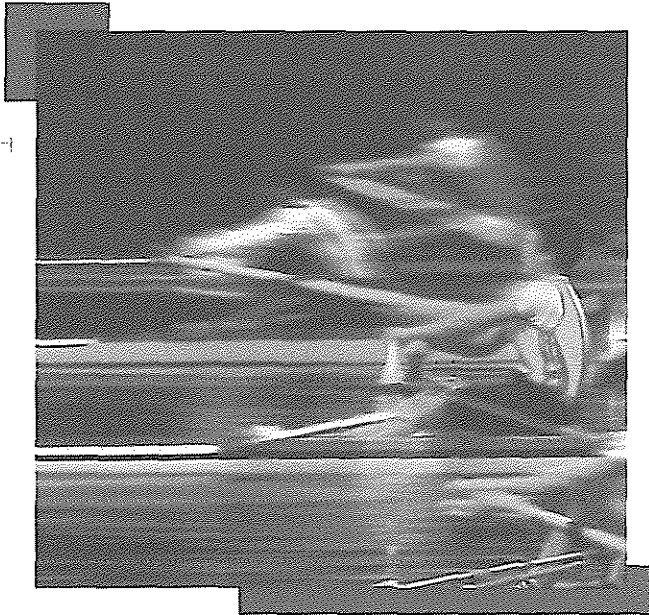
My dear Minister,

The Australian Sports Drug Agency is pleased to present its annual report for the year ending 30 June 1998. The report was prepared according to the requirements of section 63(M) of the *Audit Act 1901* as required by section 54 and 63 of the *Australian Sports Drug Agency Act 1990*.

Yours sincerely

Professor Peter Baume AO  
Chairman  
Australian Sports Drug Agency

15 September 1998



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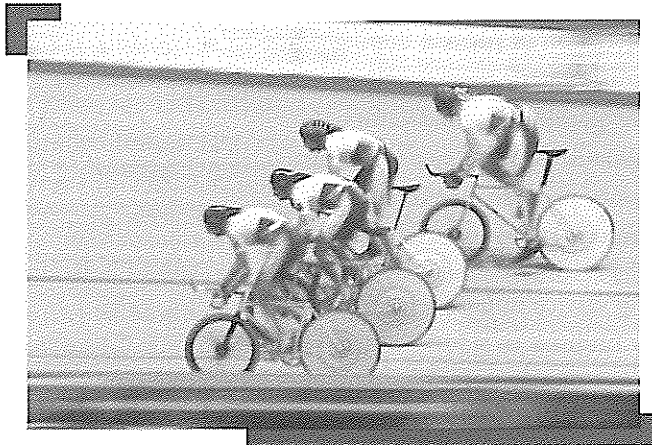
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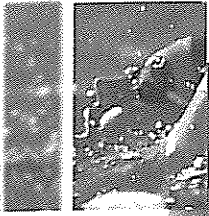
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## Abbreviations

AFL	Australian Football League
AOC	Australian Olympic Committee
ASC	Australian Sports Commission
ASDA	Australian Sports Drug Agency
ASDTL	Australian Sports Drug Testing Laboratory
DCO	Drug Control Officer
EACC	Enterprise Agreement Consultative Committee
FINA	Federation Internationale de Natation Amateur (international swimming federation)
HRMS	high resolution mass spectrometer
IADA	International Anti-Doping Arrangement
IDTM	International Drug Testing Management
IOC	International Olympic Committee
NRL	National Rugby League
UCI	Union Cycliste Internationale (international cycling federation)





# 1

## Executive Summary

### Chairman's summary

ASDA functions in an environment, increasingly in the public spotlight, where timely, accurate and reliable anti-doping strategies are demanded. The globalisation of Australian sport is rapidly increasing. Doping control and anti-doping policy are correspondingly more complex. ASDA's clients and stakeholders are demanding more efficient and improved services. I am pleased to report that ASDA is embracing these challenges with initiative and innovation. This report confirms ASDA's effectiveness and its important role in protecting the value of sport to Australian society from being undermined by a culture of doping.

ASDA launched its *Strategic Plan 1998-2001* in January 1998 following thorough consultation across the sports community. The agency used the strategic plan's performance measurement framework to discuss its performance through measured outcomes or outputs against set targets. ASDA successfully achieved most targets across its testing, education and organisation objectives.

ASDA's core business activity was more intense than ever. A total of 4,313 drug tests were conducted this year (23 per cent increase on last year). This program of testing has resulted in 42 entries on the Register of Notifiable Events and 12 positive results arising from tests returned by non-Australian athletes. The majority of tests were conducted out-of-competition including the extraordinary pre-event testing conducted on behalf of the international swimming federation (FINA). The proportion of positive results of Australian athletes compared to tests conducted remains consistent with previous years (less than 1 per cent). This result, supported by sound test distribution that targets high-risk sports, suggests ASDA continues to deter athletes from using banned doping practices. However, concern remains over the use of undetectable substances such as erythropoietin and human growth hormone within elite level sport. In response the Australian government has committed significant funds to the Australian Sports Drug Testing Laboratory to undertake a detection methodology research program.

Despite substantial pressure on its drug testing program, the agency continued to complement drug testing with comprehensive information and education programs to athletes and sports organisations. These programs assist sport organisations to communicate with athletes about drugs-in-sport issues and to fulfil their own obligations to ensure members have access to information and are aware of the requirements of their anti-doping policy. ASDA increased resources to assist sporting bodies to: develop good policy; provide educational opportunities for athletes, coaches and other support staff; and

to disseminate information to raise awareness of testing issues. This was most appropriate as ASDA's role in education and information dissemination was scrutinised in highly publicised doping cases where the athlete's defence focused on their access to information.

Emphasis on education must continue to secure a sporting environment where values of fair play influence behaviour rather than the values associated with winning at all costs. ASDA will continue to improve the effectiveness of educational strategies and deal with the growing demand for information on drugs-in-sport issues.

ASDA increased its influence on the international sports scene through drug testing agreements with other countries, international sporting federations and other national drug testing agencies. The agreements benefit both ASDA and its partners. The international partner can access ASDA's high quality testing services and, through the defined agreement, there is certainty that athletes who return positive tests are dealt with in accordance with the relevant doping policy.

To develop a more effective anti-doping policy framework an independent review of the ASDA legislation was conducted. While the legislation is only a part of the anti-doping policy landscape that is shaped by the Australian Sports Commission (ASC) and Australian Olympic Committee (AOC) anti-doping policies, it is critical to enable ASDA to operate in a contemporary and relevant way. The legislation review identified amendments to enable ASDA to more effectively provide a comprehensive anti-doping program to national and international sport. The recommendations from the review were supported by the government and the process of amending the ASDA Act is underway.

In regard to management of its internal operations, the agency made quantum leaps forward through the introduction of a Planning and Performance Management Framework and its *Strategic Plan 1998-2001* which further enhanced the organisation's approach to strategic business planning and management of performance.

Additionally, the agency stepped up activities to implement a quality strategy based on the Australian business excellence framework to assess and improve organisational performance.

In my view ASDA is on track to realise its vision of being the leading drug testing agency in the world.

On behalf of my colleagues on the board, I am pleased to present this report on the significant achievements of the Australian Sports Drug Agency for 1997-98.



Professor Peter Baume, AO  
Chairman  
Australian Sports Drug Agency

## Board of directors

### Membership

Section 19(1) of the *Australian Sports Drug Agency Act 1990* provides for the agency to consist of a Chairperson, a Deputy Chairperson, up to three other members who are appointed on a part-time basis, and a Chief Executive who is appointed on a full-time basis as a board member. All appointments to the ASDA board are eligible for re-appointment.

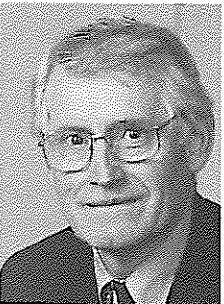
As at 30 June 1998, membership of the ASDA board and the periods of appointment were as follows:

Chairman	Professor Peter Baume, AO	18. 2.1997 - 18. 2.1999
Deputy Chairman	Dr Brian Sando, OAM	6. 3.1997 - 6. 3.1999
Members	Ms Sharon Buchanan, OAM	18. 2.1996 - 17. 2.1999
	Mr John Landy	17. 3.1998 - 1. 3.2000
	Ms Diane Sias	17. 3.1998 - 1. 3.2000
Chief Executive	Ms Natalie Howson	18.12.1995 - 17.12.2000



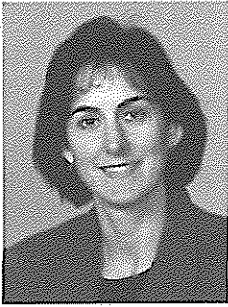
**Professor Peter Baume**      **Chairman**  
**Board Member**

Professor Peter Baume is a former Senator for New South Wales and is currently Professor of Community Medicine at the University of New South Wales and Chancellor of the Australian National University. Professor Baume has considerable expertise in the areas of health and drug policy, medicine and organisational leadership.



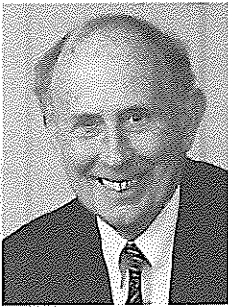
**Dr Brian Sando**      **Board Member**

Dr Brian Sando is a sports medicine practitioner and was appointed Senior Medical Director to the Australian Olympic team for the 1996 Atlanta Olympic Games. Dr Sando works in an executive health practice and is past President of Sports Medicine Australia. Dr Sando is also Chairman of the Australian Olympic Commission Medical Committee and the official team doctor for the Australian swimming team.



**Sharon Buchanan OAM      Board Member**

Ms Sharon Buchanan is an Australian Olympian and former captain of the successful Australian women's hockey team. Ms Buchanan has a comprehensive understanding of high-performance sport, health promotion and sports administration. Ms Buchanan is also a Senior Sports Administrator with Women's Hockey Australia and a board member of the Australia-Korea Foundation.



**Mr John Landy                      Board Member**

Mr John Landy dominated Australian middle-distance running from 1952 to 1956 and was a central figure in the much-publicised quest to break the four-minute mile. Mr Landy's diverse career includes scientific research, business administration and management.



**Ms Diane Sias                      Board Member**

Ms Diane Sias is employed as the General Manager of Operational Services and Telephone Banking at Westpac Bank. Ms Sias is a former representative basketballer and has coached and administered in sport. Ms Sias has a lengthy involvement in sports and organisational management.



**Ms Natalie Howson              Chief Executive Officer  
Board Member**

Ms Natalie Howson is the agency's Chief Executive. Ms Howson is qualified in the sports science and education fields and is a former teacher and drug education consultant. Ms Howson has worked in the anti-doping field for eight years.



## 2 Organisational Overview

### ASDA at a glance

#### Establishment

The Australian Sports Drug Agency (ASDA) is a Commonwealth statutory authority within the Industry, Science and Tourism portfolio. ASDA was established by the *Australian Sports Drug Act 1990* (ASDA Act) to enable the Federal Government to deal with the problem of drug use in sport.

The objects, functions and powers of the agency as specified in the ASDA Act are included as appendix A.

ASDA's responsible Minister is the Minister for Sport and Tourism, the Hon. Andrew Thomson MP. The powers of the Minister under the ASDA Act are outlined in appendix B.

#### Role

Sport is of social and moral value to Australian society. ASDA's anti-doping program helps to preserve the value of sport for all.

Through its anti-doping program, which is made up of a drug testing program, international initiatives and educational resources and services, ASDA works with national and international sports organisations to deter athletes from using banned doping substances and methods.

#### Clients

ASDA has individual clients consisting of elite and pre-elite athletes and the coaches, managers and medical officers who support those athletes.

The agency has organisational clients in the form of national and State sporting organisations and commercial sporting organisations.

## Services

ASDA's primary service is its sporting event and out-of-competition drug testing program.

The drug testing program is supported by a multi-faceted anti-doping educational program that includes a telephone medications information service, athlete's handbook, coach's manual, drugs-in-sport newsletter and education activities for sporting organisations.

The agency works closely with sporting organisations to help them develop effective deterrence strategies to address drugs-in-sport issues through testing and education. It also provides expert anti-doping policy assistance for sporting organisations.

## Goals

ASDA's goals are based on its future direction (vision) with consideration for its operating environment (mission) and the way we conduct ourselves (core values).

### Our vision

Our vision 'for ASDA to be the leading drug testing agency in the world' aims at creating a future in sports drug testing that sees ASDA as a leading edge organisation exemplifying world's best practice in all aspects of our operation.

### Our mission

Our mission 'to provide an independent, high quality and accessible anti-doping program to enable Australian sport to deter athletes from banned doping practices' highlights ASDA's role in supporting both national sporting organisations and commercial sporting organisations to implement anti-doping programs that target athletes at both the elite level and pre-elite level.

### Our core values

Our core values: realise our potential, act with integrity, respect for individuals and embrace challenge are the foundation principles for decisions and business dealings carried out by ASDA.

## People

ASDA's Drug Control Officers (DCOs) work at the coal-face dealing with elite and pre-elite athletes. These officers are assisted in the drug testing of athletes by a large number of chaperones located around Australia.

The staff of the Sample Collection Team support and guide DCOs and chaperones in the conduct of drug testing including test distribution planning and management of test results.

Sports Service Officers are the second major group who interact directly with ASDA's clients. They operate out of the Sports Services Teams and provide sport-specific testing,

educational and policy services to national sporting organisations, commercial sporting organisations and support staff clients.

The people in the Resource Development Team produce the agency's education and information products. They also handle the public relations and media liaison aspects of ASDA's operations.

Our Policy Team Officers research and advise on policy matters to support decision making on drugs-in-sport matters. They also play an important role in developing ASDA's strategic alliances with national and international sport peak bodies.

The Corporate Services Team focuses on serving internal clients by providing them with systems and facilities to enable the agency to service its external clients.

ASDA has a lean and flat senior management team that is responsible for ensuring the ASDA Act and approved strategic direction is deployed.

ASDA's organisational structure, shown in figure 1, depicts the operational relationships between the agency's people and teams. The structure is designed to build effective partnerships with sport for the delivery of world class anti-doping programs.

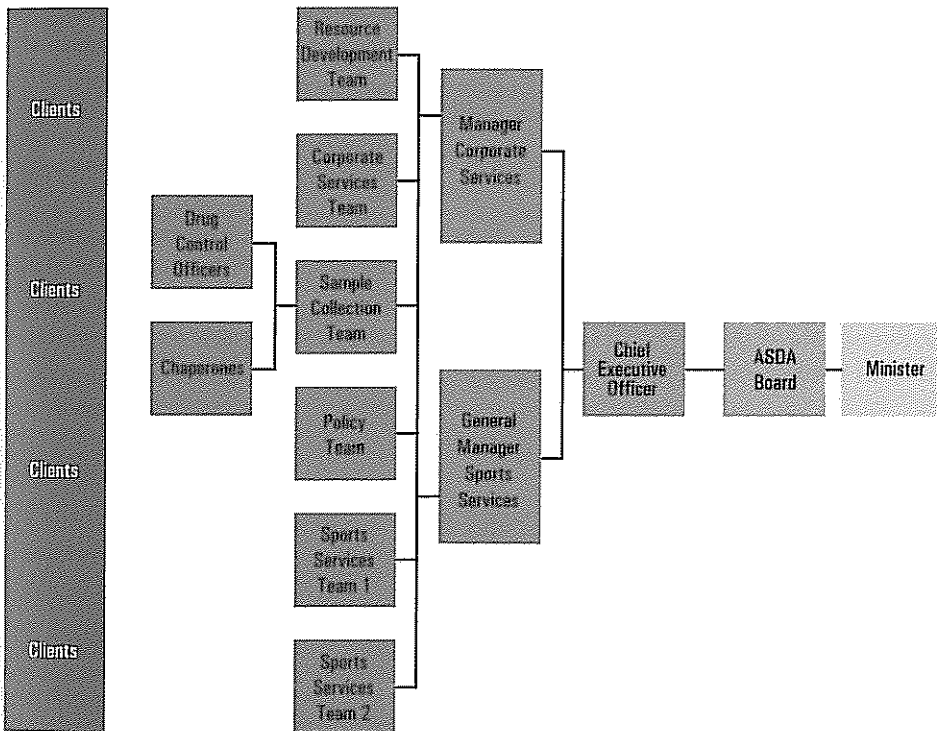


Figure 1: ASDA's organisational structure

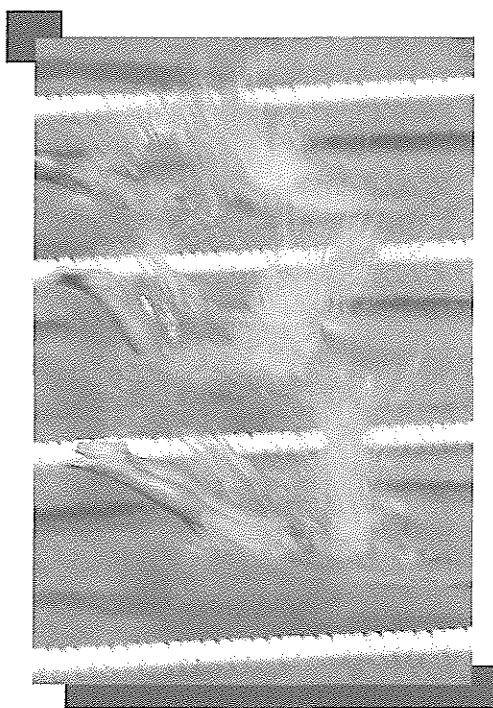


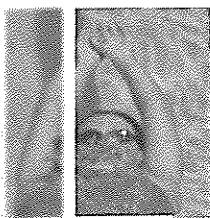
## Financial and staffing outcomes for 1997-98

The agency managed both its financial resources and human resources effectively. As shown in table 1, our actual expenditure was maintained at 1.3 per cent under our estimate for the year, while our staff numbers were contained within 0.2 per cent of our estimate.

	Expenditure (\$'000)		Staff years	
	Estimate	Actual	Estimate	Actual
Sports Services	3,056	3,021	31.0	31.5
Corporate Services	1,338	1,318	10.0	9.6
Totals	4,394	4,339	41.0	41.1

Table 1: Expenditure and staffing





# 3 Performance Report

## Planning and Performance Management Framework

### Introduction

ASDA uses its Planning and Performance Management Framework to match business opportunities with resources to ensure successful outcomes. This framework describes the logical relationships between ASDA's goals and its enabling strategies.

By measuring performance against enabling strategies, ASDA is able to gauge its success in achieving goals and whether it is increasing the value of the organisation for all stakeholders.

### Enabling strategies and performance drivers

Enabling strategies are the means by which the agency achieves its goals. They detail areas in which the agency must be successful to achieve its goals and ambitions and, as such, provide staff with solid guidelines for their actions. The outcomes of all enabling strategies are focused on the agency's vision and mission. Enabling strategies are identified as either those critical for success in achieving the mission (critical success factors) or those that are of strategic relevance (strategic breakthrough issues).

### Critical success factors

The critical success factors describe how the agency will increase the value for all stakeholders by continuously improving performance and developing our capabilities across the business thereby realising the intent of our mission. These factors are:

- quality of products and services;
- communication;
- client focus;
- strategic alliances;
- accountability; and
- staff partnerships.

## Strategic breakthrough issues

The strategic breakthrough issues describe how the agency will create new and innovative ways of providing better products and services to clients for the benefit of all stakeholders thereby recognising the intent of our vision. These issues are:

- enhance the credibility and affordability of our drug testing service;
- grow the business to achieve a sustainable economic future;
- invest in our people to build a dynamic, innovative and client focused organisation; and
- play a leading role in the development of drugs-in-sport policy in Australia.

## Reporting style

*In order to provide a comprehensive snapshot of its performance, the agency reports against each critical success factor and strategic breakthrough issue. This also satisfies our obligation within the ASDA Act to report on the strategic and operational plans.*

We maintain a balanced approach in this performance report by addressing each of the five aspects described below for every factor and issue.

### Our intent

Describes the agency's objectives in relation to the issue or factor and the outcomes we expected to achieve.

### Our approach

Describes the strategies and plans we used to achieve our intent and how the approach was deployed throughout the agency.

### Outcomes achieved

Describes the progress we made towards achieving our intent. Data and information is used to demonstrate the extent to which we are recognising the defined outcomes.

### Difficulties encountered

Describes the presence or absence of any significant operating problems or performance shortfalls experienced.

### Proposed improvements

Describes what the agency intends to do to further improve the outcomes of the issue or factor.

# Critical Success Factors

## Quality of products and services

### Our intent

The agency manages the quality of its products and services from both a qualitative and quantitative perspective in order to monitor the degree to which our anti-doping program:

- maintains the deterrent effect that is the inherent driver in all our products and services; and
- achieves the volume of service provision and growth that we have defined for ourselves.

### Our approach

The agency relies on a comprehensive approach to anti-doping to deter athletes from the use of banned substances and methods. The drug testing program must include sufficient testing to instill the belief in elite athletes that they will be tested on a regular basis and athletes who dope are caught and appropriately sanctioned. A broad-based educational program reinforces the agency's drug testing activities and the belief that doping practices are unacceptable in sport.

The agency strictly adheres to the privacy provisions of its legislation to maintain athlete confidentiality. The drug testing program is meticulous and robust to maintain the highest standards to guarantee its efficacy and immunity to legal challenges. The agency also ensures that the majority of its drug tests are conducted out-of-competition at the times that an athlete is most likely to use banned substances.

In addition, the agency together with the ASC assists national sporting organisations to develop appropriate doping policies. It is the role of national sporting organisations to hear doping cases and apply sanctions and they need robust policies to do this effectively. Inadequate anti-doping policies or the failure of national sporting organisations to administer their policies consistently undermines the deterrent effect of the national anti-doping program.

*Information and education services are subject to the same rigor to ensure accuracy and timeliness. Again, national sporting organisations need appropriate services to enable them to deter athletes from banned doping practices.*

## Outcomes achieved

Outcomes achieved addressed the defined performance indicators and targets contained in table 2.

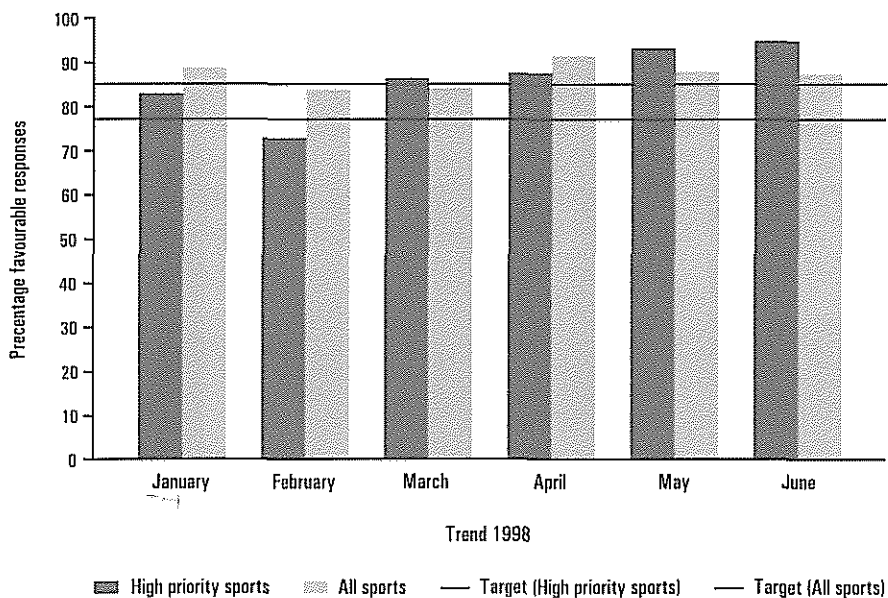
Performance indicators	Targets 1997-98
Athletes perceive deterrent effect from ASDA programs	78% (all sports)
Athletes believe they will be tested in next 12 months	75%
New clients for drug testing services - annually	4
Tests conducted vs tests planned per bimonthly plan (including % of out-of-competition tests and % of no-notice tests within testing program)	+/-10%
Percentage of negative drug test results in priority sports	> 98%
Percentage of positive test results in priority sports where appropriate sanctions are applied	> 95%
Percentage of positive test results that stand when contested	100%
Percentage of priority sports that are responding to the drugs-in-sport issue in a comprehensive way	100%
Percentage of athletes in priority sports that perceive banned doping practices as cheating	90%
% of national sporting organisations (high and medium priority) that publish or distribute ASDA related materials	-

**Table 2: Quality of products and services performance indicators**

### Athletes perceive deterrent effect from ASDA programs

The deterrent effect perceived by athletes recorded a very successful outcome with 85 per cent of athletes in priority sports and 86 per cent of athletes across all sports indicating they were deterred from banned doping practices by ASDA's programs.

From January 1998 feedback was collected from athletes at ASDA drug testing sessions. While the overall rating was excellent, the degree of consistency across each month (figure 2) was also very pleasing. The results equaled or exceeded our 1997-98 targets of 85 per cent for priority sports and 78 per cent across all sports.



**Figure 2: Athletes perceive deterrent effect from ASDA programs**

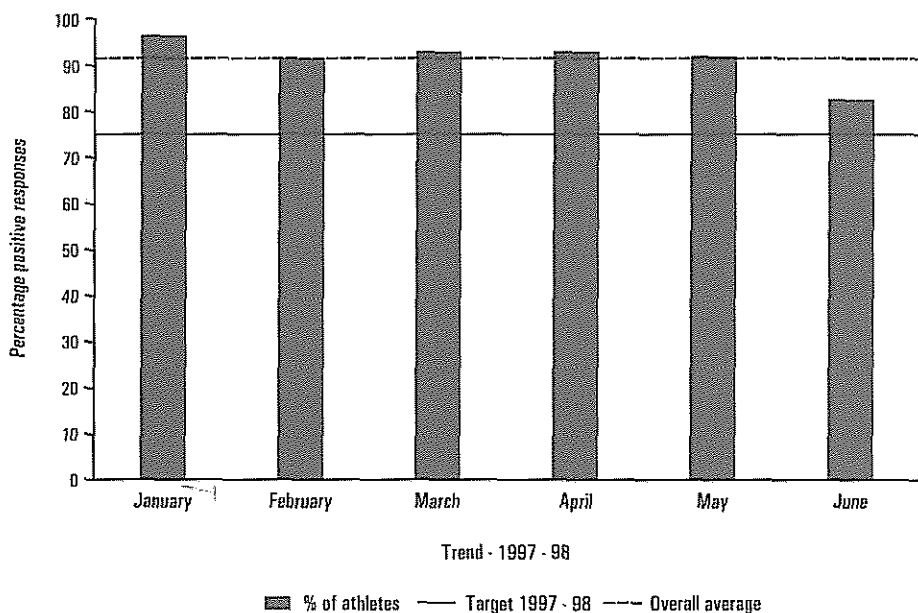
The drug testing program's effectiveness was considerably improved with the introduction of the following enhancements:

- significantly increased number of out-of-competition tests (36 per cent increase over 96-97) and improved timing of testing with activities within sports;
- ranking system introduced to better target high priority athletes; and
- from November 1997, the Australian Sports Drug Testing Laboratory (ASDTL) used high resolution mass spectrometry equipment on samples to substantially increase its detection capability.

In general, these features of ASDA's drug testing program increase the unpredictability of selection and the likelihood of detection through use of state-of-the-art, sample analysis technology.

Athletes believe they will be tested in next 12 months

The belief by athletes that they will be tested by ASDA in the next 12 months is another qualitative measure that demonstrates the deterrent effect of our anti-doping program. Results in this area were outstanding with a 92 per cent affirmative response. This outcome, as shown in figure 3, was significantly beyond our target for 1997-98 of 75 per cent.



**Figure 3: Athletes believe they will be tested in next 12 months**

#### New clients for drug testing services

New clients for drug testing services is one of the agency's primary quantitative measures regarding the quality of its drug testing services. It is a measure of the attractiveness of our service to new clients. The agency met its 1997-98 target of 4 new clients through the conduct of testing services with the following new clients:

- Motorcycling Australia Limited (previously a government-funded client but now a user-pays client);
- Strongman International (initiated due to sponsorship requirements that demanded all competitors be subject to testing);
- Philippines Sports Commission (testing at 1997 Asian Judo Championships and also engaged to train their DCOs and chaperones); and
- Outrigging Association (drug testing for national championships in this new sport which is rapidly gaining a high profile).

#### Tests conducted versus tests planned per bimonthly plan

The tests conducted versus tests planned per bimonthly plan is the second primary quantitative measure of our drug testing service. We use this measure to monitor our ability to deliver a set volume of drug testing in a timely way as prescribed by the agency's test planning process.

This measure is further analysed in relation to the number of out-of-competition tests and event tests conducted within the overall testing period. Figure 4, shows the overall proportion of out-of-competition testing compared with event testing. It can be seen from this graph that the task of advance planning for out-of-competition testing is significantly influenced by client requests for additional testing at very short notice as happened in the cases of the last three bimonthly plans (FINA 8th World Swimming Championships in Jan-Feb and National Rugby League (NRL) in Mar-Apr and May-Jun).

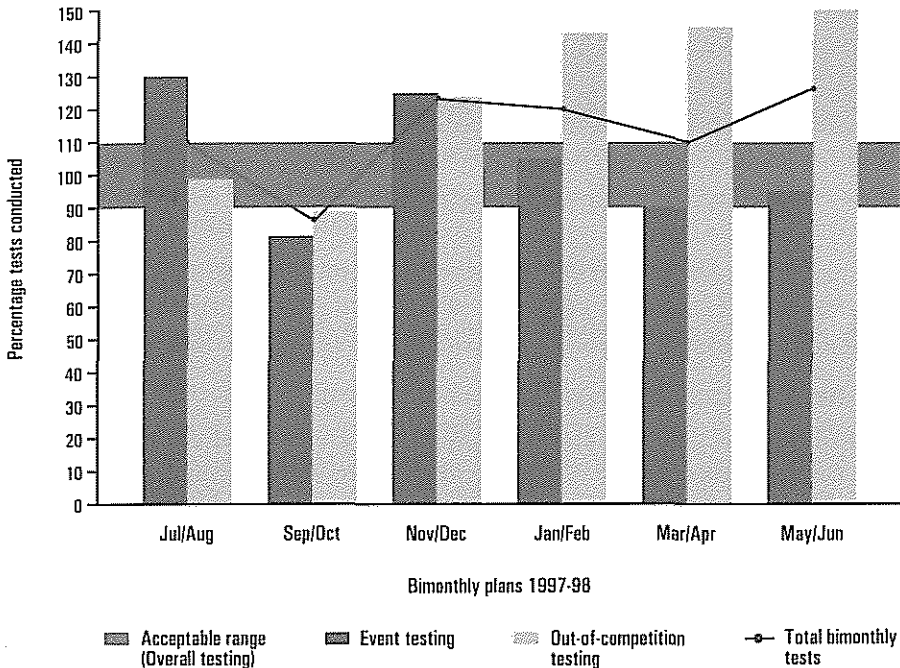
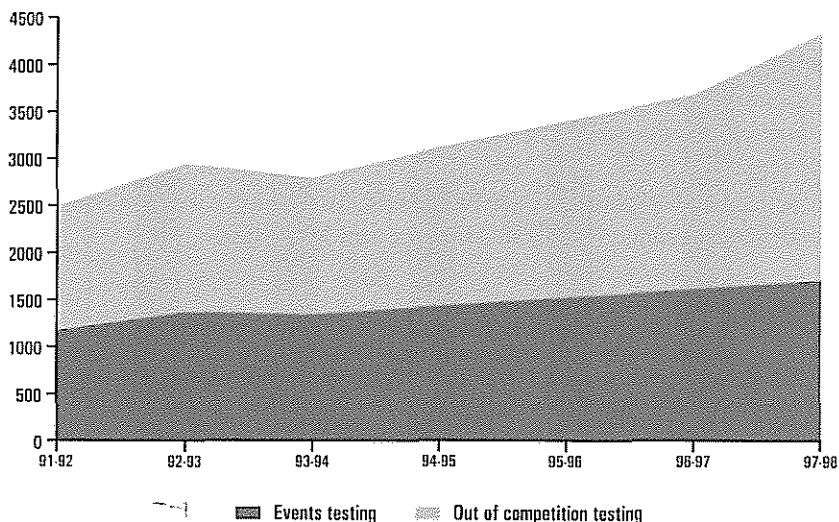


Figure 4: Tests conducted versus tests planned per bimonthly plan

The number of out-of-competition tests continued to increase with a 36 per cent growth on the 1996-97 figure, while event testing experienced a modest seven per cent growth over the equivalent figure last year (figure 5).





**Figure 5: Annual trends in event and out-of-competition testing**

A detailed breakdown of the testing conducted can be seen in the tables within appendix E.

#### Percentage of negative drug test results in priority sports

The percentage of negative drug test results in priority sports returned a result of 99 per cent against a target of greater than 98 per cent. This result was consistent with the percentage of negative tests in priority sports from previous years. Priority sports are exposed to the highest number of tests and collectively experience 60 per cent of the government-funded testing program. These sports maintained a high rate of negative test results with increased test numbers and an increased proportion of out-of-competition tests. While the anti-doping ethic is evident in Australian sport, ASDA is cautious in its interpretation of drug testing statistics that can not inform on the use of substances in the peptide hormone and analogue class.

The number of positive results attributed to inadvertent doping did not grow despite increased event tests of seven per cent over last year.

#### Special operational issues

A total of 4,313 tests were conducted this year. Forty-two entries were made to the Register of Notifiable Events. Seven entries were reported last year. (The reporting method has changed to reflect the date that positive results are entered in the Register of Notifiable Events rather than the test date). One individual failed to comply with a request to provide a sample and 41 athletes recorded positive test results. Five athletes made submissions under the provisions of section 17L of the ASDA Act. The agency determined that there was no reason to invalidate the test results. The names of all athletes were therefore entered on the register. A summary of entries made to the register from the perspective of IOC Medical Code categories and classes appears at appendix F.

Twelve entries were made on the agency's International List of Incidences (appendix D). All entries were for competitors who recorded positive test results (one of these entries was reported last year).

As an additional piece of information, and in line with its legislative requirements, the agency has also included as appendix G a complete list of laboratories that are accredited by the IOC to conduct doping control analyses.

Percentage of positive drug test results in priority sports where appropriate sanctions were applied

The percentage of positive test results in priority sports where appropriate sanctions were applied was 87.5 per cent compared with our target of greater than 95 per cent. National sporting organisations are responsible for determining sanctions applied to athletes who have committed doping offences. While ASDA does not set or control sanctions applied to doping offences, it recognises that inappropriate sanctions undermine the deterrent effect of the doping control program.

The ASC's model anti-doping policy, and conditions for funding, require a two year sanction for a first offence of anabolic agent use be applied. The ASC monitors the application of sanctions by sports organisations receiving government funding.

Four doping offences relating to the use of anabolic agents attracted sanctions of less than two years. These sanctions were applied in Australian football and rugby league. While these sanctions were in accordance with each sport's doping policy, the ASC and ASDA continued to work with the Australian Football League (AFL) and the NRL (formerly Australian Rugby League) to encourage the adoption of stricter penalties. The NRL's anti-doping policy includes stricter penalties and the AFL is revising its policy.

The ASC, with ASDA's support, raised concerns with the AOC following a finding on an athlete in the sport of bobsleigh. The tribunal that heard the case acted in accordance with the anti-doping policy applying at the time of the offence. The AOC policy has since been changed to address concerns that were highlighted by the bobsleigh case.

Percentage of positive test results that stand when contested

The percentage of positive test results that stand when contested has maintained its consistent outcome of 100 per cent. No positive test results were successfully contested on the grounds that ASDA's procedures were inconsistent with legislative requirements. There were no appeals to the Administrative Appeals Tribunal in accordance with section 17V of the ASDA Act. This situation continues to demonstrate the integrity and robust nature of the agency's drug testing program.



Percentage of priority sports responding to the drugs-in-sport issue in a comprehensive way

All priority sports are implementing a comprehensive mix of policy, education, information and testing initiatives. All these initiatives are supported by the services and expertise of the Sports Services Teams.

The percentage of priority sports responding to the drugs-in-sport issue in a comprehensive way was not measured. The agency decided that the intensity of resource requirements needed to compile a meaningful response exceeded the value that the outcome provided to performance measurement. Not surprisingly, this measure was superseded in 1998-99 plans.

Percentage of athletes in priority sports that perceive banned doping practices as cheating

The percentage of athletes in priority sports that perceived banned doping practices as cheating is shown in table 3. These figures were collected through the biennial *1997 Survey of Elite Athletes* and demonstrated substantial agreement by athletes from high priority sports. Of equal importance, these results show a high degree of consistency across all categories of sport. The overall outcome compared favorably with the agency's 1997-98 target of 90 per cent.

High priority sports	Medium priority sports	Low priority sports	Professional sports	All sports
91.2%	94.8%	93.0%	89.0%	91.8%

Table 3: Athlete perception of banned doping practices as cheating

Percentage of national sporting organisations (high and medium priority sports) that publish or distribute ASDA related materials

The percentage of national sporting organisations (high and medium priority sports) that publish or distribute ASDA related materials was 87 per cent for high priority sports and 59 per cent for medium priority sports which reflected a particularly strong focus on the drugs-in-sport issue by high priority sports. This result is consistent with the level of effort ASDA directs towards high priority sports where the risk of athlete's doping is greatest.

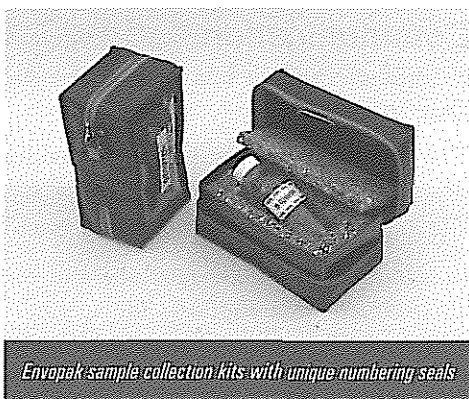
### Difficulties encountered

Overall the agency achieved its targets and in many instances exceeded those targets.

One area that continues to provide some difficulty is our ability to accurately forecast the testing program. The drug testing process improvement initiative (outlined under strategic breakthrough issue: enhance the credibility and affordability of our drug testing service) will address this problem.

Examples throughout the year illustrated that legally robust policies are essential for an effective anti-doping program. There is no doubt that the Australian sports community is becoming more aware of the importance of compliance with the relevant model anti-doping policy.

Inadvertent doping continues to occur and is an avoidable distraction from the main purpose of drug testing which is to deter deliberate doping. This problem can be curbed through education and information initiatives. However, there is also a wider policy question as to the legitimacy of certain substances contained in common over-the-counter medications being on the banned list.



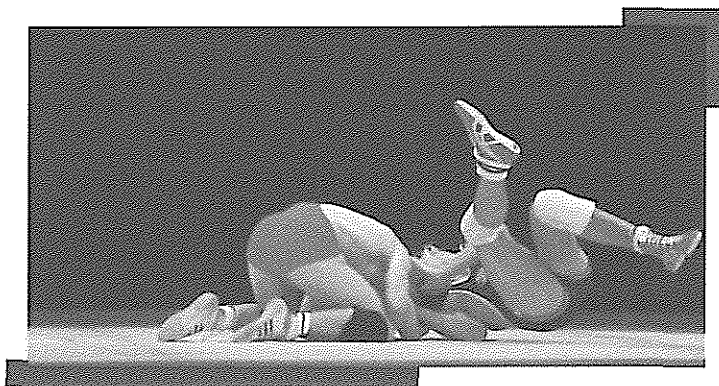
## Proposed improvements

The agency's drug testing process improvement project (described in more detail under strategic breakthrough issue: enhance the credibility and affordability of our drug testing service) will streamline our testing program and improve the efficacy of testing implementation. The project will also ensure the agency's drug testing service is international best practice. ASDA is striving to be the first sports drug testing agency to implement the IADA standard for doping control and achieve ISO 9002 compliance.

Amendments proposed for the ASDA Act will ensure best practice standards can be implemented in a timely way. The quality approach to the drug testing service will realise high levels of client satisfaction and be attractive to prospective clients.

To ensure athletes and support staff have access to information that relates to the status of medications and supplements, improvements to the telephone medication information service (hotline) and ASDA's Internet site will be implemented. ASDA will also support the ASC working party reviewing the IOC list of prohibited substances.

Tailor-made improvements to the grass roots dissemination of information to athletes and support staff continue in partnership with sporting organisations.



## Communication

### Our intent

The agency is committed to providing its clients with high quality resources and educational services that are appropriately targeted and readily accessible. These resources and educational services should increase knowledge and be used regularly by clients.

In addition, its public relations and media liaison activities aim to promote a sporting environment that supports the agency's mission to enable Australian sport to deter elite athletes from banned doping practices.

### Our approach

A comprehensive response to client resource and education needs is offered through:

- drug education presentations;
- specialist drugs-in-sport publications such as: *Drugs in Sport Handbook* and *Drugs in Sport Update*;
- regularly updated Internet presence, [www.asda.org.au](http://www.asda.org.au);
- a free call drugs-in-sport telephone hotline maintained by agency officers from Monday to Friday, 9am to 5pm EST; and
- complementary media liaison and public relations activities.

The agency delivers contemporary information on drugs-in-sport issues to the Australian sports community through national sports organisations, state/territory governments, peak bodies, sports institutes and academies, sports-specific magazines, media liaison and directly to athletes and support staff.

The agency's media liaison and public relations activities are forward planned to reflect the growing profile of drugs-in-sport issues as the number of international events occurring in Australia in the lead up to the Sydney 2000 Olympics increases. International event organisers receive proactive support with drugs-in-sports information, issues management and advice on best practice drug testing programs.

In addition, national sporting and commercial sporting organisation administrators are provided with information that assists in the management of the drugs-in-sport issue.

## Outcomes achieved

Outcomes achieved address the defined performance indicators and targets contained in table 4.

Performance indicators	Targets 1997-98
Clients aware of ASDA resources and educational services	80%
Clients with increased knowledge from ASDA resources	50%
Clients making use of ASDA resources and information	50%
Number of resources distributed, including hotline	-

**Table 4: Communication performance indicators**

### Clients aware of ASDA resources and educational services

Instant survey results collected between January and June 1998 (figure 6), suggest that awareness of ASDA's resources and services among athletes, support staff and national sports organisations was high and exceeded the target of 80 per cent.

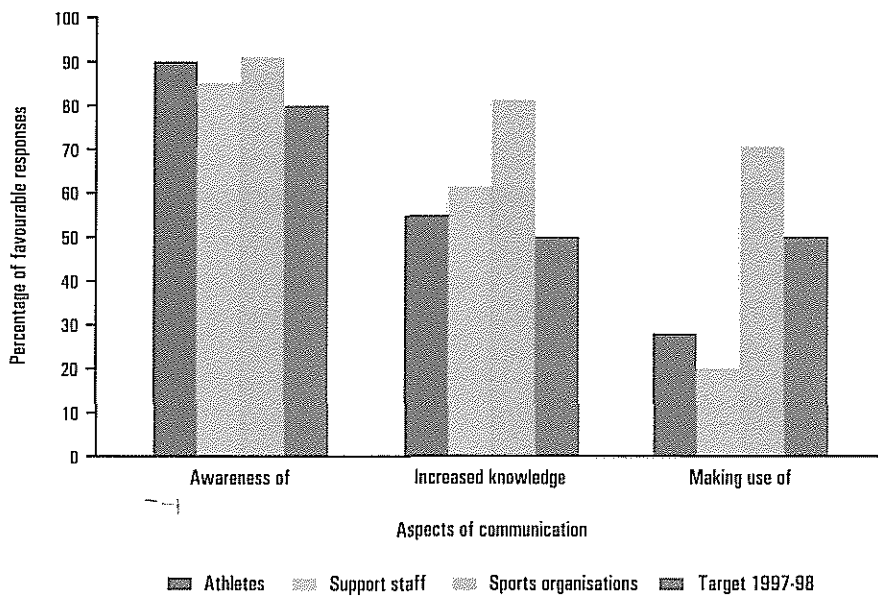
### Clients with increased knowledge from ASDA resources

In relation to clients' increasing their knowledge as a result of ASDA's resources and services, results achieved across all clients exceeded the target of 50 per cent (figure 6).

### Clients making use of ASDA resources and information

Demand for almost all information and educational services was strong. However, results for clients making use of ASDA's resources and services indicated that athletes and support staff were trending far below target, while only sporting organisations provided an acceptable outcome (figure 6).

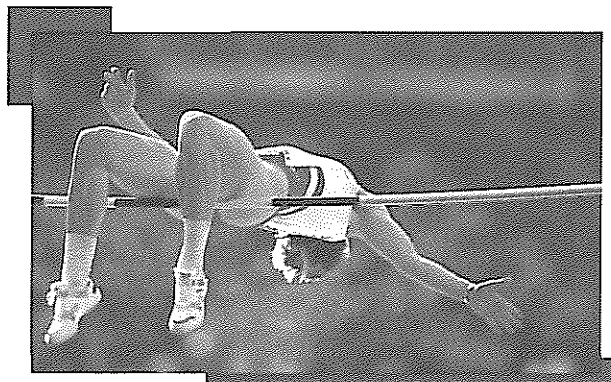
The results relating to use of resources are of considerable concern to the agency and are incongruent with the increasing demand on services. Further evaluation is being undertaken to better understand this result and determine changes to the communications strategy.



**Figure 6: Client's perception of ASDA resources and educational services**

As shown in figure 7 the number of Drugs in Sport Hotline calls increased to more than 4,100 (60 per cent increase from 1996-97). The number of educational presentations also continued steady growth.

Distribution of *Drugs in Sport Handbook* increased by 21 per cent to 7,222 (5,972 1996-97).



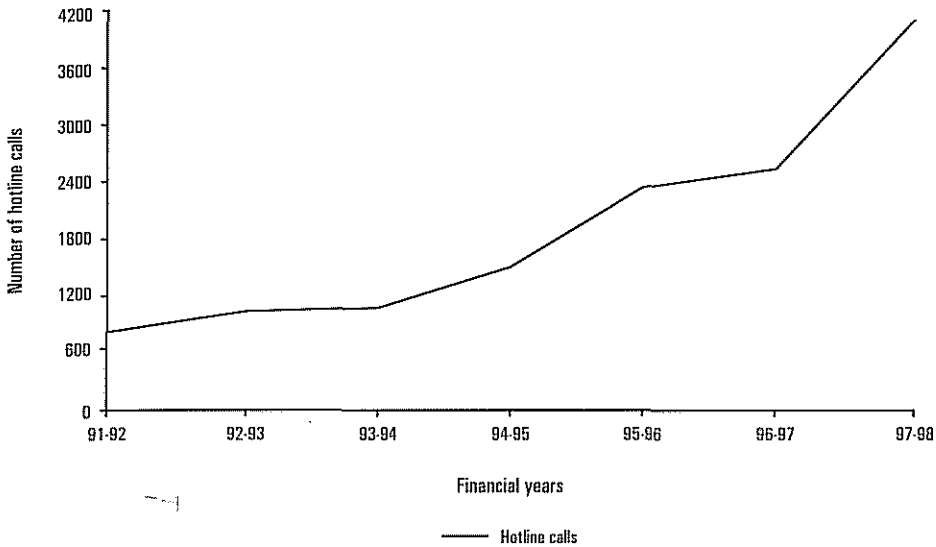
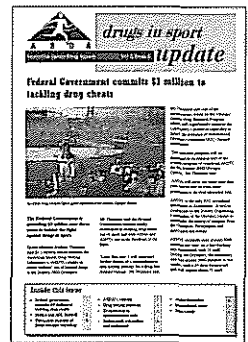
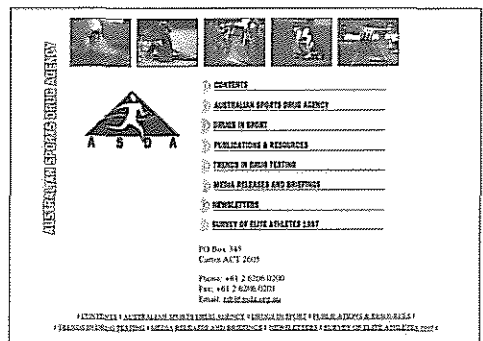


Figure 7: Hotline education services trends from 1991-92 to 1997-98

The agency distributed the *Drugs in Sport Update* to national sporting organisations, peak bodies, state institutes and academies and relevant state/territory government departments. This newsletter assisted sporting organisations to communicate with athletes about drugs-in-sport issues and to fulfil their obligations to ensure members had access to information and are aware of the requirements of their sport's policy. ASDA increased sports-specific resources directed at assisting sporting bodies to develop good policy, provide educational opportunities for athletes, coaches and other support staff, and disseminate information raising awareness of testing issues.



Media activity also significantly increased. The drugs-in-sport issue featured in 2,800 press clips, an increase of 151 per cent on 1996-97 coverage. This reflects a large number of high profile cases including Justin Charles and Alastair Lynch (AFL), Ekkart Arbeit (Athletics Australia), Chinese swimmers (FINA 8th World Swimming Championships), Robbie O'Davis, Wayne Richards and Rodney Howe (NRL).



The agency upgraded its Internet presence and this service attracted 12,612 visits in the period 13 March 1998 to 30 June 1998.

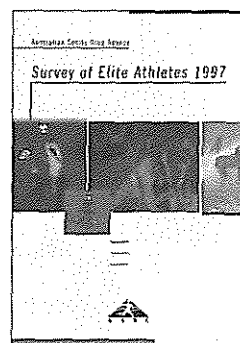


## Difficulties encountered

The agency's communication services were in higher demand than previously experienced, placing pressure on resources available. With demand for communication services increasing a review of resources allocated is necessary. A number of high profile doping cases resulted in criticism of agency education services.

For the first time, the agency's information services, in particular the hotline, was subject to intense public scrutiny. These services were examined in detail and assessed as accurate. This examination identified a number of additional strategies for system and process improvement to enhance the quality of ASDA's education services that will be implemented in 1998-99.

The 1997 Survey of Elite Athletes indicated that most athletes do not regularly seek up-to-date information on drugs in sport despite believing that it was their responsibility. This finding was demonstrated in a number of high profile doping cases where athletes alleged that they were unaware of the status of prohibited substances.



## Proposed improvements

One of ASDA's primary methods of communication with clients is through its drugs-in-sport telephone hotline service. In the latter half of 1998 the agency will introduce a new computer database system for hotline operators. This system will increase the agency's capability to cope with the rise in hotline calls and also improve the accountability of the service by introducing more rigor and consistency to the system of information provision and maintenance of historical records.

The findings that athletes and support staff are not using ASDA resources and education are being further evaluated.

An additional communication strategy was commissioned in June 1998 to better manage anticipated drugs-in-sport issues when they occur. Implementation of this strategy will assist the agency to respond to an anticipated continuing increase in drugs-in-sport issues in the lead up to the Sydney 2000 Olympics. To support Australian sport's anti-doping activities, the agency will develop a major anti-doping campaign to confirm the strong anti-doping ethic that exists within the community.

Additional social research was commissioned in June 1998 to identify methods to enhance the deterrent effect of anti-doping programs on athletes. This research will be expanded to include support staff in 1999-2000.

## Client focus

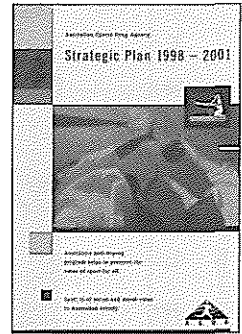
### Our intent

ASDA is committed to understanding the needs of athletes (elite and pre-elite), athletes' support staff, national and state sporting organisations and commercial sporting organisations in relation to anti-doping matters. Client satisfaction with ASDA's services is monitored on a regular basis and where required services improved to increase satisfaction.

### Our approach

Client needs are considered in all aspects of operations from strategic planning to performance management and day-to-day client interactions.

In developing the agency's *Strategic Plan 1998-2000*, agency staff were involved and interviewed a broad cross section of clients to ascertain their views about the agency's services, their satisfaction with these services and their suggestions for service improvement. In addition clients were asked to share their perspective on the future evolution of sport and how such changes might impact on the agency.



This information significantly shaped the direction of the agency's strategic plan. In addition staff gained a first hand impression of clients' needs and expectations. This assisted staff to draw on the strategic plan to tailor their education and testing services to meet sports specific requirements.

On a day-to-day basis staff regularly interact with clients and encourage and seek client input into the development of agency initiatives as well as feedback on services provided.

### Outcomes achieved

Outcomes achieved address the defined performance indicators and targets contained in table 5.

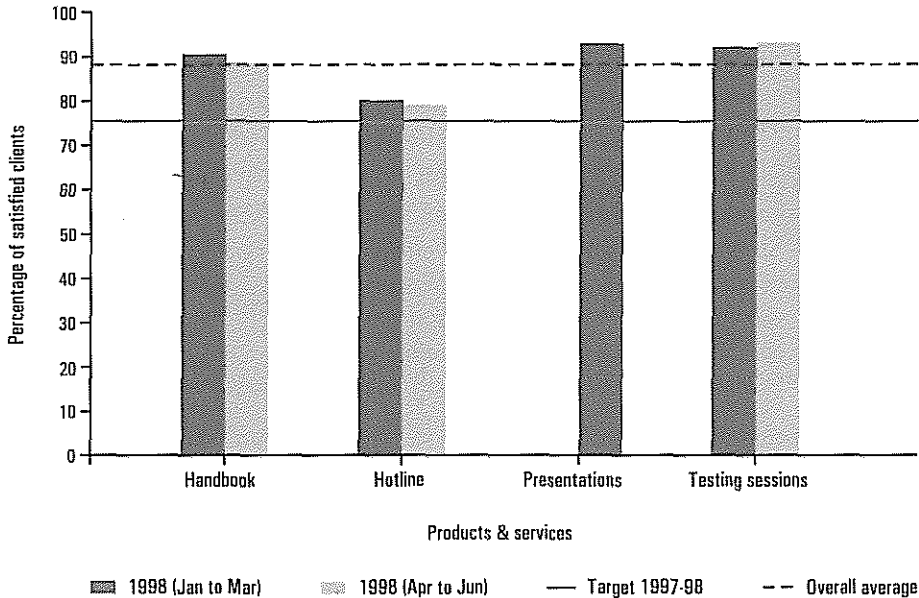
Performance indicators	Targets 1997-98
External client satisfaction with ASDA services including printed resources, hotline, presentations and drug testing services	75%
Internal client satisfaction with corporate services	70%
Number of complaints per month - all services	5
Client retention for drug testing services	100%

Table 5: Client focus performance indicators

### External client satisfaction

Data collected to date in relation to external client satisfaction suggests that clients are generally very satisfied with the agency's products and services. As shown in figure 8, the overall percentage of clients satisfied with our services was 87 per cent which substantially exceeds the 1997-98 target of 75 per cent.

Figure 8 also demonstrates that the level of satisfaction with each specific service's performance outcome exceeded the target.



**Figure 8: External client satisfaction with ASDA services**

The high level of client satisfaction with drug testing sessions was significant. The majority of the data was collected at the testing session to provide clients with an opportunity to offer feedback while any incidents resulting in dissatisfaction were immediately relevant.

### Internal client satisfaction with corporate services

An evaluation of internal client services provided a baseline for Corporate Services staff to assess the services they provide. The results of two periodical surveys during 1998 (see figure 9) were encouraging with all client service indicator ratings exceeding the target of 70 per cent. This initiative was introduced to acknowledge the direct relationships between the quality of services provided to fellow staff members and the quality of final services provided to external clients.

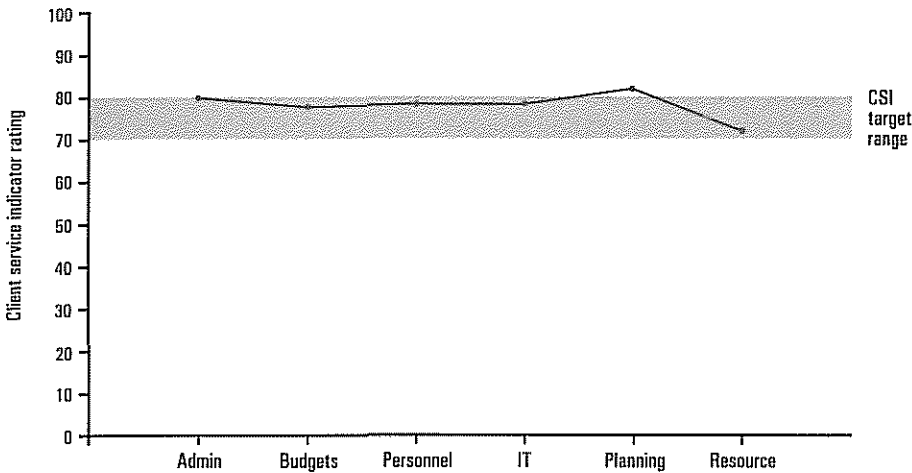


Figure 9: Internal client service indicators for period December 1997 to May 1998

#### Number of complaints per month

The new initiative associated with development of a system for recording the number of complaints per month is yet to be developed. The complaints management system is scheduled for introduction by December 1998.

#### Client retention for drug testing services

Client retention for drug testing services is a relatively new indicator. The agency's rating against this indicator is based on the premise that if a client is satisfied with the service provided they are more inclined to continue with ASDA as the service provider. In the last two quarters of this year, the agency met the 100 per cent target for client retention. During the last quarter ASDA extended the services provided to some clients including the NRL and Australian Rugby Union. Anecdotal qualitative information and feedback received from clients reinforced the quantitative data collected.



ASDA demonstrated its commitment to continually improve client focus with the introduction of a number of new initiatives across the agency.

Of major significance is the review of the ASDA legislation outlined in detail under the strategic breakthrough issue: play a leading role in the development of drugs-in-sport policy in Australia. Traditionally the agency's ability to respond to changes in the sporting environment, and subsequent requests from clients, in a timely manner has been hindered

by the prescriptive nature and the lengthy procedure required to amend legislation. Changes proposed to the legislation will result in flexibility to implement best practice in operations. The agency's ongoing commitment to natural justice and athletes' rights forms the foundations of an effective drug testing program and is reinforced by the fact that these elements will remain and continue to be regulated through legislative instruments.

*Client focus is a major driver of the drug testing process improvement project (see strategic breakthrough issue: enhance the credibility and affordability of our drug testing service). Resulting changes will improve efficiencies, streamline the agency's communication with clients and further enhance ASDA's commitment to providing a one-stop-shop for clients.*

The agency also improved the way it reports drug testing information to clients so that sports are able to more closely monitor trends and developments in their organisations. For example clients were provided with a quarterly update of any positive test results within their sport and, as part of its business development initiatives, the agency introduced sport-specific end of season/contract reports. These reports provide a summary of the sports anti-doping program, including information about the test distribution plan, drug test results, comparative year-to-year trends and education activities. They also make recommendations for further enhancing the sport's anti-doping program.

Finally, a pricing model was developed to clearly identify the various fixed and variable costs incurred in providing a comprehensive drug testing service. This enabled the agency, for the first time, to offer user pay clients a range of tailored packages designed and costed according to the specific services required. Previously, ASDA only offered one package at a flat rate cost.

### Difficulties encountered

There were some minor problems with measuring outcomes in this area as the systems and tools employed were relatively new and therefore in need of fine tuning.

Generally the agency's increased commitment to client focus was well received by staff and reflected in their work practices. Some disparity exists between what constitutes client focus, client wants and the need to ensure that services are viable both from an economic, quality and legal perspective. There was also some frustration among some staff because external client satisfaction ratings were frequently dependent on services that were the responsibility of other work areas. This impeded ASDA's ability to respond appropriately to feedback from clients.

### Proposed improvements

Consistent with ASDA's commitment to quality and continuous improvement, tools for collecting and assessing performance will be refined and further enhanced to ensure that *client focus continues to drive our service delivery and the development of any new business initiatives*. In addition staff will be provided with training to assist them in improving client focus and in discerning between improved client focus, client wants and a viable high quality service. Increased competence in dealing with performance data will also result in a more coordinated response to improvement.

## Strategic alliances

### Our intent

ASDA's overall intention for strategic alliances is to position itself to have the greatest influence on both the national and international sporting environment regarding anti-doping programs.

### Our approach

ASDA initiates and maintains strategic alliances with national sports organisations, international sporting federations, national and international peak sport bodies and key suppliers to promote a comprehensive and consistent response to doping in sport. This collaborative approach is pursued to complement ASDA's legislative powers to conduct testing. The agreements benefit both ASDA and its strategic alliance partners:

- by providing international partners with access to ASDA's high quality testing services; and
- through the defined agreement, securing greater certainty that ASDA's partners take appropriate action if positive test results are recorded.

Our approach towards this critical success factor is broad and multifunctional and includes the following objectives:

- sharing intelligence on drug testing programs and research with organisations and governments to assist in their establishment of effective anti-doping programs;
- promoting harmonious drug-testing procedures that reassure athletes of the efficacy of drug testing procedures world-wide;
- increasing the ability to test athletes wherever they choose to train and compete; and
- consolidating international research efforts into new detection methods.

The agency pursues testing agreements with international clients and bilateral arrangements with national anti-doping agencies to secure one or more of the above objectives.

On the domestic scene, the agency also strives to establish service agreements with targeted national and state sporting organisations where such arrangements would strengthen Australia's position in relation to the drugs-in-sport issue. (Essential partnerships in the lead up to the Sydney 2000 Olympics relate to negotiation of agreements with the Sydney Organising Committee for the Olympic Games and the ASDTL.)

## Outcomes achieved

Outcomes achieved address the defined performance indicators and targets contained in table 6.

Performance indicators	Targets 1997-98
Meet ASDA obligations in testing laboratory contract	100%
Annual event testing agreements with international clients	30
Actual versus planned agreements with sports organisations	50%
Long term bilateral international anti-doping arrangements	10
The percentage of Australian athletes and coaches from priority sports who perceive an increased deterrence of doping practices in their international sport	50%
Compliance with implementation of international action plan relating to international federations and national anti-doping agencies	-

**Table 6: Strategic alliance performance indicators**

### Meeting its obligations in the testing laboratory contract

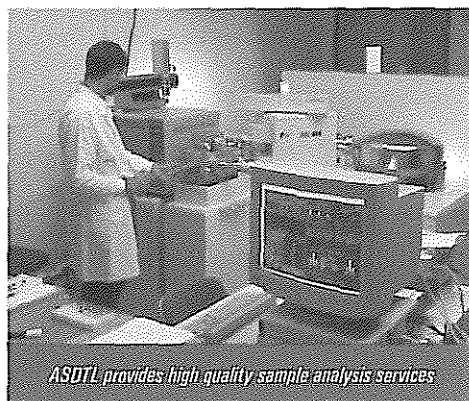
The agency's performance in regard to meeting its obligations in the testing laboratory contract was *one of the very positive highlights of the year*. The contract was further restructured to improve the coordination, efficiency and effectiveness of the agency's ongoing relationship with ASDTL.

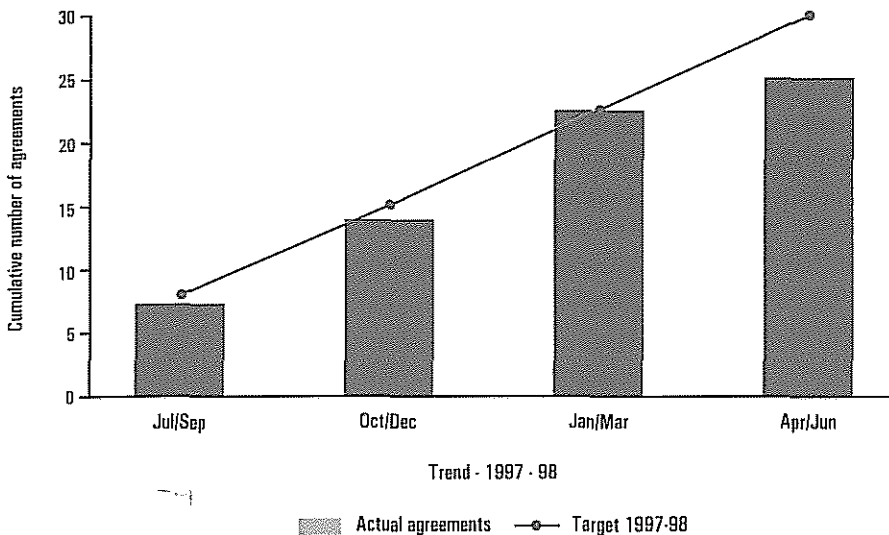
A strategic management committee comprising senior personnel from both organisations was formed to build on the agencies' co-dependency and ensure a joint approach to management of future developments. Additionally, an operational management committee comprising personnel at the operational level was established as the catalyst for driving continuous improvement of the associated processes.

This ongoing relationship resulted in a stronger client orientation and achievement of the 1997-98 target whereby 100 per cent of ASDA's contractual obligations were achieved.

### Annual event testing agreements with international client

ASDA conducted testing at 25 international events. This equates to 83 per cent of the defined target of 30 a successful outcome given the difficulty in predicting the number of events likely to occur throughout the year. Figure 10 shows the agency was well placed to achieve its full target until the final quarter of the year during which the number of events estimated fell short of our expectations.





**Figure 10: Annual event testing agreements with international clients**

While figure 10 relates expressly to event testing, it is worth noting some of the agency's achievements in relation to international out-of-competition testing agreements.

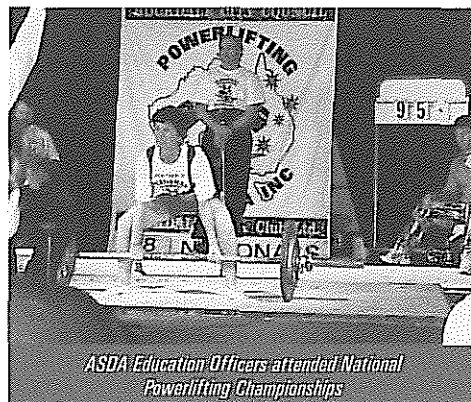
Of particular significance is the long-term agreement entered into with Union Cycliste Internationale (UCI) for out-of-competition testing of international road cyclists in Australia. This testing was the first out-of-competition testing conducted anywhere in the world for UCI cyclists and was the forerunner to the UCI establishing its own out-of-competition testing program.

Another long-term agreement was established with the International Weightlifting Federation in the lead up to the Sydney 2000 Olympics. ASDA will test international athletes in Australia and the Oceania region.

And finally, negotiations are taking place with the International Powerlifting Federation for testing services at overseas events.

#### Actual versus planned agreements

Establishing agreements with major national sports organisations provides a more strategic approach to the drugs-in-sport issue. The performance indicator of actual versus planned agreements was developed to help drive progress towards service agreements that more clearly defined the obligations for relationships between the agency and some of its key clients. With a target of 50 per cent for 1997-98 no actual agreements were achieved.





### Long term bilateral international anti-doping arrangements

Eight long-term, bilateral, international anti-doping arrangements were put in place compared with a target of 10. ASDA was especially pleased with the breakthrough arrangements secured with Canada and United States given the high profile of these nations in the sporting world.

### Percentage of Australian athletes from priority sports who perceive an increased deterrence of doping practices in their international sport

Data in relation to the percentage of Australian athletes from priority sports who perceive an increased deterrence of doping practices in their international sport was collected via the *1997 Survey of Elite Athletes*. This question was asked as a comparison between current perceptions in 1997 and athlete's perceptions in 1995. Twenty-six per cent responded that deterrence had increased, 39 per cent indicated that no change had occurred and 13 per cent felt that deterrence had decreased (21 per cent didn't know). Coaches were not surveyed in regard to the above mentioned issue therefore the agency has no data to report.

### Compliant with implementation of its international action plan relating to international federations and national anti-doping agencies

The agency was 80 per cent compliant with implementation of its international action plan relating to international federations and national anti-doping agencies. This outcome was achieved across seven priority sports federations and five anti-doping agencies.

The International List of Incidences included as appendix D provides a detailed list of positive test results recorded by athletes as a result of testing conducted by ASDA under international sports federation jurisdiction.

### Difficulties encountered

ASDA identified four major domestic sporting organisations for potential establishment of service agreements and it anticipated that at least two would be secured by the end of 1997-98, hence the performance target of 50 per cent. While some inroads were made, higher priority matters meant resources were diverted from the pursuit of these arrangements and consequently the agency did not reach its target.

Long delays in responses from the international stakeholders to our international action plan initiatives were experienced. The amount of time for these responses was not factored into the action plan.

### Proposed improvements

As part of its drug testing process improvement project, ASDA expects further substantive improvements in its partnership with ASDTL particularly through the use of improved technology.

Resources diverted from pursuit of service agreements with sport will be available.

# Accountability

## Our intent

ASDA, as a government statutory authority, is required to comply with a range of legislative provisions to satisfy parliamentary scrutiny and regulatory requirements. In addition, the agency aims to increase knowledge and skill development of staff through direct involvement in measuring and monitoring processes that impact on effective business outcomes and thereby enhance its culture of continuous improvement.

## Our approach

Accountability is built into processes and procedures across the organisation. Authority is delegated wherever possible so individuals and teams can operate effectively and complete projects. The approach is underpinned by comprehensive application of the Planning and Performance Management Framework detailed in the introduction of the performance report.

The process began with the long-term strategic plan which outlines the agency's direction and also the measures and targets to assess its performance. This accountability continues through annual operational planning to team action plans.

The agency also applied an organisational assessment framework to evaluate performance of elements within its management system. The elements assessed are: leadership, strategy and people, information and analysis, people, client focus, quality of processes, products and service and organisational performance.

## Outcomes achieved

Outcomes achieved address the defined performance indicators and targets contained in table 7.

Performance indicators	Targets 1997/98
Variation from budget allocation	0% to -5%
Number of breaches in the audit certificate	Nil
Comparative cost of core testing activity	At or below '94 level
Corporate costs per staff member	At or below '94 level
Quality Approach Plan assessment rating	50%
Compliance with the reporting requirements of the ASDA Act	No cases of non-compliance
Compliance with related workplace legislation	No cases of non-compliance

**Table 7: Accountability performance indicators**

### Variation from budget allocation

Accountability from a financial perspective is a major focus for the agency. The fact that actual expenditure was only 1.3 per cent below the budget allocations indicates that the agency board's programs were largely implemented. Full financial statements are included as appendix C.

### Number of breaches in the audit certificate

ASDA undergoes sound scrutiny of its financial processes through programs of internal and external audit. Once again no breaches were identified and the reports indicated a high degree of satisfaction with the financial management processes.

### Comparative cost of core testing activity

In comparing the direct costs of the testing service with the previous year, an increase of 14 per cent was shown. The introduction of enhanced technology at ASDTL with its consequential higher analytical charges and higher collection costs caused this increase. Since 1994-95 the average cost of a drug test has fluctuated slightly due to the mix of test types conducted each year. However, the net change from 1994-95 to 1997-98 was a very minor increase of only 1.9 per cent which was substantially below the inflation rate for the equivalent period.

### Corporate costs per staff member

Using the 1994-95 performance figures as a benchmark, the agency can demonstrate that these costs continued to steadily decline. Figure 11 shows a further drop of 7.5 per cent achieved over the last financial year which brought the cumulative reduction to 32.5 per cent since 1994-95.

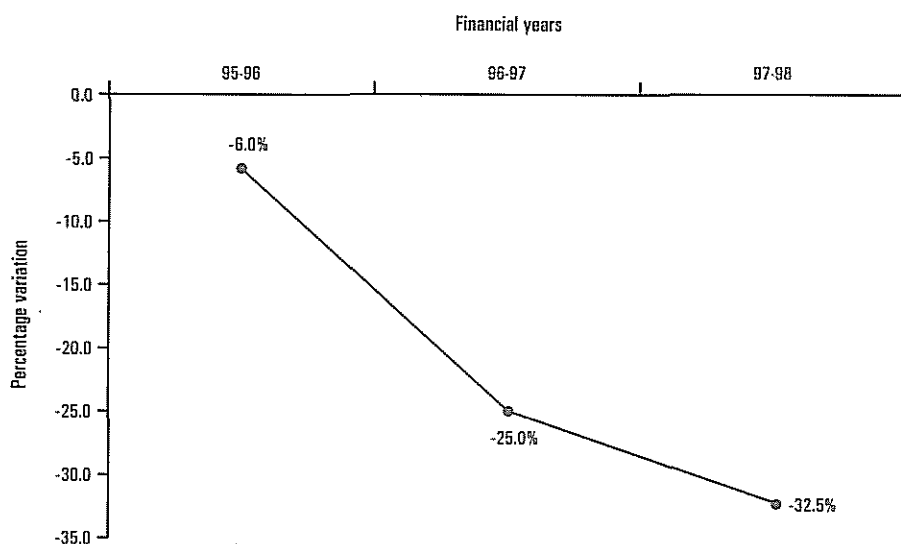
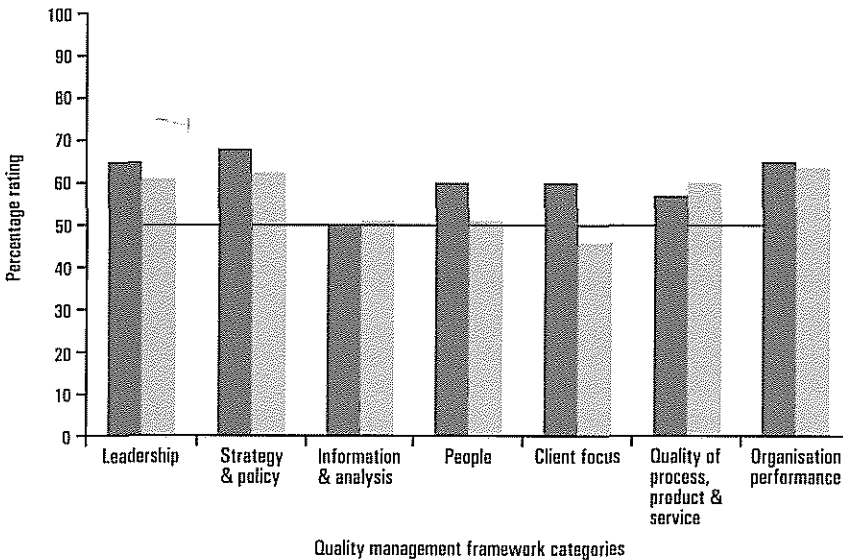


Figure 11: Corporate costs per ASL

### Quality approach plan assessment rating

The quality approach assessment rating was a new measure in 1997-98. The intention is to show the health of the organisation as perceived by the staff members using an objective assessment framework. The Australian Quality Awards criteria formed the basis of the assessment, staff rated the organisation at 57 per cent compared with the target of 50 per cent. The process identified a congruence between management and staff in their opinions of performance in nearly all the categories. In addition, all seven categories achieved relatively similar ratings demonstrating a sound holistic approach to the management of the organisation (see figure 12).



**Figure 12: Organisational Self Assessment - all categories: management and staff**

Compliance was generally achieved in relation to the ASDA Act and other relevant workplace legislation. Reporting requirements were satisfied through the tabling of the *1996-97 Annual Report*, the *1997-98 Operational Plan* and the *Strategic Plan 1998-2001*. An investigation was conducted by Comcare under its planned investigation program that revealed some weaknesses in relation to occupational health and safety processes. In response, the agency's occupational health and safety committee planned a range of remedial actions. No other issues arose that would indicate anything other than compliance in relation to other workplace legislation (for example Workplace Relations Act, Commonwealth Authorities and Companies Act, Fringe Benefits Tax, Superannuation Guarantee Administration Act, etc) that relates to ASDA.

## Difficulties encountered

ASDA's financial management system was not adequate for the increasing demands of the agency and consistent, accurate measurement of financial performance was beyond the traditional formal financial statements. Increasing demands for reporting and other services of a corporate nature were hard to satisfy in an environment of declining resources, as was the need to conduct projects such as the organisational self-assessment and process improvements to key agency services. The agency is, however, committed to these types of processes to assist in the continual drive for improved performance.

The development of the *ASDA Strategic Plan 1998-2001* was a major undertaking in 1997 with the result that this was a transition year between the former and the new strategic plans.

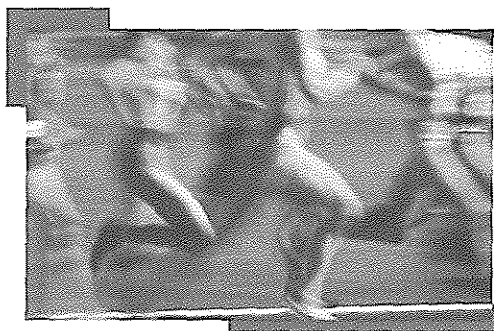
## Proposed improvements

The most significant improvement in the area of accountability was the implementation of the new financial management information system from 1 July 1998. The system chosen provides a far greater level of sophistication than previously available and will particularly provide for reporting capabilities to take the organisation into an increasingly commercial environment. The system will also provide information to enable better assessment of the outputs and outcomes achieved compared to the inputs provided.

The *drug testing process improvement project* will be completed in 1998-99 and will result in substantial efficiency gains.

As a result of the organisational self assessment, the area of client focus was identified to be the target for 1998. A plan which encompasses training of staff, clarification of expectations with clients and building up an organisational culture to support this focus is proposed for implementation.

The Planning and Performance Management Framework will encompass two further components in 1998-99 *project management* and *individual planning and performance management*. These two components were identified as necessary to reinforce the linkage of all actions with the *ASDA strategic plan* and to facilitate greater accountability at the individual level.



## Staff partnerships

### Our intent

The agency is seeking to create a workplace which maximizes its ability to achieve its vision through supporting its people working together.

### Our approach

To achieve an environment supportive of effective staff partnerships, the agency's focus is on developing and maintaining working relationships among staff and between staff and management. These relationships are grounded in the agency's core values of: realising our potential; acting with integrity; respecting the individual; and embracing challenge. By working together, the agency is able to effectively direct its efforts towards achieving the agency's mission.

The agency is actively promoting an organisational culture that ensures staff consultation, provides staff with high levels of job satisfaction, and values individual staff through appropriate recognition, remuneration and other rewards.

The three key initiatives undertaken by the agency to promote staff partnerships were:

- establishment and resourcing of the Enterprise Agreement Consultative Committee (EACC) to implement the agency's enterprise agreement action plan. The committee comprises staff and management representatives and adopted a highly consultative approach to carrying out its functions;
- implementation of a team-based organisational structure that provides staff with the opportunity to participate in a range of activities and develop and use a broad base of skills. Staff share responsibility for the team's performance and have direct input into the operation of the team. The structure also supports cross-functional project teams or working groups established to address specific tasks. Examples include the National Project Team responsible for the drug testing process improvement project and the Test Distribution Plan working group responsible for developing the annual plan for the agency's drug testing program; and
- adoption of a management approach which facilitates staff involvement in direction setting and operational management of the agency. It is an approach that promotes staff consultation and 'upward management', provides an appropriate balance of responsibility and direction to staff and supports appropriate recognition, reward and remuneration.

## Outcomes achieved

Outcomes achieved address the defined performance indicators and targets contained in table 8.

Key performance indicators	Target 1997-98
Achieve enterprise agreement action plan	> 80%
Staff satisfaction from annual staff survey	75%

**Table 8: Staff partnership performance indicators**

### Enterprise agreement action plan

Of the nine activities identified on the enterprise agreement action plan, seven activities were completed with the remaining two activities under way. This equated to 78 per cent achievement against the action plan—very close to our target of 80 per cent.

Completion of activities on the action plan resulted in improved working conditions for our people and contributed to improving agency productivity.

The outcomes from the efforts of EACC include:

- streamlined human resources policies covering:
  - recruitment and selection procedures,
  - induction program for new staff,
  - grievance procedures, and
  - travel allowance;
- formalisation of study assistance for staff;
- introduction of an annualised allowance for DCOs using their home as a work base;
- staff access to a salary sacrifice option for a motor vehicle;
- implementation of team-based work systems; and
- improved communication mechanisms across the agency.

Progress was made on the development of a performance management process to encompass a reward and recognition scheme for staff. A research consultant was recruited to manage this project under the direction of EACC. Staff workshops were conducted to canvass staff opinions and ideas to assist in program development.

### Staff satisfaction

The annual staff satisfaction survey (see figure 13 for 1997-98 outcomes) provided a comprehensive and timely measure of the health of our staff partnerships in the areas of employment issues, job issues and personal issues.



**Figure 13: Staff Satisfaction Survey 1997-98 - whole organisation**

Issues were measured in terms of importance and satisfaction. Staff satisfaction with employment issues strongly aligned with the importance of these issues for staff and rates very close to our satisfaction target of 75 per cent. Staff were slightly less satisfied with working conditions as they relate to job and personal issues, however, satisfaction levels of 68-69 per cent still demonstrated sound performance in these areas. Overall, the survey data supported the belief that considerable harmony and trust existed between the agency's management style and the needs of staff.

At the same time, the management team conducted an examination of the outcomes and identified a number of issues which would benefit from some specific attention. It also identified that the performance management process, already underway, would address the following two major issues:

- management of poor performance. The highlighting of this issue assisted in recognising its importance to the agency and that it must be a very visible component of the final performance management process; and
- people's perceptions in relation to the degree to which they enjoy the kind of work they do and their feeling of personal accomplishment.



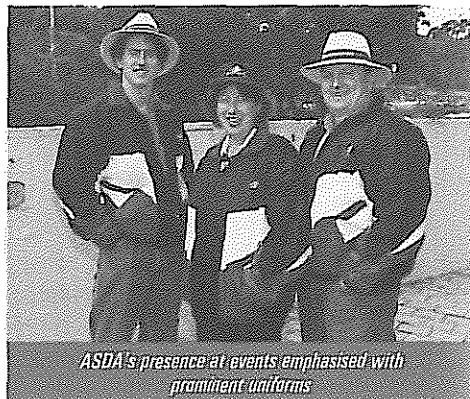
## Difficulties encountered

The work of EACC was hindered by resource limitations. The democratic approach to the election of staff representatives to EACC promoted staff input into developing and maintaining working conditions. This approach, however, created challenges for managing individual responsibilities to EACC within established team workloads.

EACC's workload and hence its ability to complete planned tasks, was also affected by the need to address staff concerns relating to implementation of the agency enterprise agreement. The issue was managed and resolved by EACC through considerable consultation with staff and management, however, this diverted resources from planned activities.

## Proposed improvements

Both staff and management view EACC's successful operation as an important factor in maintaining effective staff partnerships. The commitment of agency management to adequately resource EACC resulted in the recruitment of consultancy services to assist in completing the development and implementation of the performance management process. Additional training for EACC members is also planned to ensure members have the required skills to fulfil their EACC roles.



*ASDA's presence at events emphasised with prominent uniforms*

In an effort to continue to improve working conditions and promote an organisational culture that encourages staff partnerships, team leaders and senior management are using the information from the staff satisfaction survey to develop strategies to address issues of staff concern. The survey results were distributed to all staff, an action which in itself helped to promote trust between staff and management.

The agency will also be restructured to align with the requirements of the drug testing process improvement. This change in organisational structure will directly assist in increasing job satisfaction for approximately 60 per cent of staff.

# Strategic Breakthrough Issues

## Enhance the credibility and affordability of our drug testing service

### Our intent

Through design and innovation of the drug testing process and application of state-of-the-art analytical testing methods, the agency aims to enhance both the credibility and affordability of drug testing. Clients must have confidence that drug testing is an effective counter measure to the use of banned substances in sport.

### Our approach

Through extensive consultation with clients, the agency identified three major challenges for drug testing activities. These were:

- the cost of drug testing;
- the failure of doping control policies and procedures to withstand challenges and scrutiny resulting in cases being overturned in sports tribunals or civil courts; and
- the use of undetectable substances.

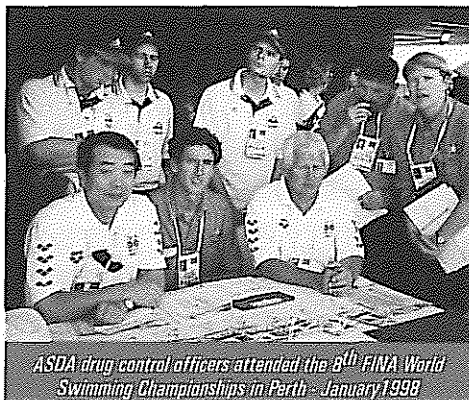
In response, the agency initiated two major strategies to address these challenges by:

- streamlining the drug testing services of: sample collection; sample analysis and results management to reduce costs and ensure robust procedures; and
- advocating for cooperation and additional resourcing of research for new detection methods.

### Streamlining drug testing services

National and international sporting organisations and peak bodies must be confident that the agency is providing accessible drug testing services that support the application of their doping policies. These organisations must feel confident that they are getting exceptional service at the lowest possible cost. Their confidence will be undermined by poor procedures and their commitment will waiver if the cost of these services is deemed too expensive.

In response, the agency began a major business process improvement project of its drug testing service in early 1997. The project's ultimate aim is to achieve world-class performance and deliver cost-savings for its drug-testing clients.



Detailed process analysis identified areas of duplication and waste that offered significant opportunities for cost and efficiency gains. Process streamlining will also minimize human error resulting from unnecessarily complex procedures and/or double entry of data. A cost-benefit analysis confirmed that the revised process would deliver substantial cost savings after factoring in the resource investment.

In addition, this project identified opportunities for innovation that are likely to provide additional income streams for broadening its anti-doping activities.

To delivery these outcomes, the agency:

- sourced a robust and proven process improvement model;
- ensured that data and client needs drive the change process;
- *conducted preliminary benchmarking, particularly on the cost of testing with other international providers;*
- trained the project team in quality process management concepts and techniques; and
- engaged all staff in aspects of the project to ensure ownership and understanding.

Advocating for cooperation and additional resources for research

Through the agency's strategic alliances a range of advocacy strategies were developed to *promote broad cooperation and focus of research activities. There are many research projects occurring in parallel that would be more effective if resulting intelligence and resources were shared.*

In the lead-up to the Sydney 2000 Olympics, the Federal Government through the agency and ASDTL is taking a proactive stance in developing and identifying promising detection methods for substances such as erythropoietin and human growth hormone.

### Outcomes achieved

The outcomes achieved address the defined milestones detailed in table 9.

Milestones	Timeframes
Implement the international standard project	December 1998
<i>Advance analytical testing methods via research strategy options investigated</i>	June 1998
• strategy established	March 1999
Reduce the cost of full test by 5 per cent	Annually

**Table 9: Enhance the credibility and affordability of our drug testing service milestones**

Implement the international standard project

Within the drug testing process improvement project, the agency will adopt the International Anti-Doping Arrangement's (IADA) international standards. On completion, the agency's drug testing process will meet all aspects of the standard. ASDA is also working collaboratively with IADA members to promote the standard to a broader base of countries and international federations.

Advance analytical testing methods via research strategy options investigated

The Federal Government's Budget 1998-99 provided additional funding for analytical research to the ASDTL over the period to the Sydney 2000 Olympics. This will, among other things, look at expanding the number of substances detectable through:

- application of high resolution mass spectrometry (HRMS) technology;
- application of new carbon isotope technology for endogenous steroid detection; and
- establishing methods for identifying EPO injected for performance enhancing effects.

The options for ASDA further advancing analytical research are being reviewed. The review will be completed by late 1998.

Reduce the cost of full test by 5 per cent

The drug testing process improvement project team completed:

- documentation, through flowcharting and an inputs-outputs model, a review of the existing end-to-end sample collection process by the end of July 1997;
- broad and comprehensive client and stakeholder consultation in August 1997 to accurately establish the needs and expectations as a basis for improvement;
- a detailed proposal for staff and management consideration in December 1997 for partial re-engineering and streamlining of the existing process; and
- detailed implementation plans to effectively manage the implementation of improvements.

The major improvements identified by the team were:

- documentation—the process did not meet the documentation requirements set out in the International Standard for Doping Control developed by the IADA project team and those set out in ISO 9002;
- information technology—investment in new technology provided significant opportunities for reducing the time, cost and error rates associated with data to support the process;
- information—more timely and complete information from clients would reduce time spent locating athletes and improve the deterrent effect of testing; and
- structure—the structure of the agency with the drug testing process divided between two areas within the Sports Services Division contributed to excessive internal communication and double handling of information.

Benchmarking with other organisations (three in total) conducting sports drug testing demonstrated that the agency's costs compared favourably.

A cost-benefit analysis completed at the end of June 1998 demonstrated that the revised process should deliver substantial cost savings after factoring in the resource investment.

Change programs for the four major improvement areas have commenced. Implementation will be completed by 30 June 1999.

In addition the agency's process for establishing contracts with user-pays clients was completely re-engineered. Standard contracts for all types of agreements with domestic and international clients were developed and implemented from October 1997. This resulted in considerable savings with lower associated legal fees and staff time.

### Difficulties encountered

In a year when 4,313 drug tests were conducted (compared to 3,499 in 1996-97), the agency struggled to maintain momentum on the drug testing process improvement project. The most significant project down-time occurred in the lead-up to and during the FINA 8th World Swimming Championships in January 1998. As a result, resources for the project were reviewed and a small project implementation team and some dedicated resources for implementation work were provided.

The introduction of HRMS technology, while significantly enhancing ASDTL's detection capability for anabolic steroids, increased the cost of each drug test analysis by about 14 per cent for an out-of-competition test and 9 per cent for an event test. This demonstrated that as new technology for detection becomes available, significant cost increases will inevitably follow.

This trend has implications for both the government-funded and user-pays testing programs. The user-pays market is price sensitive. Many clients may elect to purchase fewer tests or adopt different testing protocols from those set by the IOC accredited laboratories. It also makes the achievement of a 5 per cent reduction in the costs of full tests, the target set in the Strategic Plan 1998 - 2001, all that more difficult.

### Proposed improvements

The restructure of Sports Services Division, the development of core documentation and a new database to support the drug testing process will be implemented by 31 December 1998.

While the timeline for implementing all documentation to meet the requirements of the international standards project is slightly behind schedule all documentation requirements will be met by early 1999.

## Grow the business to achieve a sustainable economic future

### Our intent

The agency's objective is to ensure that its economic future is not determined solely by government appropriation on a year-to-year basis. A strong business base with a range of domestic and international clients purchasing services from the agency is a means of providing greater security and stability.

### Our approach

A strong client and stakeholder focus in developing and improving services and products is the key to success. Staff undertake routine face-to-face consultation with clients and stakeholders to ensure the agency is aware of and responding to their needs.

Key clients were interviewed as part of either the strategic planning or drug testing process improvement project. This approach substantially enhanced the agency's understanding of client needs and concerns. Based on its sound knowledge of client needs, the agency is introducing a range of business development initiatives.

With the Sydney 2000 Olympics just over two years away, and with many teams intending to train in Australia in the lead-up to these games, the emphasis in building the agency's client base was on foreign anti-doping organisations, Olympic committees and international federations. The domestic client base while growing in number slightly was not the target for business development in 1997-98.

The agency actively pursued new business with these international clients.

### Outcomes achieved

The outcomes achieved relate to the defined milestones detailed in table 10.

Milestones	Timeframes
Prepare a business development strategy	March 1998
Develop new products/services for new and existing clients Increase commercial business by 40%	June 1999

**Table 10: Grow the business to achieve sustainable economic future milestones**

#### Prepare a business development strategy

A preliminary functional plan for business development was completed prior to the commencement of the operational and action planning cycle at the end of March 1998. The plan provided clear direction for all teams by defining the agency's priority areas and identifying strategies that are required to facilitate the transition to a strong business culture.

Under the strategy a number of initiatives were implemented:

- provision of reports on a quarterly basis to major clients;
- development of a new pricing schedule to reflect the volume/size of a contract;
- membership of Australian Sport International to promote ASDA and act as an international agent;
- establishment of long-term agreements (three years or more) with major clients including the AFL, National Soccer League and the International Weightlifting Federation;
- development of credentials and capabilities materials to promote the agency's services to new and existing clients; and
- development of high quality training materials for drug control officials and chaperones.

The agency began negotiations with the Canadian Centre for Ethics in Sport and International Drug Testing Management to jointly market services and expertise to major international event organisers. This initiative has the potential to open the opportunities for the agency to provide services to major events in Europe and North America.

Develop new products/services for new and existing clients

Information services have to date comprised the agency's publications such as the *Drugs in Sport Handbook* and the Hotline. In 1997-98 the agency expanded these services to include an Internet website as an alternative means for clients to access up-to-date information on drugs in sport.

Increase commercial business by 40 per cent

- The *Strategic Plan 1998-2001* identifies growth in commercial business as essential to building an economically sustainable future for the agency. A target of 40 per cent growth over 1996-97 revenue was set with a target date of June 1999. The agency has already surpassed that target although the pre-event testing for the FINA 8th World Swimming Championships in Perth provided an unexpected boost to revenue.

Importantly, four new clients purchased drug testing services in 1997-98 and all existing clients were retained. The new clients included Philippines Sports Commission, Strongman International, the Outriggers Association and Motorcycling Australia. Consultation with the Confederation of Australian Motor Sport, the Australian Cricket Board and the Danish Olympic Committee is expected to result in service contracts in July-August 1998.

Agency staff were active in a range of forums and associations. These activities raise the agency's profile through participation at local, national and international levels.

On the national level, the agency facilitated a drugs-in-sport session and participated in the annual conference of Sports Medicine Australia in October 1997. This initiative was extended to organising the plenary session for the association's 1998 conference in Adelaide.

Internationally, the agency again attended the Council of Europe Anti-Doping Convention meeting in Strasbourg, France. During the meeting preliminary discussions were held with a number of countries relating to ASDA testing on behalf of those countries while their athletes train in Australia. In June, the agency also presented to the XXVI FIMS World Congress of Sports Medicine in Orlando, Florida on its work with the IADA Quality Project.

### Difficulties encountered

The major challenges for business development are:

- the perception that drug testing is expensive;
- persuading sports targeted by the government-funded testing program to supplement the drug testing service; and
- the size of the domestic market and Australia's distance from the major sports markets in Europe and North America.

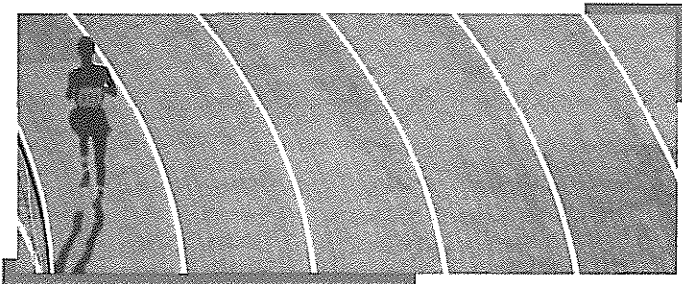
Selling the point that ASDA offers a cost-effective, drug-testing service that minimizes legal risks for sport remains an ongoing challenge.

In 1996, the agency revised its policy on providing government-funded tests for international events staged in Australia. There is a need to maintain financial independence in directing testing. Instead of all tests being provided gratis, event organisers were asked to contribute to the testing program, particularly event testing. This policy change is continuing to be met with resistance.

### Proposed improvements

A complete business development plan will be developed in 1998-99. This will include a more rigorous analysis of domestic and international competitors, the market conditions and potential for growth, and new product innovations. The plan will be incorporated into operational and action planning for 1999-00.

Training staff in client prospecting, marketing, negotiation and contract closure will ensure all staff interacting with clients are appropriately skilled.





## Invest in our people to build a dynamic, innovative and client focused organisation

### Our intent

The agency is seeking to create an environment whereby staff have both the desire and the capacity to play an active role in achieving their organisation's vision of being the leading drug testing agency in the world.

### Our approach

The agency identified three discrete yet interrelated initiatives that must be achieved within the timeframe of its Strategic Plan 1998-2001.

Firstly, staff are provided with clear leadership and direction through the development of a Planning and Performance Management Framework. The framework provides a structured approach to strategic business planning and performance management which enables the agency to strategically manage resources.

Secondly, the introduction of quality management techniques through a quality approach strategy enables staff to better serve the agency's clients and satisfy its stakeholders' needs. This strategy demonstrates the links between the agency's business and its organisational management system.

Thirdly, staff competencies are developed in direct relationship to the agency's strategic direction through a planned approach to training.

### Outcomes achieved

The outcomes achieved address the defined milestones detailed in table 11.

Milestones	Timeframes
Integrate business planning with performance management system	December 1998
Implement quality approach plan	June 1999
Attain the competencies for all staff to meet the challenges of the agency's environment	June 2001

**Table 11: Invest in our people to build a dynamic, innovative and client focused organisation**

#### Integrate business planning with performance management system

The Planning and Performance Management Framework is the foundation for directing individual performance and defining what people should be doing. It was launched with staff in February 1998 and as a result the agency achieved:

- an annual planning management process;
- an annual performance reporting process;

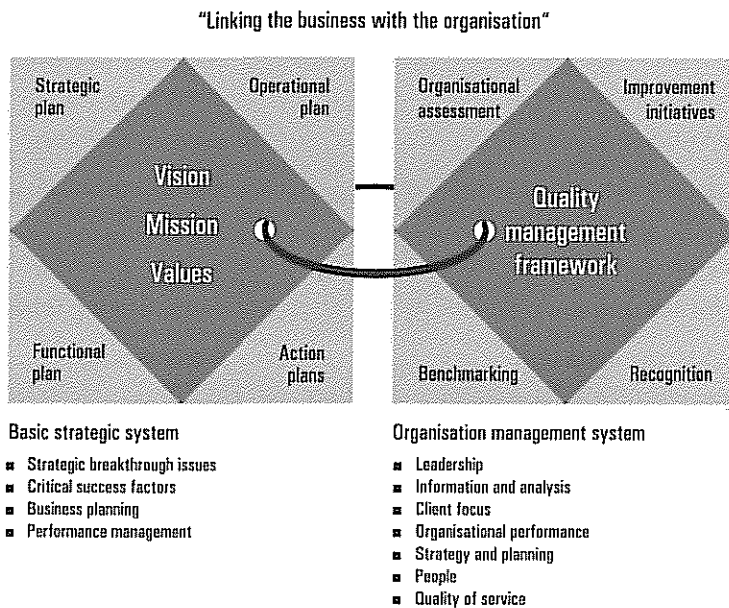
- standardised formats for all business plans and performance reports;
- clear accountabilities in relation to performance reporting; and
- the use of graphics to increase access to reporting performance data.

Since April 1998 organisational performance management was directly integrated with the measures defined through the business planning process. During the second half of 1998 this approach will be extended to include performance management at the individual, team and division levels which will see the organisation achieve its December 1998 milestone.

### Implement quality approach strategy

The quality approach strategy was approved by senior management in October 1997 and resulted in the development of the quality functional plan which serves as the guiding document for ongoing quality management initiatives. The graphical model which the agency uses to show its quality approach strategy is shown in figure 14.

ASDA's quality approach is a systemic model which enables examination of our business and organisational management systems and thereby provides staff with a valuable tool for analysing dynamic, innovative and client-focused opportunities for improvement.



**Figure 14: ASDA's quality approach**

The primary achievement within the strategy was the agency's submission for recognition at the business improvement level in the 1998 Australian Quality Awards program which puts the agency on target for attaining external quality recognition by June 1999.

Attain the competencies for all staff to meet the challenges of the agency's environment

The planned approach to training has identified that the training highlighted in table 12 needs to be addressed in line with defined strategy implementation schedules.

Functional plan	Training identified	Staff targeted	Status
Business development	Client prospecting and sales, marketing and contract mgt.	Sports Services Teams	Planned
Information technology	Enhance skills in use of Word and Excel programs	All staff based on evaluated skill levels	Completed
	Use of new groupware program	All staff	Planned
	Use of new hotline database	Sports Services Teams	Planned
Quality	Client relationships and service	Client contact staff	In progress
Communications	Media skills	Senior staff	Planned

Table 12: Training identified for competency development

The planned approach to training was introduced in early 1998. Some training was completed and considerable future training is in various stages of planning.

Overall, the agency is well positioned to recognise its objective of aligning staff competencies with agency challenges by June 2001.

The agency also introduced a number of substantial competency development opportunities for staff through on-the-job involvement in the following initiatives:

- membership in the drug testing process improvement project team;
- self-directed learning and in-house training courses in the use of information technology software programs;
- participation in EACC; and
- formally-conducted, in-house training covering contract management and project management.

### Difficulties encountered

In some respects, agency staff struggled to allocate an appropriate amount of time and resource to the above initiatives. This problem is inherent in a small agency where people's time is already fully used with their routine workloads and where introducing new improvement initiatives required reallocation of resources to achieve the longer term advantages. However, the net result was a significant achievement for the agency and its staff.

## Proposed improvements

In regard to the quality approach strategy, the agency believes it has the potential to exceed its current expectations of gaining recognition at the business improvement level in the Australian Quality Awards and is intending to apply for recognition at the awards level in 1999.

From the perspective of investment in our people, this strategic breakthrough issue extension will provide greater scope for development of staff to perform at a higher level than that originally planned.



## Play a leading role in the development of drugs-in-sport policy in Australia

### Our intent

The agency seeks to ensure the legislative flexibility for timely response to developments in drug testing and for introduction of a range of measures required in the contemporary anti-doping environment. In addition, the agency is working with key stakeholders in sport to address anti-doping policy issues facing Australian sport.

### Our approach

The agency must operate within a legislative and national anti-doping framework that provides flexibility to adjust its operations to immediately act upon national and international best practice. Its existing legislation is highly prescriptive with considerable operational detail enshrined within its scope.

The agency initiated a three-tiered approach to deliver greater flexibility within the timeframe of the Strategic Plan 1998-2001.

First, to ensure the flexibility to provide a best-practice, drug-testing service that meets the requirements of national and international sporting organisations, the agency began revising the ASDA Act and its associated regulations. The legislative review was initiated following extensive consultation with peak national sports bodies including the AOC and the ASC, national and international sporting organisations, State and Territory government sports agencies, sports medicine practitioners and legal professionals to assess areas of the legislation requiring amendment and the level of support for change.

Second, the agency continued to work cooperatively with peak national sports bodies such as the ASC and the AOC to influence their design of the national anti-doping policy framework.

Third, consistent with its role as defined in the National Drugs in Sport Framework, the agency maintained a close liaison with State and Territory sports government agencies to facilitate the implementation of a comprehensive approach to drugs-in-sport issues at the state level. Relationships with the States and Territories focused on providing advice in the development of State/Territory government drugs-in-sport policies, supporting the establishment of sports drug education programs targeted at the state sporting community, and facilitating the development of State/Territory sports drug testing legislation consistent with the ASDA Act.

## Outcomes achieved

The outcomes achieved address the defined milestones detailed in table 13:

Milestones	Time frames
Develop and implement revised ASDA Act	December 1998
Provide government with drugs-in-sport policy options for post 2000	December 1998
Provide States and Territories with guidance in implementation of legislation	December 2000

**Table 13: Play a leading role in the development of drugs-in-sport policy in Australia**

### Develop and implement revised ASDA Act

An independent review of the ASDA Act and Regulations was initiated in October 1997. The review objectives were to recommend amendments to the structure and contents of the ASDA legislation to ensure that:

- the agency has the flexibility to respond in a timely manner to the drug testing, procedural and policy requirements of national and international sporting organisations and also State and Territory governments; and
- any options to be taken up continue to protect athlete rights to natural justice and privacy.

A report recommending extensive review of the ASDA legislation was submitted to the Minister in late 1997. A further round of consultation with relevant national sports agencies, State and Territory government agencies, and specialist professional groups in early 1998 demonstrated strong and widespread support for the report recommendations. Action was then initiated to obtain government policy approval to amend the ASDA Act and Regulations.

The Minister endorsed the report recommendations which proposed amendments intended to enable the agency to:

- remove restrictive procedural content to the Regulations or Operational Procedures (outside the legislation);
- streamline management of test results;
- introduce a range of measures required to respond to the contemporary anti-doping environment;
- provide enhanced flexibility to respond quickly to inevitable future changes in an evolving anti-doping environment; and
- support States/Territories to establish effective anti-doping regimes within their respective jurisdictions.

The government gave policy approval to amend the ASDA Act.

Provide government with drugs-in-sport policy options for post 2000

Regarding the drugs-in-sport policy options for post-2000, the agency initiated an extensive consultation process with the Australian sports community as part of its strategic planning process. This provided the agency with a comprehensive understanding of the changing attitudes to anti-doping in Australia and the challenges to be confronted in the lead-up to the Sydney 2000 Olympics and in the post 2000 sporting environment.

The agency provided this information to the peak national sports bodies that shape the national anti-doping policy framework. It also provided advice about the practical application of doping policies to the organisation and conduct of drug testing. Information was also shared with the ASC, the Australian Customs Service, AOC, Confederation of Australian Sport and State and national sporting organisations. Consequently, the agency influenced the shape of the national anti-doping policy framework. Key themes identified by the agency included:

- the need for a comprehensive approach to anti-doping that incorporates drug education, drug testing and deterrent strategies;
- support for more effective control over the importation and supply of banned performance enhancing substances; and
- the need for doping tribunals to have access to the necessary legal, scientific and medical expertise to effectively address issues raised by doping cases.

ASDA participated in the process of developing the ASC's anti-doping policy and model policy template for sport. Through the ASC, ASDA also contributed to the refinement of the AOC anti-doping model policy template for sport. Regular exchanges of information and ideas about broader anti-doping policy issues occurred with the peak bodies and national sporting organisations.

Provide States and Territories with guidance in implementation of legislation

The agency regularly consulted with State and Territory sports government agencies to ensure the review of ASDA legislation addressed their requirements. Continuing liaison ensured the States and Territories were aware of progress made to enact the necessary amendments to the ASDA Act.

ASDA also continued to work with State and Territory governments on the development of drugs-in-sport policies consistent with the National Drugs In Sport Framework. All States and Territories have now achieved this consistency.

### Difficulties encountered

The lengthy process associated with amending legislation has delayed the development of complementary sports drug testing legislation at the State and Territory level.

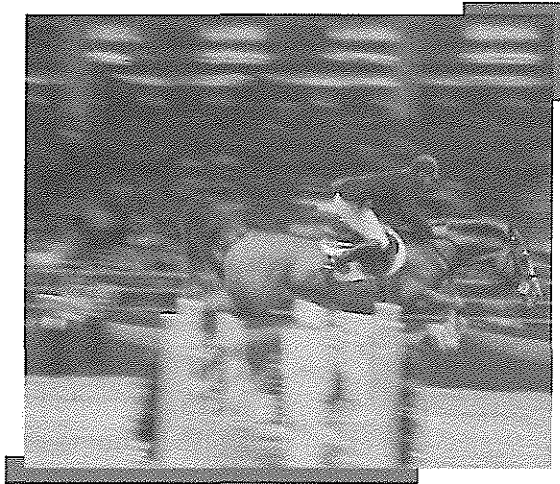
The development of consistent anti-doping policies across all national sporting organisations was complicated by the existence of two model policy templates for sport recommended for adoption by the AOC and ASC respectively.

## Proposed improvements

The agency believes its expertise in delivery of sports drug testing and sports drug education enables it to develop stronger working relationships with the peak national sports bodies that set the drugs-in-sport policy framework in Australia.

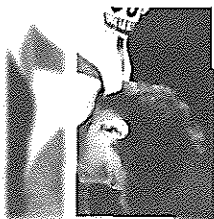
We will continue to monitor attitudes to anti-doping among national and international stakeholders and feed this information to the ASC, the AOC and other peak government and non-government sports agencies to consider the implications for the broader national anti-doping policy framework. ASDA will also pursue formal involvement in post-2000 sports policy forums and working groups.

ASDA's experiences in dealing with the practical application of doping policies to the conduct of drug testing for national and international sporting organisations positions it effectively to identify the modifications needed for the anti-doping policy framework within the Australian sporting environment.









## 4 Other Corporate Matters

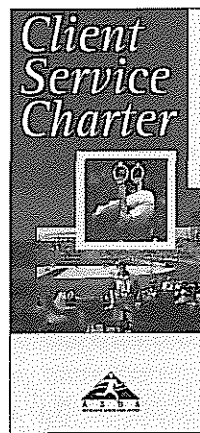
### Miscellaneous statutory issues

#### Client Service Charter

In the Commonwealth Implementation Timetable issued in August 1997, the agency gave a commitment to implement a single client service charter to cover the organisation's operations by the end of the 1997-98 financial year. In line with this commitment, ASDA issued its *Client Service Charter* in June 1998.

The charter is a compact yet comprehensive document which contains a concise description of ASDA and its services including specific performance standards that are directly aligned with our strategic performance indicators.

The charter will be introduced to clients during the 1998-99 financial year as an integral part of the agency's dealings with its various client groupings.



#### Internal and external scrutiny

An unqualified audit report was issued in respect of the financial statements for the year ending 30 June 1998. Two internal audit reviews were undertaken during 1997-98 with no issues of substance identified.

#### Equal employment opportunity

ASDA is committed to creating a safe working environment that supports the rights, responsibilities and legitimate needs of all staff. This commitment was demonstrated through the provision of special equipment and information technology software tools for a new staff member who has a vision impairment. As a result, the effect of the vision disability was reduced and the new staff member was able to perform effectively.

No complaints were raised with the workplace harassment officers.

The importance and satisfaction ratings shown in the 1997-98 staff satisfaction survey, as shown in figure 15, indicate that agency staff do not regard age, gender or ethnic background as barriers to success at ASDA.

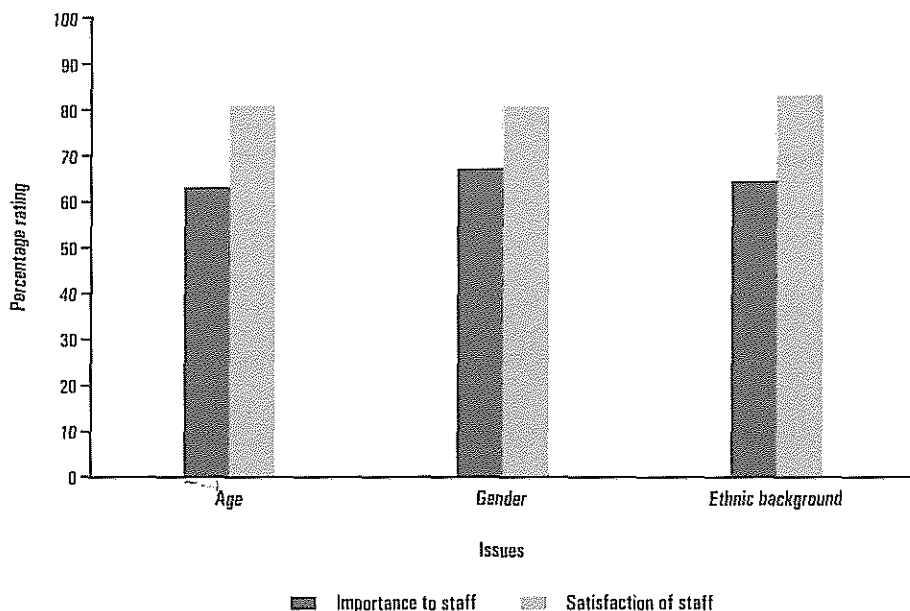


Figure 15: EEO issues from 1997-98 Staff Satisfaction Survey

## Occupational health and safety

As a result of the 1996 review of health and safety conditions for Drug Control Officials (DCOs) and Chaperones based outside the Canberra office, the Doping Control Accreditation Program was revised to specifically include health and safety issues. All DCOs completed the program thus improving their understanding of the health and safety issues that arise in relation to the sample collection process. They have applied the agency's health and safety policy by better use of existing workplace knowledge and improved quality controls.

Comcare Australia conducted a review of occupational health and safety at ASDA as part of their planned investigation program in 1997. The final report was provided in February 1998. As a result of the investigation, four issues were identified as requiring further attention. The issues identified related to the provision of additional staff training and development in health and safety issues; the identification of occupational hazards to minimise risks to health and safety at ASDA worksites; reviewing and updating the agency policy on health and safety; and assessing the access and responsibilities to third parties at the Canberra office, particularly from a security perspective. A time-table for implementing recommended corrective actions was developed and is being progressively implemented and monitored by EACC in its role as the occupational health and safety committee.

No workers compensation claims were initiated in the 1997-98 financial year.

The 1997-98 staff satisfaction survey process examined the issue of occupational health and safety at ASDA from both the importance and satisfaction perspectives of staff. The details of this issue are included in table 14. It is worth noting that the overall organisational rating from this survey yielded an average of 73 per cent for both importance and satisfaction and the issue relating to health and safety rated particularly close to this average. This demonstrates that the environment at ASDA with regard to health and safety is quite sound.

Specific statement	Importance rating	Satisfaction rating
There are good health and safety conditions at ASDA	76%	72%

**Table 14: Extract from Staff Satisfaction Survey 1997-98**

## Industrial<sup>1</sup> democracy

Within ASDA people are recognised as an asset and the key to future business success. The agency continued to value staff input and acknowledged that their involvement in decision making covers informal meetings on issues relating to the working environment, work methods, accommodation and training, as well as more formal consultations covering strategic issues including planning and the implementation of organisational restructuring.

The agency is reviewing its workplace relations strategies and consultative arrangements in the development of its next enterprise agreement with the aim of developing more strategic and efficient processes. EACC is included in the review and the agency has sought to clarify its role to enhance representation of staff views on a broader range of workplace issues.

The organisational self assessment process examined a number of issues that are particularly relevant to staff and industrial democracy at ASDA. The details of these issues have been included in table 15. It is worth noting that the overall organisational rating for the self assessment process yielded an average of 57 per cent and nearly all of the issues relating to industrial democracy rated on or above average. This demonstrates ASDA's healthy environment.

Specific statements	Staff rating
I am given the opportunity to be involved in the development of ASDA's strategic directions and values	81%
My team leader encourages ideas and opinions from staff aimed at improving team performance	76%
Decision making is delegated to the most appropriate level within our team	56%
A strong sense of trust exists throughout the workforce	53%
Staff are provided with the support they need to handle change	55%
I am empowered to make decisions directly affecting the work I do	57%
I am encouraged to suggest how work in my team can be done better	72%

Table 15: Extract from organisational self assessment report - February 1998

## Discretionary grants

There were no discretionary grants provided by the agency.

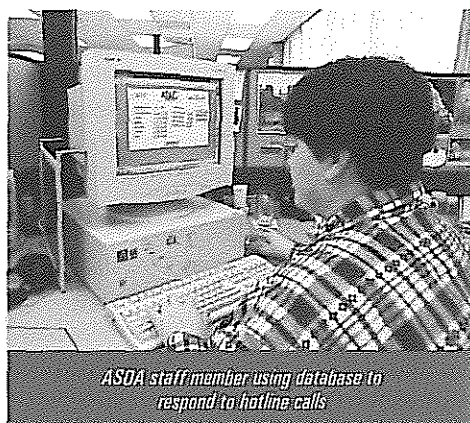
## Freedom of information

There were no requests for information under the *Freedom of Information Act 1982*.

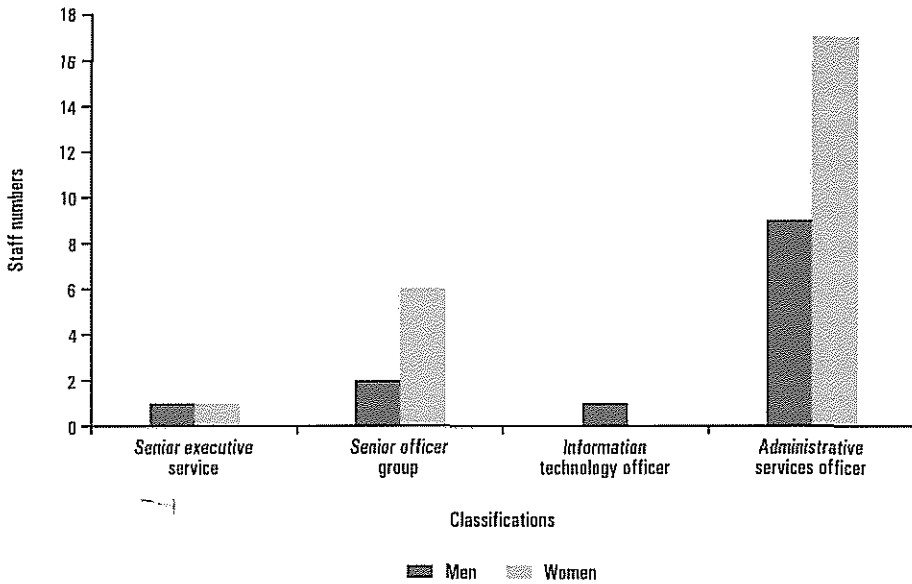
## Staffing overview

As at the 30 June 1998, the agency employed 37 staff under the ASDA Act of whom 2 were inoperative. In addition, 317 casual staff across Australia were employed during 1997-98 to undertake sample collection activities in the field. The disaggregation of the 35 operative staff by classification and gender is shown in figure 16. The employment locations of those 35 staff are as follows:

- 29 staff are located in the agency's Canberra office;
- 1 male state based DCO is located in Sydney, New South Wales;
- 1 male state based DCO is located in Perth, Western Australia;
- 1 female administrative services officer is located in Melbourne, Victoria;
- 1 male state based DCO is located in Melbourne, Victoria;
- 1 male administrative services officer is located in Brisbane, Queensland; and
- 1 male administrative services officer is located in Adelaide, South Australia

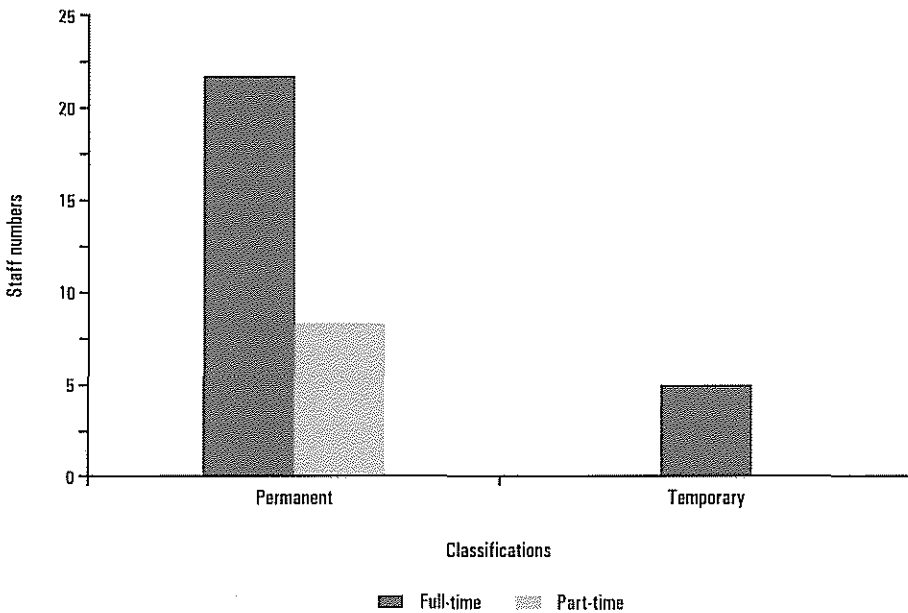


ASDA staff member using database to respond to hotline calls



**Figure 16: Staffing numbers, classifications and genders**

Staffing numbers from the perspective of employment conditions as defined in the agency's enterprise agreement are shown in figure 17.



**Figure 17: Staffing employment breakdown**

## Compliance index

This annual report was prepared taking into consideration:

- the guidelines for the content, preparation and presentation of annual reports by statutory authorities (*Senate Hansard 11 November 1982*);
- the terms of reference - Senate resolution of 14 December 1989 (cited in appendix 1 of report on the examination of annual reports No. 1 of 1992); and
- the revised annual report requirements for departments approved by the Joint Committee of Public Accounts under subsection 25[7] of the *Public Service Act 1922* on 17 March 1994 - updated April 1998).

The compliance components required within these considerations are indexed in table 16.

Compliance issue	Report section	Page
Corporate overview	Part 2 - ASDA at a glance	5
Discretionary grants	Part 4 - Other corporate matters	57
Enabling legislation	Part 2 - ASDA at a glance	5
Financial statements	Part 5 - Appendix C	66
Freedom of Information	Part 4 - Other corporate matters	57
Industrial Democracy	Part 4 - Other corporate matters	57
Internal and external scrutiny	Part 4 - Other corporate matters	57
Letter of transmission	Preliminary	Front
Occupational health and safety	Part 4 - Other corporate matters	57
Power and objects	Part 5 - Appendix A	63
Responsible Minister	Part 2 - ASDA at a glance	5
Social justice and equity	Part 4 - Other corporate matters	57
Special operational issues	Part 3 - Performance report	9
Staffing overview	Part 2 - ASDA at a glance; and Part 4 - Other corporate matters	5 & 57

Table 16: Compliance index



# 5 Appendices

## Appendix A

The objects, functions and powers of the agency as specified in the ASDA Act

### Objects

The objects of the establishment of the agency are to:

- deter the use of scheduled drugs or doping methods in sport;
- encourage the development of programs to educate the sporting community about matters relating to drugs in sport;
- advocate the international adoption of consistent and effective anti-doping programs; and
- coordinate the development of a consistent and effective national response to matters relating to drugs in sport.

### Functions

The functions of the agency include provisions to:

- maintain an up-to-date schedule of drugs and doping methods, and permitted levels (if any), listed by the IOC as drugs and doping methods for which competitors may be tested and disseminate the contents of the schedule;
- establish and maintain a Register of Notifiable Events;
- notify persons and bodies of entries to the Register of Notifiable Events;
- develop and implement drug testing programs;
- encourage Australian national sporting organisations, state and territory sporting organisations and professional sporting organisations to develop and implement comprehensive and consistent anti-doping initiatives and use the services of the agency and accredited laboratories;
- develop and implement initiatives that increase the skills and knowledge of people involved in sporting activities about matters relating to drugs in sport;
- advocate and support research in and outside of Australia about drugs in sport;



- implement anti-doping arrangements; and
- encourage government departments and authorities of the states and territories to carry out initiatives relating to drugs in sport.

## Powers

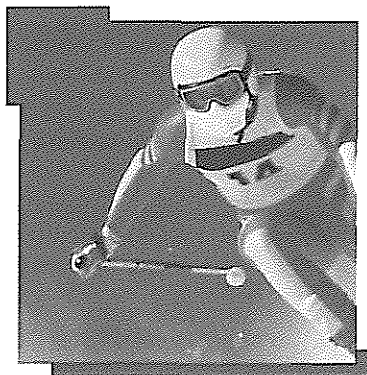
The agency has the power to do all things necessary or convenient to be done for or in connection with the performance of its functions and, in particular, may:

- enter into contracts;
- acquire, hold and dispose of real and personal property;
- obtain goods and services on credit from any person by the use of a credit card;
- occupy, use and control any land or building owned or held under lease by the Commonwealth and made available for the purposes of the agency;
- appoint agents and attorneys, and act as an agent for other persons;
- engage persons to perform services for the agency;
- accept gifts, grants, bequests and devises made to the agency (whether on trust or otherwise) and act as trustee of money or other property vested in the agency on trust;
- develop, maintain, distribute and publish information on procedures for, and developments concerning, the collection and testing of samples; and
- do anything incidental to any of its powers.

The agency may charge fees for providing services, information or advice.

The amount of a fee must not be such as to amount to taxation.

The agency's powers may be exercised within or outside Australia.



## Appendix B

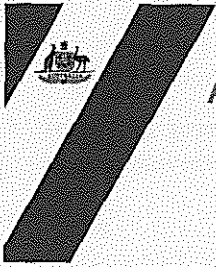
### Powers of the Minister under the ASDA Act

The Minister has powers under the following sections of the ASDA Act (as at 30 June 1998) to:

- appoint members to the ASDA board 20 (1)
- determine members' terms and conditions of appointment not otherwise provided for in the Act 31
- grant leave of absence to the Chairperson 33 (1)
- approve the Chief Executive engaging in paid employment outside the duties of the Chief Executive office 35 (1)
- appoint an Acting Chairperson, Deputy Chairperson, Chief Executive and members 37 (1)(2)(3) & (4)
- terminate a member's appointment under certain circumstances 36 (1) &(2)
- approve the agency's strategic plan 48 (1) &(2)
- approve variations to the agency's strategic plan 49 (2)
- approve the agency's annual operational plan 52 (1) & (2)
- approve the agency entering into contracts involving payment or the receipt of more than \$100,000, or into lease arrangements of land for ten years or more 62 (1)

The Minister also has statutory powers under the following sections of the ASDA Act to direct the Chairperson or agency to:

- provide the Minister with details of positive and negative test results 18 (1)(2) &(2a)
- convene a meeting of the agency board 21 (2)
- revise the agency's annual operational plan if of the opinion that the plan is inconsistent with the agency's strategic plan 51 (1)
- perform its functions or exercise its powers in accordance with a written direction 68 (1)



## Appendix C Financial statements



### INDEPENDENT AUDIT REPORT

To the Minister for Sport and Tourism

#### Scope

I have audited the financial statements of the Australian Sports Drug Agency for the year ended 30 June 1998. The financial statements comprise:

- Statement by Directors
- Operating Statement
- Statement of Assets and Liabilities
- Statement of Cash Flows
- Schedule of Commitments
- Schedule of Contingencies, and
- Notes to and forming part of the Financial Statements.

The members of the Board are responsible for the preparation and presentation of the financial statements and the information they contain. I have conducted an independent audit of the financial statements in order to express an opinion on them to you, the Minister for Sport and Tourism.

The audit has been conducted in accordance with Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards, to provide reasonable assurance as to whether the financial statements are free of material misstatement. Audit procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Australian Accounting Standards, other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) and statutory requirements so as to present a view of the entity which is consistent with my understanding of its financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

GPO Box 707 CANBERRA ACT 2601  
Centenary House 19 National Circuit  
BARTON ACT  
Phone (02) 6203 7300 Fax (02) 6203 7777

**Audit Opinion**

In my opinion:

- (i) the financial statements have been prepared in accordance with the Guidelines for Financial Statements of Commonwealth Authorities, and
- (ii) the financial statements give a true and fair view, in accordance with applicable Accounting Standards, other mandatory professional reporting requirements and the Guidelines for Financial Statements of Commonwealth Authorities, of the financial position of the Australian Sports Drug Agency as at 30 June 1998 and the results of its operations and its cash flows for the year then ended.

Australian National Audit Office



Trevor Burgess  
Executive Director

Delegate of the Auditor-General

Canberra  
11 September 1998

# AUSTRALIAN SPORTS DRUG AGENCY

## STATEMENT BY DIRECTORS

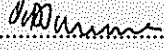
In our opinion, the attached financial statements present fairly the information required by the Minister for Finance and Administration's Guidelines for Financial Statements of Commonwealth Authorities.

Signed.....  
N Howson  
Director



// September 1998

Signed.....  
P Baume  
Director



/ / September 1998

## AUSTRALIAN SPORTS DRUG AGENCY

**OPERATING STATEMENT**  
*for the year ended 30 June 1998*

	Notes	1998 \$	1997 \$
<b>NET COST OF SERVICES</b>			
<b>Operating expenses</b>			
Employees	4A	2,149,730	2,001,418
Suppliers	4B	2,103,161	1,748,022
Depreciation and amortisation	4C	78,125	89,625
Net losses from sale of assets	4D	7,695	(972)
<b>Total operating expenses</b>		<b>4,338,711</b>	<b>3,838,093</b>
<b>Operating revenues from independent sources</b>			
Sales of goods and services		923,040	632,056
Interest	5A	16,752	29,310
Net gains from foreign exchange	5B	1,215	-
Other	5C	73,801	62,955
<b>Total operating revenues from independent sources</b>		<b>1,014,808</b>	<b>724,321</b>
<b>Net cost of services</b>		<b>3,323,903</b>	<b>3,113,772</b>
<b>REVENUES FROM GOVERNMENT</b>			
<b>Revenues from government</b>			
Parliamentary appropriations received	6	3,271,000	3,144,000
<b>Total revenues from government</b>		<b>3,271,000</b>	<b>3,144,000</b>
<b>Surplus (deficit) of revenues from government over net cost of services</b>		<b>(52,903)</b>	<b>30,228</b>
Accumulated surpluses (deficits) at beginning of reporting period		18,799	(11,429)
<b>Accumulated surpluses (deficits) at end of reporting period</b>		<b>(34,104)</b>	<b>18,799</b>

The accompanying notes form part of these financial statements.

**AUSTRALIAN SPORTS DRUG AGENCY**

**STATEMENT OF ASSETS AND LIABILITIES**  
as at 30 June 1998

	Notes	1998 \$	1997 \$
<b>PROVISIONS AND PAYABLES</b>			
Employees	7A	431,720	353,315
Suppliers	7B	255,326	187,327
Other	7C	19,761	27,000
<b>Total provisions and payables</b>		<u>706,807</u>	<u>567,642</u>
<b>Total liabilities</b>		<u>706,807</u>	<u>567,642</u>
<b>EQUITY</b>			
Capital	8	174,009	174,009
Accumulated surpluses or (deficits)	8	(34,104)	18,799
<b>Total equity</b>		<u>139,905</u>	<u>192,808</u>
<b>Total liabilities and equity</b>		<u>846,712</u>	<u>760,450</u>
<b>FINANCIAL ASSETS</b>			
Cash	9A	114,443	235,728
Receivables	9B	348,756	177,229
<b>Total financial assets</b>		<u>463,199</u>	<u>412,957</u>
<b>NON-FINANCIAL ASSETS</b>			
Infrastructure, plant and equipment	10A,B	298,992	301,527
Inventories	10C	47,110	23,413
Other	10D	37,411	22,553
<b>Total non-financial assets</b>		<u>383,513</u>	<u>347,493</u>
<b>Total assets</b>		<u>846,712</u>	<u>760,450</u>
<b>Current liabilities</b>		<u>507,245</u>	421,274
<b>Non-current liabilities</b>		<u>199,562</u>	146,369
<b>Current assets</b>		<u>547,720</u>	458,922
<b>Non-current assets</b>		<u>298,992</u>	301,527

## AUSTRALIAN SPORTS DRUG AGENCY

STATEMENT OF CASH FLOWS  
for the year ended 30 June 1998

	Notes	1998 \$	1997 \$
<b>OPERATING ACTIVITIES</b>			
<b>Cash received</b>			
Appropriations		3,271,000	3,144,000
Sales of goods and services		750,468	575,316
Interest		17,797	29,869
Other receipts		66,562	51,455
<b>Total cash received</b>		<b>4,105,827</b>	<b>3,800,640</b>
<b>Cash used</b>			
Employees		2,071,325	1,994,569
Suppliers		2,072,502	1,737,754
<b>Total cash used</b>		<b>4,143,827</b>	<b>3,732,323</b>
<b>Net cash from operating activities</b>	11	<b>(38,000)</b>	<b>68,317</b>
<b>INVESTING ACTIVITIES</b>			
<b>Cash received</b>			
Proceeds from sales of property, plant & equipment		2,725	3,671
<b>Total cash received</b>		<b>2,725</b>	<b>3,671</b>
<b>Cash used</b>			
Purchase of property, plant & equipment		86,010	47,270
<b>Total cash used</b>		<b>86,010</b>	<b>47,270</b>
<b>Net cash from investing activities</b>		<b>(83,285)</b>	<b>(43,599)</b>
<b>Net increase (decrease) in cash held</b>		<b>(121,285)</b>	<b>24,718</b>
add cash at 1 July	9A	235,728	211,010
<b>Cash at 30 June</b>	9A	<b>114,443</b>	<b>235,728</b>



## AUSTRALIAN SPORTS DRUG AGENCY

## SCHEDULE OF COMMITMENTS

for the year ended 30 June 1998

	1998 \$	1997 \$
<b>BY TYPE</b>		
<b>OTHER COMMITMENTS</b>		
Operating leases 1	427,252	750,576
Other commitments 2	461,203	144,645
<b>Total other commitments</b>	<u>888,455</u>	<u>895,221</u>
<b>Net commitments</b> <sup>1</sup>	<u>888,455</u>	<u>895,221</u>
<b>BY MATURITY</b>		
<b>All net commitments</b>		
One year or less	626,591	222,830
From one to two years	165,388	187,644
From two to five years	96,476	484,747
Over five years	-	-
<b>Net commitments</b>	<u>888,455</u>	<u>895,221</u>
<b>Operating lease commitments</b>		
One year or less	165,388	78,185
From one to two years	165,388	187,644
From two to five years	96,476	484,747
Over five years	-	-
<b>Net commitments</b>	<u>427,252</u>	<u>750,576</u>

1 Operating leases are exclusively in relation to office accommodation.

2 Other commitments comprise outstanding drug testing work that will be completed during the following year under existing contracts and significant purchase orders that were outstanding at 30 June 1998.

**AUSTRALIAN SPORTS DRUG AGENCY**

**SCHEDULE OF CONTINGENCIES**

*for the year ended 30 June 1998*

	1998 \$	1997 \$
<b>CONTINGENT LOSSES</b>		
Legal claims *	-	5,000
<b>Total contingent losses</b>	-	5,000
<b>Net contingencies</b>	-	5,000

\*The amount represents an estimate of the Agency's maximum liability for legal expenses in an unresolved matter being defended by the Agency.

AUSTRALIAN SPORTS DRUG AGENCY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
*for the year ended 30 June 1998*

<b>Note</b>	<b>Description</b>
1.	Summary of Significant Accounting Policies
2.	Segment Reporting
3.	Economic Dependency
4.	Goods and Services Expenses
5.	Operating Revenue from Independent Sources
6.	Revenues from Government
7.	Provisions and Payables
8.	Equity
9.	Financial Assets
10.	Non-Financial Assets
11.	Cash Flow Reconciliation
12.	Remuneration of Directors
13.	Related Party Disclosures
14.	Remuneration of Officers
15.	Remuneration of Auditors

## 1. Summary of Significant Accounting Policies

### 1.1 Basis of accounting

The financial statements are a general purpose financial report.

They have been prepared in accordance with

- Guidelines titled *Financial Statements of Commonwealth Authorities* issued by the Minister for Finance and Administration in July 1997 (the 'Guidelines') which require that the financial statements are prepared
  - in compliance with Australian Accounting Standards and Accounting Guidance Releases issued by the Australian Accounting Research Foundation and
  - having regard to Statements of Accounting Concepts, and
  - the Consensus Views of the Urgent Issues Group.

The financial statements have been prepared on an accrual basis and are in accordance with historical cost convention, except for certain assets which, as noted, are at valuation. Except where stated, no allowance is made for the effect of changing prices on the results or on the financial position.

### 1.2 Rounding

Amounts are rounded to the nearest dollar.

### 1.3 Taxation

The Agency is exempt from all forms of taxation except fringe benefits tax.

### 1.4 Inventories

All inventories held for sale are stated at the lower of cost or net realisable value. Non-saleable inventories are valued at cost. Stocks of obsolete items are valued at nil.

### 1.5 Property, plant and equipment

All assets with a cost of less than \$1,000 are expensed in the year of acquisition. Assets include additions and enhancements that form part of the whole of the item. Items of plant and equipment are depreciated using the reducing balance method.

Assets are reported at cost value.

The carrying amounts of non-current assets of the Australian Sports Drug Agency have been reviewed to determine whether they are in excess of their recoverable amounts.

Leasehold improvements are amortised on a straight line basis over the lesser of the estimated useful life of the improvements or the unexpired period of the lease.

Depreciation rates applying to each class of asset are as follows:

	1998	1997
Plant and equipment	3 to 6 years	3 to 6 years

The aggregate amount of depreciation allocated for each class of asset during the reporting period is disclosed in Note 4C.

### **1.6 Employee Entitlements**

The provision for employee entitlements encompasses annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken by employees is less than the annual entitlement for sick leave.

The provision for annual leave reflects the value of total annual leave entitlements of all employees at 30 June 1998 and is recognised at its nominal value.

The liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 1998. In determining the present value of the liability, attrition rates and pay increases through promotion and inflation have been taken into account.

The provision for superannuation benefits is based on the notional accumulation of superannuation benefits by the Agency for short-term and highly casual staff. Interest is accumulated as part of the benefit. The provision is included under current liabilities.

### **1.7 Leases**

ASDA does not have any finance leases.

Operating lease payments are charged to the Operating Statement on a basis which is representative of the pattern of benefits derived from the leased assets.

### **1.8 Foreign currency transactions**

Transactions denominated in a foreign currency are converted at the rate of exchange prevailing at the date of the transaction. At balance date, amounts receivable and payable in foreign currency are translated at the exchange rate prevailing at that date and any exchange differences are brought to account in the Operating Statement.

### **1.9 Bad and doubtful debts**

Bad debts are written off during the year in which they are identified. A provision is raised for doubtful debts based on a review of all outstanding accounts at year end.

### **1.10 Cash**

For the purpose of the Statement of Cash Flows, cash includes deposits held at call with a bank and investments in money market instruments.

### **1.11 Comparative figures**

Where necessary, comparative figures have been adjusted to conform with changes in presentation in these financial statements.

## 2. Segment Reporting

The Agency operates in the sporting sector where it promotes the practice of drug free sport. The Agency primarily operates throughout Australia, however as sport is international, it is at times required to perform limited functions in other countries, where Australians may be competing.

## 3. Economic Dependency

The Agency is dependent on appropriations from the Parliament to carry out its normal activities.

The Agency is controlled by the Government of the Commonwealth of Australia.

## 4. Goods and Services Expenses

### 4A. Employee expenses

	1998 \$	1997 \$
Salaries	1,855,317	1,662,098
Superannuation	234,952	202,326
Other	8,163	120,609
Annual Leave provision	(1,895)	(1,977)
Long Service Leave provision	53,193	18,362
	<u>2,149,730</u>	<u>2,001,418</u>

The Agency contributes to the Commonwealth Superannuation (CSS) and the Public Sector (PSS) superannuation schemes which provide retirement, death and disability benefits to employees. Contributions to the schemes are at rates calculated to cover existing and emerging obligations. Current contribution rates are 17% of salary (CSS) and 10% of salary (PSS). An additional 3% is contributed for employer productivity benefits. Short term and casual employees accrue benefits consistent with the requirements of the Superannuation Guarantee Act. For 1997-98 the relevant rate was 6% of salary.

### 4B. Suppliers

Supply of goods and services	1,910,511	1,545,436
Operating lease rentals	192,650	202,586
	<u>2,103,161</u>	<u>1,748,022</u>

### 4C. Depreciation and amortisation

Depreciation of property, plant and equipment	<u>78,125</u>	<u>89,625</u>
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### 4D. Net losses from sale of assets

Plant and Equipment	<u>7,695</u>	<u>(972)</u>
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	1998 \$	1997 \$
<b>5. Operating Revenue from Independent Sources</b>		
<u>5A. Interest on deposits</u>	<u>16,752</u>	<u>29,310</u>
<u>5B. Net foreign exchange gains</u>		
Non-speculative	<u>1,215</u>	<u>-</u>
<u>5C. Other revenues</u>		
User charges and service fees	71,000	53,500
Other	2,801	9,455
	<u>73,801</u>	<u>62,955</u>
<b>6. Revenues from Government</b>		
<u>6A. Parliamentary Appropriations</u>		
Appropriation Act No. 1	<u>3,271,000</u>	<u>3,144,000</u>
<b>7. Provisions and Payables</b>		
<u>7A. Liabilities to employees</u>		
Salaries and wages	52,966	31,531
Annual Leave	148,705	150,600
Superannuation Benefits	30,487	24,815
Long Service Leave	199,562	146,369
Aggregate employee entitlement liability	<u>431,720</u>	<u>353,315</u>
<u>7B. Suppliers</u>		
Trade creditors	<u>255,326</u>	<u>187,327</u>
<u>7C. Other Liabilities</u>		
Unearned revenue	<u>19,761</u>	<u>27,000</u>

## 8. Equity

Item	Capital \$	Accumulated results \$	TOTAL EQUITY \$
Balance at 1 July 1997	174,009	18,799	192,808
Surplus/(deficit)	-	(52,903)	(52,903)
Balance at 30 June 1997	174,009	(34,104)	139,905

## 9. Financial Assets

## 9A. Cash at bank and on hand

1998 \$	1997 \$
114,443	235,728

## 9B. Receivables

## Goods and services

348,756	177,229
---------	---------

Receivables includes receivables overdue by:

- less than 30 days

255,915	96,548
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- 30 to 60 days

15,908	1,402
--------	-------

- more than 60 days

76,933	79,279
--------	--------

348,756	177,229
---------	---------

## 10. Non-Financial Assets

## 10A. Plant and equipment

Plant and equipment - at cost

624,178	599,333
---------	---------

Accumulated depreciation

325,186	(297,806)
---------	-----------

Total Plant and Equipment

298,992	301,527
---------	---------

## 10B. Analysis of Plant and Equipment

Item	Plant and equipment \$
Gross value as at 1 July 1997	599,333
Additions	86,010
Disposals	(61,166)
Gross value as at 30 June 1998	624,178
Accumulated depreciation as at 1 July 1997	297,806
Depreciation charge for assets held at 1 July 1997	72,210
Depreciation charge for additions	3,604
Adjustment for disposals	(48,434)
Accumulated depreciation as at 30 June 1998	325,186
Net book value 30 June 1998	298,992
Net book value 1 July 1997	301,527



**10C. Inventories**

Inventories held for sale  
Consumable stores not held for sale

1998 \$	1997 \$
33,421	18,633
13,689	4,780
<u>47,110</u>	<u>23,413</u>

**10D. Other non-financial assets**

Prepayments

<u>37,411</u>	<u>22,553</u>
---------------	---------------

**11. Cash Flow Reconciliation**

*Reconciliation of net cash flows from operating activities to Net Cost of Services.*

**Net Cost of Services**

Revenues from Government

**Operating Surplus (Deficit)**

Depreciation of plant and equipment

Loss on disposal of plant and equipment

Decrease/(increase) in receivables

Increase/(decrease) in employee liabilities

Decrease/(increase) in inventory

Increase/(decrease) in liability to suppliers

Increase/(decrease) in other payables

Decrease/(increase) in other assets

**Net cash provided/(used) operating activities**

3,323,903	(3,113,772)
<u>3,271,000</u>	<u>3,144,000</u>
(52,903)	30,228
78,125	89,625
7,695	(972)
(171,527)	(55,992)
78,405	6,849
(23,697)	39,696
67,999	(17,071)
(7,239)	(11,500)
(14,858)	(12,546)
<u>(38,000)</u>	<u>68,317</u>

**12. Remuneration of Directors**

Remuneration received or due and receivable by directors of the Agency:

<u>114,370</u>	<u>117,303</u>
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The number of directors of the Agency as at 30 June are shown below in the relevant remuneration bands

\$ Nil - \$10,000

\$100,000 - \$110,000

\$110,000 - \$120,000

	Number	
	5	5
	1	-
	-	1
	<u>6</u>	<u>6</u>

The Chief Executive of the Agency is a director, but receives no additional remuneration for these duties. The remuneration band described above reflects the full year remuneration entitlement of the Chief Executive position, including performance based pay.

### 13. Related Party Disclosures

#### Directors of the Agency

The Directors of the Agency during the year were:

Professor P Baume, AO (Chairperson)

Dr B Sando, OAM

Ms S Buchanan, OAM

Mr P Coles

Ms N Howson

Mr J Landy

Ms D Sias

The aggregate remuneration of Directors is disclosed in Note 12.

### 14. Remuneration of Officers

Income received or due and receivable by Officers:

1998  
\$  
84,883

1997  
\$  
98,802

The remuneration includes all Officers classified at equivalent Senior Executive Service levels during 1997-98 except the Chief Executive. Details in relation to the Chief Executive have been incorporated into Note 12 - Remuneration of Directors. One officer was engaged in this position during 1997-98 and is within the income band \$80,000 to \$90,000.

### 15. Remuneration of Auditors

Remuneration to the Auditor-General for auditing the financial statements for the reporting period.

27,000

27,000

Remuneration to Bates & Pickering for internal audit services and the review of the financial statements for the reporting period.

12,360

14,420

16. Financial Instruments  
a) Terms, conditions and accounting policies

Financial instrument	Notes	Accounting Policies and Methods (Including recognition criteria and measurement basis)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
<i>Financial assets</i>		Financial assets are recognised when control over future economic benefits is established and the amount of the benefit can be reliably measured.	
Receivables for goods & services	9B	These receivables are recognised at the nominal amounts due less any provision for bad and doubtful debts. Provisions are made when collection of the debt is judged to be less rather than more likely.	Credit terms are net 30 days.
<i>Financial Liabilities</i>		Financial liabilities are recognised when a present obligation to another party is entered into and the amount of the liability can be reliably measured.	
Trade creditors	7B	Creditors and accruals are recognised at their nominal amounts, being the amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).	Settlement is usually made net 30 days.

16. Financial Instruments (cont.)  
 (b) Interest Rate Risk

Financial Instrument	Notes	Floating Interest Rate 1997-98 \$'000	Fixed Interest Rate				Non-Interest Bearing 1997-98 \$'000	Total 1997-98 \$'000	Weighted Average Effective Interest Rate 1997-98 %
			1 year or less 1997-98 \$'000	1 to 2 years 1997-98 \$'000	2 to 5 years 1997-98 \$'000	> 5 years 1997-98 \$'000			
<b>Financial Assets (Recognised)</b>									
Cash at Bank	9A	113	-	-	-	-	113	4.3	
Cash on Hand	9A	-	-	-	-	1	1	n/a	
Receivables for Goods and services	9B	-	-	-	-	349	349	n/a	
<b>Total Financial Assets (Recognised)</b>		<b>113</b>					<b>463</b>		
<b>Total assets</b>							<b>847</b>		
<b>Financial Liabilities (Recognised)</b>									
Trade creditors	7B	-	-	-	-	255	255	n/a	
<b>Total Financial Liabilities (Recognised)</b>							<b>255</b>		
<b>Total Liabilities</b>							<b>707</b>		

**16. Financial Instruments (cont.)****(c) Net Fair Values of Financial Assets and Liabilities**

	Note	1997-98	
		Total carrying amount \$'000	Aggregate net fair value \$'000
<b>Financial assets</b>			
Cash at Bank	9A	113,531	113,531
Cash on Hand	9A	912	912
Receivables for Goods and Services	9B	348,756	348,756
<b>Total Financial Assets</b>		<b>463,199</b>	<b>463,199</b>
<b>Financial Liabilities (Recognised)</b>			
Trade creditors	7B	255,326	255,326
<b>Total Financial Liabilities (Recognised)</b>		<b>255,326</b>	<b>255,326</b>

*Financial assets*

The net fair values of cash, deposits on call and non-interest bearing monetary financial assets approximate their carrying amounts.

*Financial liabilities*

The net fair value of trade creditors, all of which are short term in nature, are approximated by their carrying amounts.

**(d) Credit Risk Exposure**

The economic entity's maximum exposures to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as indicated in the Statement of Assets and Liabilities.

The economic entity has no significant exposures to any concentrations of credit risk.

All figures for credit risk do not take into account the value of any collateral or other security.

## Appendix D

### International List of Incidences

Entries on International List of Incidences for 1997-98

Category	Class	Substance	Sport	Sanction	Date of Entry	Type of Test	Date of Test
Prohibited substance	Stimulants	Caffeine	Athletics (Canada)	3 month sanction	10/2/98	Event	28/1/98
		Dextroamphetamine	Water polo** (Brazil)	1 year suspension	17/1/98	Event	14/1/98
		Pseudoephedrine	Canoeing (New Zealand)	To be advised	5/5/98	Event	11/4/98
			Rugby league (France)	No sanction	25/8/97	Event	1/8/97
			## Rugby league (UK)	Warning	1/7/97	Event	6/6/97
	Anabolic Agents	Metenolone	Rugby union (New Zealand)	To be advised	25/2/98	Event	7/2/98
		Salbutamol	Cycling (Australia)	Reprimand (ACF) and 2 month suspension (ADC)	19/2/98	Event	29/1/98
	Diuretics	Hydrochlorazide	Water polo** (Brazil)	1 year suspension	17/1/98	Event	14/1/98
		Triamterene	Swimming (China)	2 year suspension	14/1/98	Event	14/1/98
			Swimming (China)	2 year suspension	14/1/98	Event	14/1/98
			Swimming (China)	2 year suspension	14/1/98	Event	14/1/98
			Swimming (China)	2 year suspension	14/1/98	Event	14/1/98

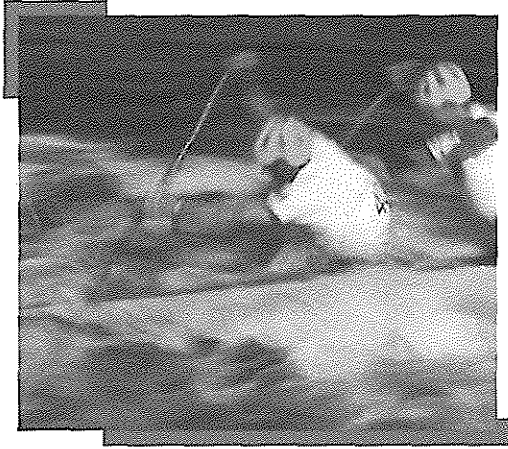
\*\* Entries belong to the same individual and ASDA is to be advised regarding sanction

## To facilitate its reporting processes ASDA has altered the point at which it reports entries onto the International List from that of test date to that of date of entry which has resulted in a small number of entries included in this financial year's report that were also reported in last year's report.

## International List of Incidences (continued)

Outcome for entries on the International List of Incidences from previous years where outcomes were to be advised.

Category	Class	Substance	Sport	Sanction	Date of Entry	Type of Test	Date of Test
Prohibited Substance	Stimulant	Pseudoephedrine	Superleague	Warning	1/7/97	Event	6/6/97



## Appendix E

### ASDA's drug testing for 1997-98

Summary of government-funded and user-pays drug testing by sport

Sport	Gov't funded	User pays	Total tests	Sport	Gov't funded	User pays	Total Tests
Aerobics	18		18	Lawn bowls	4		4
Archery	9		9	Motorcycling	5	24	29
Athletics	295	28	323	Mountain bike	35		35
Australian football		278	278	Netball	6		6
Badminton	5		5	Powerlifting	105		105
Baseball	7		7	Roller sports	2		2
Basketball	62	48	110	Rowing	109		109
Beach volleyball	6		6	Rugby league	8	777	785
Biathlon	6		6	Rugby union	21	105	126
BMX	31		31	Shooting	19		19
Bobsleigh	14		14	Skiing	17		17
Body building		36	36	Soccer	21	72	93
Boxing	51		51	Softball	8		8
Canoeing	93		93	Squash	15	2	17
Cycling	258	57	315	Strongman		10	10
Diving	8		8	Surf life saving	54	20	74
Fencing	6	6	12	Swimming	341	612	953
Fin swimming	2	2	4	Touch football	38		38
Gymnastics	36		36	Triathlon	94	7	101
Handball	6		6	Volleyball	10		10
Hockey	52	3	55	Water polo	41		41
Ice hockey	6		6	Water skiing	33	13	46
Ice racing	11		11	Weightlifting	111	27	138
Ice skating	4		4	Wrestling	17		17
Judo	43	32	75	Yachting	6		6
Karate	5		5	Totals	2154	2159	4313

Note: The tables on the following 2 pages provide a detailed breakdown of the government-funded and user-pays testing conducted within each sport.



## ASDA's drug testing for 1997-98 (continued)

## Government-funded testing 1997-98

	Out-of-Competition Tests			Event Tests			Total Tests
	Domestic	International	Total	Domestic	International	Total	
Aerobics	10		10	8		8	18
Archery				9		9	9
Athletics	172	4	176	96	23	119	295
Badminton				5		5	5
Baseball	1		1	6		6	7
Basketball	52		52		10	10	62
Beach volleyball		6	6				6
Biathlon				6		6	6
BMX racing	23		23	8		8	31
Bobsleigh	14		14				14
Boxing	35		35	16		16	51
Canoeing	62		62	31		31	93
Cycling	103	19	122	76	60	136	258
Diving				8		8	8
Fencing				6		6	6
Fin swimming				2		2	2
Gymnastics	28		28	8		8	36
Handball				6		6	6
Hockey	19		19	25	8	33	52
Ice hockey				6		6	6
Ice racing	7		7	4		4	11
Ice skating				4		4	4
Judo	32		32	5	6	11	43
Karate	1		1	4		4	5
Lawn bowls				4		4	4
Motorcycling				5		5	5
Mountain bike	17		17	18		18	35
Netball				6		6	6
Powerlifting	78		78	27		27	105
Roller sports	2		2				2
Rowing	89		89	20		20	109
Rugby league	4		4	4		4	8
Rugby union		7	7	10	4	14	21
Shooting				19		19	19
Skiing	9		9	8		8	17
Soccer	17		17	4		4	21
Softball				8		8	8
Squash				13	2	15	15
Surf life saving	34		34	20		20	54
Swimming	155		155	51	135	186	341
Touch	28		28	10		10	38
Triathlon	54		54	34	6	40	94
Volleyball				10		10	10
Water polo	29		29	12		12	41
Water skiing	22		22	4	7	11	33
Weightlifting	95		95	16		16	111
Wrestling	6		6	11		11	17
Yachting				6		6	6
<b>Total</b>	<b>1198</b>	<b>36</b>	<b>1234</b>	<b>659</b>	<b>261</b>	<b>920</b>	<b>2154</b>

## ASDA's drug testing for 1997-98 (continued)

## User-pays testing 1997-98

	Out-of-Competition Tests			Event Tests			Total Tests
	Domestic	International	Total	Domestic	International	Total	
Athletics	1	25	26	2		2	28
Australian football	165		165	113		113	278
Basketball				34	14	48	48
Body building	10		10	26		26	36
Cycling		4	4	8	45	53	57
Fencing				6		6	6
Fin swimming				2		2	2
Hockey				3		3	3
Judo					32	32	32
Motor cycle racing				24		24	24
Rugby league	508		508	269		269	777
Rugby union	69		69	24	12	36	105
Soccer	44		44	28		28	72
Squash					2	2	2
Strongman	10		10				10
Surf life saving	5		5	15		15	20
Swimming	7	497	504	1	107	108	612
Triathlon		1	1		6	6	7
Waterskiing				6	7	13	13
Weightlifting	9	18	27				27
<b>Total</b>	<b>828</b>	<b>545</b>	<b>1373</b>	<b>561</b>	<b>225</b>	<b>786</b>	<b>2159</b>

## Appendix F Register of Notifiable Events

Entries on Register of Notifiable Events for 1997-98 by category

Category	Class	Substance	Sport	Sanction	Date of Entry	Type of Test	Date of Test	
Prohibited substance	Stimulants	Amphetamine	Cycling	To be advised	2/6/98	Event	26/4/98	
			Soccer	2 year suspension	14/5/98	Event	30/3/98	
		Methoxyphenamine	Australian football	Warning	22/8/97	Event	27/6/97	
		Pseudoephedrine and Ephedrine	Baseball	3 month suspension	22/4/98	Event	15/2/98	
		Pseudoephedrine	Cycling	To be advised	3/6/98	Event	26/4/98	
				Karate	Reprimand	1/10/97	Event	16/8/97
				## Rugby league	Warning	17/7/97	Event	25/5/97
				## Rugby league	Warning	17/7/97	Event	1/6/97
				Rugby league	Warning	14/8/97	Event	20/7/97
				Rugby league	2 match suspension	1/9/97	Event	20/7/97
				Rugby league	Reprimand	24/10/97	Event	12/9/97
				Rugby league	Warning	1/12/97	Event	17/10/97
				Soccer	Reprimand	13/5/98	Event	27/3/98
				Volleyball	Reprimand & counselling	18/11/97	Event	11/10/97
		Proflintane	## Wrestling	To be advised	17/7/97	Event	7/6/97	
Anabolic agents	Boldenone	Australian football	16 match suspension	21/8/97	DOC	11/6/97		
		Methandienone	Bobsleigh	2 year suspension	21/11/97	DOC	16/10/97	
	Methandienone	Powerlifting	3 year suspension	18/8/97	DOC	8/6/97		
		Stanozolol	Bobsleigh	No breach of AOC anti-doping policy	24/10/97	DOC	21/9/97	
	Bobsleigh		2 year suspension	24/10/97	DOC	21/9/97		
	## Powerlifting		3 year suspension	1/10/97	Event	27/7/97		
	Rugby league		22 match suspension	2/6/98	DOC	23/4/98		
	**Rugby league		22 match suspension	26/6/98	Event	22/5/98		
	**Rugby league		22 match suspension	26/6/98	Event	24/5/98		

## Entries on Register of Notifiable Events for 1997-98 by category (continued)

Category	Class	Substance	Sport	Sanction	Date of Entry	Type of Test	Date of Test
Prohibited substance	Anabolic agents	Stanozolol (contd)	## Weightlifting	Life ban (2nd offence)	5/8/97	OOO	24/5/97
			Weightlifting	2 year suspension	24/10/97	Event	13/9/97
		Testosterone	Rugby league	22 match suspension	28/10/97	OOO	11/4/97
			Weightlifting	2 year suspension	1/10/97	OOO	18/6/97
			Rugby league	22 match suspension	22/5/98	Event	10/4/98
Prohibited method	Manipulation	Probenecid	Rowing	Exonerated by CAS	14/1/98	OOO	2/12/97
			## Rugby league	Warning	16/7/97	Event	10/5/97
			Swimming	\$2,000 fine (ASL) & 3 mth suspension (AOC)	13/3/98	OOO	17/2/98
Restricted substance	Cannabinoids	Cannabis	Motorcycling	To be advised	4/5/98	Event	13/3/98
			Motorcycling	To be advised	4/5/98	Event	13/3/98
			Motorcycling	To be advised	4/5/98	Event	13/3/98
			Motorcycling	To be advised	4/5/98	Event	13/3/98
			## Rugby league	6 match suspension	17/7/97	Event	1/6/97
			Rugby league	5 match suspension	1/9/97	Event	20/7/97
			Rugby league	5 match suspension	1/9/97	Event	20/7/97
			Rugby league	5 match suspension	1/10/97	Event	15/8/97
			Water skiing	No sanction (AWSA policy to be advised)	4/5/98	Event	15/3/98
Failure to comply			Ice hockey	To be advised	17/4/98	OOO	24/3/98

\*\* Entries belong to the same individual who received a total suspension of 22 matches for the two results.

## To facilitate its reporting processes ASDA has altered the point at which it reports entries onto the Register of Notifiable Events from that of test date to that of date of entry which has resulted in a small number of entries included in this financial year's report that were also reported in last year's report.

Entries on Register of Notifiable Events from previous years where outcomes were to be advised

Category	Class	Substance	Sport	Sanction	Date of Entry	Type of Test	Date of Test
Prohibited substance	Stimulants	Propylthiouracil	Wrestling	Hearing scheduled for August 1998	17/7/97	Event	7/6/97
	Anabolic Agents	Methandienone	Powerlifting	3 year suspension	18/8/97	OOC	8/6/97
		Stanozolol	Powerlifting	3 year suspension	14/3/97	OOC	17/12/96
Prohibited method	Manipulation	Probenecid	Rugby league	Warning	16/7/97	Event	10/5/97



## Appendix G

Laboratories for doping control analyses accredited by the International Olympic Committee  
as at 31 January 1998

Location	Head of the Laboratory	Addresses
Athens Greece	Dr Costas Georgakopoulos	Olympic Athletic Center of Athens "Spiros Louis", Hellenic Sports Research Institute Doping Control Laboratory of Athens 37, Kifissias Ave, 15123 Maroussi/ Athens Tel: (30.1) 683 40 60 Fax: (30.1) 683 40 21 E-mail: oaka@athena.compulink.gr
Barcelona Spain	Dr. Jordi Segura	Institut Mucipal D'Investigacio Medica, (IMIM), Department de Farmacologia Itoxicologia, C/ Doctor Aiguader, 80 08003 Barcelona Tel: (34.3) 221 10 09 Fax: (34.3) 221 32 37 E-mail: jsegura@imim.es
Beijing People's Republic of China	Dr. Zeyi Yang	National Research Institute of Sports Medicine, Doping Control Laboratory, 1st Anding Road, 100029 Beijing Tel: (86.10) 64 91 21 31 / 21 30 Fax: (86.10) 64 91 21 36 / 21 29 Email: yangzyin@peony.ioa.ac.cn
Bloemfontein Republic of South Africa	Dr. P.J. Van der Merwe	The University of the Orange Free State Farmovs Research Centre for the Clinical Pharmacology and Drug Development Division of Prohibited Substances PO Box 339 (GG) Bloemfontein 9300 Tel: (27.51) 401 31 82 / 401 31 79 Fax: (27.51) 447 17 79 Email: gnfmudm@frm.uofs.ac.za

Location	Head of the Laboratory	Addresses
Cologne  Germany	Dr. Wilhelm Schänzer Director	Deutsche Sporthochschule Köln Institute für Biochemie  Carl-Diem-Weg 6, 50933 Köln 41  Tel: (49.221) 497 13 13 Fax: (49.221) 497 32 36 E-mail: schaezner@brz.dshs-koeln.de & schaezner@uni.koeln.de
Copenhagen  Denmark	Dr. Hendrik Olesen	University Hospital Doping Analytical Section Dept. of Clinical Pharmacology  20 Tagensvej DK-2200 Copenhagen  Tel: (45) 35 45 76 42 Fax: (45) 35 45 27 45
Gand Ghent  Belgium  <u>*Phase II</u>	Prof. Dr. F. T. Delbeke	Universiteit Gent Faculteit van de Diegeneeskunde Vakgroep Farmacologie, Farmacie en Toxicologie  Salisburylaan 133 B-9820 Merelbeke  Tel: (32.9) 264 73 47 Fax: (32.9) 264 74 97 E-mail: Frans.Delbeke@rug.ac.be
Helsinki  Finland	Prof. Kimmo Kuoppasalmi	United Laboratory Ltd Doping Control Section  Höyläämötie 14 00380 Helsinki  Tel: (358.9) 50 60 51 / 50 60 52 11 Fax: (358.9) 50 60 54 10
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Location	Head of the Laboratory	Addresses
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\*Phase I: The laboratory is temporarily suspended from international testing. At the national level (samples originating from the country in which the laboratory is located), the laboratory may perform screening procedures but analytically positive A-samples must be confirmed by another IOC accredited laboratory. The corresponding B-sample will also be analysed in the IOC accredited laboratory which has provided confirmation of the A-sample.

\*Phase II: The laboratory is temporarily suspended from confirmation of analytically positive A samples and analysing B samples. Confirmation of the A sample and analysis of the B sample will be performed in another IOC accredited laboratory.

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