

Part four

Appendix A - Charter of public service in a culturally diverse society

Draft framework on performance measurement

| | GENERIC LEVEL DESCRIPTION | STRATEGIC PLANNING | POLICY DEVELOPMENT | SERVICE DELIVERY/IMPLEMENTATION | MONITORING, EVALUATION AND REPORTING | OUTCOME ASSESSMENT |
|-------------|--|---|---|---|--|---|
| 4 BEST | Agency performance is seen as a model of best practice. | Agency has achieved the previous levels and: <ul style="list-style-type: none"> Has the <i>Charter</i> fully integrated into the corporate planning and evaluation processes. Clear program decisions to deliver <i>Charter</i> outcomes. | Agency has achieved the previous levels and: <ul style="list-style-type: none"> Has a systematic process of consideration of <i>Charter</i> implementation issues in all relevant aspects of policy development. | Agency has achieved the previous levels and: <ul style="list-style-type: none"> Has programs and services which meet the needs of culturally and linguistically diverse communities. Has programs and services that are based on appropriate data analysis, research and evaluation, direct community consultation and high level participation in the boards and committees approving resources and overall direction. All relevant services and programs are accessible to culturally and linguistically diverse communities. Ensures that training in cross-cultural issues is delivered to agency staff at all levels, incorporated within all functional training and evaluated and revised according to a regular cycle. | Agency has achieved the previous levels and: <ul style="list-style-type: none"> Systematically includes <i>Charter</i> implementation performance measures in all relevant programs for assessment on a longitudinal basis. Annual reports and other reporting mechanisms include detailed information on program outcomes for culturally and linguistically diverse groups and on grievance mechanisms. Uses balanced and appropriate performance information to demonstrate successful implementation of the <i>Charter</i>. Engages in benchmarking practices with respect to <i>Charter</i> implementation. Funding guidelines and conditions (including where programs/services have been delivered via an intermediary) include diverse cultural and linguistic accountabilities. | Agency can demonstrate consistently high levels of client satisfaction in culturally and linguistically diverse communities in relation to all program areas. |
| 3 BETTER | Agency develops, delivers and evaluates appropriate programs in accordance with <i>Charter</i> objectives. | Agency has achieved the previous levels and: <ul style="list-style-type: none"> Has a <i>Charter</i> implementation plan (access and equity plan) and reports on it in the agency's annual report. Has aligned its <i>Charter</i> implementation planning with corporate planning processes. Individual divisional plans include <i>Charter</i> implementation planning. <i>Charter</i> outcomes. | Agency has achieved the previous levels and: <ul style="list-style-type: none"> Has policy documents which reflect the expectation that culturally and linguistically diverse communities will contribute to the planning and evaluation processes. Can consistently demonstrate that considerations of cultural and linguistic diversity have been taken into account in policy development (including those arising from complaint handling mechanisms). Uses client data, research and consultation to contribute to <i>Charter</i> implementation. Actively seeks culturally and linguistically diverse community representation on boards and committees. Organises planned consultations with culturally and linguistically diverse communities and clients (this is done as a matter of routine).development. | Agency has achieved the previous levels and: <ul style="list-style-type: none"> Includes cross-cultural issues in all relevant training programs. Staff in public contact, policy and management positions are required to participate in such training and consistently demonstrate cross-cultural awareness and understanding. Consistently demonstrates the accessibility of mainstream services for clients of diverse cultural and linguistic backgrounds, including through the use of trained interpreters as appropriate. Consistently demonstrates effective communication with clients from diverse cultural and linguistic backgrounds. Includes clauses in contracts requiring the contractor to meet <i>Charter</i> obligations including specification of performance indicators relating to cultural diversity for reporting purposes. Has tender selection documentation which specifies that service providers need to have demonstrated experience in working with clients from culturally and linguistically diverse backgrounds. | Agency has achieved the previous levels and: <ul style="list-style-type: none"> Ensures that <i>Charter</i> implementation issues are a key feature of monitoring, evaluation and reporting processes, including for contractors' performances regarding implementation of the <i>Charter</i>. Focuses performance information on outputs and results. Uses performance information that is robust, reliable, accurate and verifiable. Identifies and reports on both successful implementation of the <i>Charter</i> and on shortcomings. Integrates performance information with evaluation planning as part of the agency's performance management. | Agency can demonstrate systematic progress in improving outcomes for culturally and linguistically diverse clients. |
| 2 GOOD | Resources are committed to the process. Managerial responsibilities are assigned. Reporting systems enable the agency to identify discrete activity areas and the resources committed to them. | Agency has achieved the previous level and: <ul style="list-style-type: none"> Has some kind of <i>Charter</i> implementation plan. Ensures that cultural diversity planning involves the collection of demographic and client data and uses it to influence resource allocation and regional priorities as appropriate. Ensures that key managers have clear <i>Charter</i> implementation responsibilities. Has cultural diversity responsibilities integrated into workplace agreements.corporate planning processes. Individual divisional plans include <i>Charter</i> implementation planning. <i>Charter</i> outcomes. | Agency has achieved the previous level and: <ul style="list-style-type: none"> Uses profiles of existing and potential clients in formulating information strategies to ensure that all client groups are reached. Occasionally conducts planned consultations with culturally and linguistically diverse communities. Has some culturally and linguistically diverse community representation on boards and committees. Cross-cultural training for managers in policy areas. | Agency has achieved the previous level and: <ul style="list-style-type: none"> Communicates with clients from diverse cultural and linguistic backgrounds. Has some measures in place to ensure staff are able to deal effectively with clients from different cultural and linguistic backgrounds. Has mechanisms to integrate considerations of cultural and linguistic diversity in tender documentation and contract specifications. | Agency has achieved the previous level and: <ul style="list-style-type: none"> Requires the specification of performance indicators relating to cultural diversity in contracts. Has some programs with identified performance indicators for <i>Charter</i> implementation and reports against these indicators accordingly. Evaluates programs/services on an ad hoc basis for <i>Charter</i> implementation. Takes measures to ensure that the role of performance information is well understood at all levels in the organisation. | Agency can show improvements in service delivery in some program areas. |
| 1 BASE | Agency can demonstrate awareness of its basic <i>Charter</i> responsibilities. | Agency: <ul style="list-style-type: none"> Has a corporate plan which includes considerations of cultural and linguistic diversity. Circulates information about the <i>Charter</i> to staff. Has a Client Service Charter that includes considerations of cultural and linguistic diversity. Collects some ethnicity data on clients. | Agency: <ul style="list-style-type: none"> Has some individuals from culturally and linguistically diverse backgrounds on boards and committees. Undertakes ad hoc consultations with culturally and linguistically diverse communities. | Agency: <ul style="list-style-type: none"> Has services and programs which are generally accessible to diverse cultural and linguistic communities. Includes a segment on cross-cultural issues in some training programs. Uses the bilingual skills of staff on an informal basis. | Agency: <ul style="list-style-type: none"> Reports in broad terms on <i>Charter</i> implementation in its Annual Report and in the Access and Equity Annual Report. Where relevant maintains a register of basic client ethnicity data. | Agency meets its obligations to report on <i>Charter</i> implementation. |