

# Examples Against Performance Indicators

The following examples are provided by the organisations involved in the trialing phase against the performance indicators for each role. Examples provided are not exhaustive but instead provide some insight into the nature of feedback received and the opportunities for further refinement.

## Policy Adviser

- DIMA — Development of the NMAC report and the Government's reply to the NMAC report
- FaCS — International Agreements
- FaCS — Welfare Reform
- FaCS — Development of the Commonwealth Disability Strategy

## Regulator

- ATO — Excise

## Purchaser

- DIMA — Integrated Humanitarian Settlement Strategy
- DIMA — Adult Migrant English Program
- FaCS — Family Relationships Program
- FaCS — Disability and Carers Support
- FaCS — Community Program

## Provider

- DIMA — Client Services
- Centrelink

## Employer

- DIMA
- Defence
- Centrelink

## The policy adviser role — DIMA

### New Agenda

A key policy proposal from DIMA was the *New Agenda*, the Government's response to the NMAC report *Australian multiculturalism for a new century: Towards inclusiveness*. The development of the *New Agenda* and NMAC Report was assessed against the performance indicators proposed for the policy adviser function.

Performance indicator	Example
<p><b>Indicator 1:</b> New or revised policy/program proposals with a differential impact on the lives of people from particular cultural and linguistic backgrounds are developed in consultation with people from those backgrounds.</p>	<ul style="list-style-type: none"> <li>The primary audience was Commonwealth, State and Territory government and multicultural policy stakeholders including community organisations, ethnic community organisations, non government organisations and the business community.</li> <li>Activities to stimulate community discussion and encourage input to the NMAC report included:               <ul style="list-style-type: none"> <li>the high profile public launch of the issues paper <i>Multicultural Australia: The Way Forward</i>;</li> <li>advertisements in capital city newspapers inviting comment on the issues paper; and</li> <li>wide distribution of the issues paper (approximately 8,000 copies were distributed and NMAC received 164 responses).</li> </ul> </li> <li>NMAC members accepted numerous invitations to speak to the media and to attend seminars and meetings. Consultations included: other advisory councils, business forums, community service organisations, universities, schools, business organisations, religious, social and sporting bodies, women's groups, ethnic community organisations and Federal, State, Territory and Local government.</li> </ul>
<p><b>Indicator 2:</b> New or revised policy/program proposals identify, prior to decision, any differential impacts on the lives of people from particular cultural and linguistic backgrounds.</p>	<ul style="list-style-type: none"> <li>The Government accepted NMAC's recommendation that multicultural policy impacts on all Australians, rather than Australians with particular cultural and linguistic backgrounds. The Government also accepted NMAC's recommendation that governments need to be mindful of the diversity of the Australian population and the needs of individuals in the development and delivery of government services.</li> </ul>
<p><b>Indicator 3:</b> New or revised policy/program proposals have an appropriate communication strategy.</p>	<ul style="list-style-type: none"> <li>The target audience for the <i>New Agenda</i> was policy makers in governments at all levels and the <i>New Agenda</i> was widely distributed in the media and to key stakeholders, including ethnic and community organisations.</li> <li>The <i>New Agenda</i> was written in plain English. Following an assessment of the English language proficiency of the target audience, neither translation nor imagery based communication were considered appropriate.</li> </ul>

## The policy adviser role — FaCS

The recently renegotiated International Agreements, the Government's Welfare Reform initiative and the Commonwealth Disability Strategy were the three key policy areas examined against the performance indicators proposed for the policy adviser role.

### International Agreements

This area covers policies associated with the provision of Australian social security payments overseas. It ensures the effective negotiation and administration of Australia's social security agreements with other countries. Key initiatives undertaken include:

- Simplification of portability and residence provisions of the social security law and extension of the Comparative Foreign Payment (CFP) requirement. The CFP is a measure that requires people to test their eligibility for foreign payments when they apply for an Australian social security payment. This policy change now requires all applicants to do this, not only those subject to social security agreements.
- Introduction of the two year waiting period for New Zealand citizens;
- Termination of the UK social security agreement;
- Introduction of the Danish social security agreement; and
- Renegotiation of the Italian social security agreement.

Performance indicator	Example
<p><b>Indicator 1:</b> New or revised policy/program proposals with a differential impact on the lives of people from particular cultural and linguistic backgrounds are developed in consultation with people from those backgrounds.</p>	<p>Simplification of portability and residence provisions of the social security law and extension of the Comparative Foreign Payment requirement involved the following consultation process:</p> <ul style="list-style-type: none"> <li>• FaCS wrote to a number of ethnic organisations about the range of changes in this policy;</li> <li>• few responses were received and none raised any objections to the proposed changes; and</li> <li>• during the Senate Committee Inquiry, a submission was lodged by the Welfare Rights Centre that objected to some of the proposed changes.</li> </ul> <p>Introduction of the two year waiting period for New Zealand citizens</p> <ul style="list-style-type: none"> <li>• No prior consultation was held.</li> </ul> <p>Termination of the UK agreement</p> <ul style="list-style-type: none"> <li>• No prior consultation was held.</li> </ul> <p>Danish Agreement</p> <ul style="list-style-type: none"> <li>• All new or revised social security agreements are submitted to the Federal Parliament's Joint Standing Committee on Treaties. FaCS is responsible for preparing a 'national interest assessment'. As part of that submission, it is now established protocol that FaCS includes the findings of its consultations with State and Territory Governments, specific ethnic community groups, ethnic representatives and broader community groups, usually through written submissions.</li> </ul>

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Performance indicator	Example
	<ul style="list-style-type: none"> <li>• Submissions were sought from eight community groups representing people of Danish background, and 20 broader groups. Replies were received from nine groups.</li> </ul> <p>Renegotiated Italian Agreement</p> <ul style="list-style-type: none"> <li>• Submissions were sought from 18 ethnic community groups and five individual representatives.</li> </ul>
<p><b>Indicator 2:</b> New or revised policy/program proposals identify, prior to decision, any differential impacts on the lives of people from particular cultural and linguistic backgrounds.</p>	<p>Simplification of portability and residence provisions of the social security law and extension of the Comparative Foreign Payment requirement.</p> <ul style="list-style-type: none"> <li>• No objections were raised by ethnic organisations and therefore the measure was perceived as having general support.</li> <li>• The Welfare Rights Centre's concerns were addressed during the Senate debate and amendments made resulted in the Bill being passed with no changes.</li> </ul> <p>Introduction of the two year waiting period for New Zealand citizens.</p> <ul style="list-style-type: none"> <li>• There were no consultation findings.</li> </ul> <p>Termination of the UK agreement</p> <ul style="list-style-type: none"> <li>• There were no consultation findings.</li> </ul> <p>Danish Agreement</p> <ul style="list-style-type: none"> <li>• No objections to any part of the proposed agreement were made in any submissions received, therefore the initiative was perceived as having the general support of the Danish born community.</li> </ul> <p>Renegotiated Italian Agreement</p> <ul style="list-style-type: none"> <li>• No objections to any part of the proposed agreement were made in any submissions received, therefore the initiative was perceived as having the general support of the Italian born community.</li> </ul>
<p><b>Indicator 3:</b> New or revised policy/program proposals have an appropriate communication strategy.</p>	<p>Simplification of portability and residence provisions of the social security law and extension of the Comparative Foreign Payment requirement.</p> <ul style="list-style-type: none"> <li>• Centrelink is undertaking, on FaCS's behalf, a comprehensive communication strategy.</li> <li>• The foreign pension amnesty has had very wide exposure.</li> <li>• The policy changes have been explained through the ethnic and mainstream media outlets.</li> <li>• Centrelink Multicultural Service Officers are conducting information sessions for customers from migrant backgrounds across Australia.</li> </ul> <p>Introduction of the two year waiting period for New Zealand citizens.</p> <ul style="list-style-type: none"> <li>• Centrelink, on FaCS's behalf, hired a New Zealand public relations company to manage the communication strategy involving all mainstream media outlets.</li> <li>• A FaCS officer held a press conference in New Zealand.</li> </ul>

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Performance indicator	Example
	<p>Termination of the UK agreement</p> <ul style="list-style-type: none"> <li>Letters were sent to all affected pensioners both in Australia and the UK explaining the policy change. A media campaign was also used to inform all those affected, through UK and Australian newspapers, the Centrelink Aged Pension newsletter, the Internet and other outlets.</li> </ul> <p>Danish Agreement</p> <ul style="list-style-type: none"> <li>No specific communication strategy was used.</li> </ul> <p>Renegotiated Italian Agreement</p> <ul style="list-style-type: none"> <li>No specific communication strategy was developed.</li> </ul>

## The policy adviser role — FaCS

### Welfare Reform

In September 1999, the Minister for Family and Community Services commissioned an independent Reference Group on Welfare Reform to explore options for improving the welfare system. The purpose of the review was to address two main issues:

- ways in which welfare arrangements can help prevent the problems that result in people needing assistance in the first place; and
- how welfare recipients can best be helped to improve their capacity for self-reliance so that they can reduce either their extent or duration of welfare dependency.

FaCS provided the secretariat to the Welfare Reform Reference Group and organised the consultative process.

Performance indicator	Example
<p><b>Indicator 1:</b> New or revised policy/program proposals with a differential impact on the lives of people from particular cultural and linguistic backgrounds are developed in consultation with people from those backgrounds.</p> <p><i>(continued on next page)</i></p>	<ul style="list-style-type: none"> <li>Public submissions were made to the Welfare Reform Reference Group in response to advertisements placed in the national and regional press in late October 1999. The total number of submissions received from members of the public and organisations was 366.</li> <li>Submissions were received from 17 organisations specifically representing people from migrant backgrounds.</li> <li>The Reference Group met bilaterally with over 25 key national peak representative groups during this time, including with three specifically representing people from migrant backgrounds.</li> <li>The period of community consultations on the interim report included discussions with a range of people and organisations.</li> <li>Over 315 individuals and organisations provided comments on the interim report via a feedback questionnaire including six from organisations representing people from migrant backgrounds.</li> </ul>

Performance indicator	Example
<b>Indicator 2:</b> New or revised policy/program proposals identify, prior to decision, any differential impacts on the lives of people from particular cultural and linguistic backgrounds.	<ul style="list-style-type: none"> <li>• The FaCS secretariat (the Welfare Reform Team) read and analysed all submissions and returned questionnaires to the Reference Group including those from organisations representing people from migrant backgrounds.</li> <li>• The Secretariat briefed the Reference Group on consultation findings.</li> <li>• The Reference Group considered this comprehensive feedback when writing their report.</li> <li>• The Government will respond to the recommendations made by the Reference Group once it has finished considering all the recommendations.</li> </ul>
<b>Indicator 3:</b> New or revised policy/program proposals have an appropriate communication strategy.	<ul style="list-style-type: none"> <li>• The Reference Group released its interim report on 28 March 2000, setting out the Reference Group's proposals and broad vision of the future of the welfare system.</li> <li>• The final report <i>Participation Support for a More Equitable Society</i> was made available in HTML and PDF formats on the FaCS website following its release by the Government. It was also made available in a range of alternative formats including Braille, plain English, audio and large print.</li> <li>• Copies were provided to individuals and organisations that lodged a submission or provided comments on the interim report.</li> <li>• There is a Welfare Reform hotline, including a TTY service, through which people can request a copy of the report.</li> </ul>

## The policy adviser role — FaCS

### Commonwealth Disability Strategy

This review led to the development of the revised performance management framework for the Commonwealth Disability Strategy.

Performance indicator	Example
<b>Indicator 1:</b> New or revised policy/program proposals with a differential impact on the lives of people from particular cultural and linguistic backgrounds are developed in consultation with people from those backgrounds.	<p>The development of the revised performance management framework for the Commonwealth Disability Strategy involved the following consultation processes:</p> <ul style="list-style-type: none"> <li>• a series of consultative forums with representatives of the peak disability bodies including the National Ethnic Disability Alliance to determine the outcomes for people with disabilities;</li> <li>• a series of consultative forums with portfolio agencies, government business enterprises and statutory authorities to test and refine the draft performance indicators proposed for the new framework drawn from the input received from the disability peak bodies;</li> <li>• development of the draft performance framework for testing by Commonwealth portfolio agencies across a variety of roles and responsibilities;</li> </ul>

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Performance indicator	Example
	<ul style="list-style-type: none"> <li>• refinement of the draft framework and further review by representatives of the peak disability bodies prior to the preparation of the new Commonwealth Disability Strategy; and</li> <li>• development and distribution of the Commonwealth Disability Strategy to all Commonwealth organisations and disability peak bodies for final comment prior to finalisation.</li> </ul>
<p><b>Indicator 2:</b> New or revised policy/program proposals identify, prior to decision, any differential impacts on the lives of people from particular cultural and linguistic backgrounds.</p>	<p>The development of the revised performance management framework for the Commonwealth Disability Strategy involved representatives from the disability peak bodies throughout the development process.</p>
<p><b>Indicator 3:</b> New or revised policy/program proposals have an appropriate communication strategy.</p>	<p>The release of the new Commonwealth Disability Strategy was supported by the following communication strategies:</p> <ul style="list-style-type: none"> <li>• press release distributed to all major media outlets including the ethnic press;</li> <li>• development of a plain English Strategy and Guide for release to all portfolio agencies and the disability community through disability peak bodies;</li> <li>• translation of the Strategy and Guide into Braille, large print, audio and easy English formats for people with disabilities;</li> <li>• establishment of a website to provide accessible information in plain English;</li> <li>• development of a Strategy information brochure detailing what it means for people with disabilities — distributed to disability peak organisations and community access points eg Centrelink offices; and</li> <li>• development of a Strategy contact information sheet in a range of community languages made available through the DIMA Translating and Interpreting Service.</li> </ul>

## The regulator role — ATO

### Excise

Excise was transferred to the ATO from Customs on 4 February 1999. It has responsibility for the collection of around \$19.8 billion per annum in excise revenue, resulting from payments by the petroleum, tobacco, beer, spirits and crude oil industries.

Performance indicator	Performance measure
<p><b>Indicator 1:</b> Publicly available information on regulations and quasi-regulations is communicated to all Australians, regardless of cultural or linguistic background.</p>	<ul style="list-style-type: none"> <li>• Information about the Diesel and Alternative Fuels Rebate Scheme, the Diesel Fuel Rebate Scheme, the Wine Equalisation Tax and other excise matters are available for public access on the ATO Assist website. Clients can ask questions online or request information by facsimile ('Fax from Tax') for the cost of a local call.</li> <li>• With the introduction on 1 July 2000 of the Diesel and Alternative Fuels Grants Scheme and the extension of the Diesel Fuel Rebate Scheme, Excise established a 1300 Diesel Fuel Information Line. Call Centre staff received induction training on how to use the Translating and Interpreting Service.</li> <li>• Excise has produced three plain English brochures that provide potential claimants with information on how to claim a grant or rebate under the Diesel and Alternative Fuels Grants and Diesel Fuel Rebate Scheme.</li> <li>• Since its inception in 1999, Excise has developed close links with industry organisations and associations. Individual service streams with portfolio responsibility for the petroleum, tobacco, alcohol, diesel fuel and wine industries conduct regular meetings with members of these organisations and associations. Most have established advisory forums with industry representation. These ensure that policy information is accessible and publicly available and that forum members are actively involved in the policy development and review process.</li> <li>• The wine, tobacco and diesel fuel industry groups have also conducted face-to-face communication activities with potential claimants. Local community leaders have also been used to provide information.</li> <li>• In early 2000, officers from the Excise Field Services Team consulted with ATSIC and local Indigenous communities to determine the impact of the new Diesel Fuel Rebate Scheme on Aboriginal communities, especially in relation to electricity generation.</li> </ul>
<p><b>Indicator 2:</b> Regulatory compliance reporting is in accessible mediums for all Australians, regardless of cultural or linguistic background.</p>	<p>Not addressed.</p>

## The purchaser role — DIMA

DIMA examined the performance indicators for the purchaser role against two individual purchasing programs:

- Integrated Humanitarian Settlement Strategy (IHSS); and
- Adult Migrant English Program (AMEP).

### Integrated Humanitarian Settlement Strategy

The Integrated Humanitarian Settlement Strategy (IHSS) is a national framework for better targeting and integration of settlement services for humanitarian program entrants. The purchasing of individualised case management services from providers ensures that the special needs of these entrants are met.

Performance indicator	Example
<p><b>Indicator 1:</b> Purchasing processes with differential impacts on the lives of people from particular cultural and linguistic backgrounds are developed in consultation with people from those backgrounds.</p>	<ul style="list-style-type: none"> <li>• The <i>Review of Material Assistance to Humanitarian Program Entrants</i> conducted in early 1999 engaged in community consultations and sought submissions from the community on linking humanitarian entrants with the appropriate settlement services.</li> <li>• The IHSS contract requires the provider to conduct client satisfaction surveys to elicit feedback on the extent to which the service meets output specifications and standards and complies with the service principles. As part of quality assurance, the Commonwealth reserves the right to conduct random inspections of the accommodation provided to entrants.</li> <li>• In July 2000, DIMA prepared and circulated for discussion a paper on <i>Community Support for Refugees</i>, a component of the IHSS. The paper asks some critical questions about the potential exploitation of humanitarian entrants and the need for a code of conduct for Community Support for Refugees groups.</li> </ul>
<p><b>Indicator 2:</b> Tendering specifications and contract requirements for the purchase of goods or services are consistent with the <i>Charter</i> where there may be a differential impact on people from particular cultural and linguistic backgrounds.</p> <p><i>(continued on next page)</i></p>	<ul style="list-style-type: none"> <li>• All services purchased must conform to the IHSS service principles. These principles are comprehensive in their coverage of diversity issues. For example, services are designed and administered so as to promote humanitarian program entrants' mobility and level of independence. Furthermore, the purchase contract requires liaison with the relevant state and territory members of the National Forum of Services for Survivors of Torture and Trauma to ensure integration and appropriate delivery of services.</li> </ul>

Performance indicator	Example
<b>Indicator 3:</b> Complaints mechanisms enable people (irrespective of cultural and linguistic background) to address issues and raise concerns about the performance of purchasers and providers.	<ul style="list-style-type: none"> <li>The IHSS does not have a specific complaints mechanism. Entrants can access the complaint mechanism available under the DIMA Client Service Charter. Policy and procedural guidelines exist for performance monitoring, evaluation and reporting.</li> </ul>

**The purchaser role — DIMA**

**Adult Migrant English Program**

The Adult Migrant English Program (AMEP) is a central feature of Australia's national migrant and humanitarian settlement program. The aim of the AMEP is to help newly arrived migrants and refugees develop the English language skills they need to settle successfully in Australia, participate effectively in the community and access services available in the general community.

The program provides up to 510 hours of basic English language tuition. In total the program provides an estimated seven million hours of adult English language tuition each year from an annual budget of approximately \$90 million.

Performance indicator	Example
<b>Indicator 1:</b> Purchasing processes with differential impacts on the lives of people from particular cultural and linguistic backgrounds are developed in consultation with people from those backgrounds.	<ul style="list-style-type: none"> <li>A range of purchasing specifications have been developed over time and are included in the AMEP contract. For example, in 2000 DIMA contracted the National English Language Training Accreditation Scheme (NEAS) to apply a quality monitoring system to providers of the AMEP. NEAS is industry-based and autonomous.</li> <li>Programs are evaluated every three years and require service providers to self-assess against the agreed performance indicators. Past and current clients and other stakeholder feedback is central to the process.</li> <li>Client satisfaction surveys are undertaken on a regular basis as part of the consultation strategy. Formal surveys measure the extent to which clients express satisfaction. Factors considered include the range, intensity, content and quality of tuition and the quality of the venue and equipment.</li> <li>Clients also have access to initial and exit counsellor talks and individual interviews for information on learner pathways within and beyond this program.</li> </ul>

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Performance indicator	Example
<p><b>Indicator 2:</b> Tendering specifications and contract requirements for the purchase of goods or services are consistent with the <i>Charter</i> where there may be a differential impact on people from particular cultural and linguistic backgrounds.</p>	<p>Contractual agreements between service providers and the Commonwealth are comprehensive and aim to meet the needs of the clients. For example, the contract includes specifications on:</p> <ul style="list-style-type: none"> <li>• Physical facilities: The standard required is that the learning environment is safe, accessible and educationally and culturally appropriate to the needs of the client.</li> <li>• Staffing: The standard required is that staff are appropriately qualified, trained in cultural awareness and provided with on-the-job professional guidance, support and development.</li> <li>• Support services: The standard required is that clients are provided with ready access to a range of culturally appropriate ancillary services which support their learning and the achievement of their educational, vocational and settlement goals, such as the provision of counselling and referral to appropriate government services.</li> <li>• Childcare: Childcare provision is respectful of the backgrounds and cultural sensitivities of parents and children. Childcare managers and staff are trained and informed on intercultural issues.</li> <li>• Classroom tuition and alternatives: The provider also provides alternatives to the conventional AMEP classroom setting such as the Home Tutor Scheme (HTS) home-based tuition. HTS clients include survivors of torture and trauma and clients who cannot attend conventional classes for cultural, religious or geographic reasons. HTS providers are also required to establish community support contacts for these clients.</li> </ul>
<p><b>Indicator 3:</b> Complaints mechanisms enable people (irrespective of cultural and linguistic background) to address issues and raise concerns about the performance of purchasers and providers.</p>	<ul style="list-style-type: none"> <li>• Provision of a process for hearing and resolving client grievances.</li> <li>• The service provider is required to implement both informal and formal processes for hearing and dealing with client grievances. These may range from minor grievances to more serious issues such as allegations of sexual or racial harassment.</li> <li>• Clients are made aware of the procedures for having their grievances lodged and resolved.</li> </ul>

## The purchaser role — FaCS

### Family Relationships Services Program

The Family Relationships Services Program (FRSP) contracts organisations to provide one or more of the following service types: family relationships education, family relationships skills training, family relationships counselling; family relationships mediation; adolescent mediation and family therapy and children's contact services.

Performance indicator	Example
<p><b>Indicator 1:</b> Purchasing processes with differential impacts on the lives of people from particular cultural and linguistic backgrounds are developed in consultation with people from those backgrounds.</p>	<p>The Family Relationships Services Program approval requirements set out the general operational standards with which all funded organisations are required to comply. The approval requirements form part of the contract with the funded organisation.</p> <ul style="list-style-type: none"> <li>• Standard 2, <i>Planning</i>, requires the development and delivery of family relationships services to occur in a planned rather than a reactive way. There is a requirement for evidence of stakeholder participation in planning processes and evidence that organisational planning takes account of, amongst other things, issues of diversity.</li> <li>• Standard 9, <i>Accessibility of Services</i>, requires family relationships services to be actively committed to ensuring their sensitivity and accessibility to any people who face a real or perceived barrier to receiving assistance, whether on the basis of race, creed, language or ethnic background, gender, disability, age, locality, socioeconomic disadvantage, sexual preference or any other unjustifiable basis.</li> </ul> <p>The attributes specified by the Approval Requirements for Standard 9 are:</p> <ul style="list-style-type: none"> <li>• documented evidence of the key characteristics of the actual and potential client group, based on expressed need and demographic features of an organisation's catchment area;</li> <li>• documented strategies (including referral and ongoing service) for overcoming barriers indicated by the understanding of characteristics of the actual and potential client group; and</li> <li>• evidence of progress in implementing strategies for overcoming barriers.</li> </ul>
<p><b>Indicator 2:</b> Tendering specifications and contract requirements for the purchase of goods or services are consistent with the <i>Charter</i> where there may be a differential impact on people from particular cultural and linguistic backgrounds.</p> <p><i>(continued on next page)</i></p>	<p>Program approval requirements do not make specific reference to the <i>Charter</i>. Providers are however generally required to comply with the principles contained in the <i>Charter</i>.</p>

Performance indicator	Example
<b>Indicator 3:</b> Complaints mechanisms enable people (irrespective of cultural and linguistic background) to address issues and raise concerns about the performance of purchasers and providers.	Standard 10 of the approval requirements: <i>Managing Client Feedback</i> , requires that family relationships services offer opportunities to all clients to voluntarily provide feedback on their experiences with the service, and manage complaints from clients in an open, fair and predictable way.

## The purchaser role — FaCS

### Disability and Carer Support

The program provides funding through non government organisations to provide employment services. Centrelink is responsible for assessing jobseekers with disabilities and referring these applicants to up to three appropriate employment services. In 1999–2000, nearly 50,000 people were assisted.

Performance indicator	Example
<b>Indicator 1:</b> Purchasing processes with differential impacts on the lives of people from particular cultural and linguistic backgrounds are developed in consultation with people from those backgrounds.	<ul style="list-style-type: none"> <li>• Services are purchased on the basis of the need of people with disabilities within a geographic location using disability demographic data and information on the capacity of existing services. Where need is identified, the provision of services is sought through public tenders.</li> <li>• No specific consultations are held with ethnic community groups or representatives.</li> <li>• Data collection, including nominating the main language spoken at home, is collected each year in the Disability Services Census.</li> </ul>
<b>Indicator 2:</b> Tendering specifications and contract requirements for the purchase of goods or services are consistent with the <i>Charter</i> where there may be a differential impact on people from particular cultural and linguistic backgrounds.	<ul style="list-style-type: none"> <li>• The <i>Charter</i> principles are reflected in the Disability Services Standards. Services must be provided for people who fall within the target group that is specified in section 8 of the <i>Disability Services Act 1986</i>.</li> <li>• Compliance with contract specifications and the Standards is self assessed by the service annually and audited by the FaCS State Office at least every five years.</li> <li>• A quality assurance system is currently being developed in consultation with consumers, consumer representatives and service organisations.</li> </ul>

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Performance indicator	Example
<b>Indicator 3:</b> Complaints mechanisms enable people (irrespective of cultural and linguistic background) to address issues and raise concerns about the performance of purchasers and providers.	<ul style="list-style-type: none"> <li>• All employment service providers are required to have a complaints/ disputes mechanism under Standard 7 of the Disability Services Standards.</li> <li>• Consumers can make a complaint to FaCS and consumer training and support organisations can also assist consumers with making a complaint. Complaints are fully investigated.</li> </ul>

## The purchaser role — FaCS

### Community Program

The Community Program is responsible for coordinating departmental effort for rural and regional Australia and for supporting communities, including through building social capital. It also manages payments and services to individuals who have special needs within the community. Key programs include:

### Centrelink Multicultural Services

- FaCS purchases a range of multicultural services through a business partnership with Centrelink to provide access to the social security system for all Australians.

### International Year of Volunteers

- The year 2001 will be the United Nations International Year of Volunteers and in Australia, FaCS is coordinating the Commonwealth's effort. FaCS administers the IYV Small Grants Program to assist local organisations celebrate IYV.

### Voluntary Work Initiative

- The VVI links Centrelink customers in receipt of Newstart or Youth Allowance to approved organisations to undertake voluntary work as a means of meeting their work activity test requirements. FaCS is currently undertaking a two-stage tender process.

### Volunteer Management Program

- This funding program is designed to enhance the operation of family and community services that involve volunteers by increasing the number of effectively trained volunteers in these services.

### Stronger Families and Communities Strategy

- This strategy represents a new policy direction of prevention and early intervention with particular benefits for families at risk.

### Family and Community Network Initiative

- The initiative funds the provision of opportunities for people to take action to assist themselves and their communities. It is aimed at improving access to family related information and services and at enhancing the capacity of communities and services to work together more effectively to address the needs of families and communities.

Performance indicator	Example
<p><b>Indicator 1:</b> Purchasing processes with differential impacts on the lives of people from particular cultural and linguistic backgrounds are developed in consultation with people from those backgrounds.</p>	<p>Centrelink Multicultural Services</p> <ul style="list-style-type: none"> <li>• At the national level, FaCS participates in Centrelink's biannual National Multicultural Reference Group made up of the executive of the Federation of Ethnic Communities' Councils (FECCA), representatives of the Refugee Council of Australia, the National Disability Alliance, the Association of NESB Women in Australia, the National Peak Ethnic Children's Network Services and the Convenor of the NSW Migrant Advisory Council (MAC). FaCS uses the forum to consult, promote new policy initiatives and respond to policy questions and issues with social security payments provided through Centrelink.</li> <li>• At the state level, FaCS also participates in Centrelink's State and Territory Migrant Advisory Councils (MACs) made up of government officers and community representatives. FaCS uses these forums for discussion and consultation about service delivery as well as broader policy issues.</li> <li>• Centrelink regularly consults with clients from a diverse range of cultural and linguistic backgrounds on the delivery of its services and income support payments and provides these consultation findings to FaCS.</li> </ul> <p>International Year of Volunteers</p> <ul style="list-style-type: none"> <li>• Focus groups were conducted with a range of community representatives including people from the range of cultural and linguistic backgrounds. These focus groups market tested IYV imagery and had major input to developing Commonwealth IYV objectives.</li> </ul> <p>Voluntary Work Initiative</p> <ul style="list-style-type: none"> <li>• No specific consultation was held.</li> </ul> <p>Volunteer Management Program</p> <ul style="list-style-type: none"> <li>• No specific consultation was held.</li> </ul> <p>Stronger Families and Communities Strategy</p> <ul style="list-style-type: none"> <li>• A series of Thinktanks involving academics, welfare practitioners and community leaders were held to help determine the Strategy. FECCA was invited to send a representative to one of these.</li> <li>• A communication strategy for promoting the SFCS to ethnic groups includes provision for State and Territory Ethnic Communities Councils to be consulted over the guidelines and implementation.</li> </ul> <p>Family and Community Networks Initiative</p> <ul style="list-style-type: none"> <li>• No consultation was carried out with community groups prior to the pilot.</li> </ul>

Performance indicator	Example
<p><b>Indicator 2:</b> Tendering specifications and contract requirements for the purchase of goods or services are consistent with the <i>Charter</i> where there may be a differential impact on people from particular cultural and linguistic backgrounds</p>	<p>Centrelink Multicultural Services</p> <ul style="list-style-type: none"> <li>• The business partnership agreement specifications for special customers are consistent with the <i>Charter</i>.</li> <li>• FaCS and Centrelink are continuing to measure performance (against the <i>Charter</i> principles) including the provision of language services, the range of information products and the use of multilingual call centres, supported by management information. Over the course of this agreement FaCS and Centrelink are exploring mechanisms for measuring the impact of FaCS policies and Centrelink delivery on customers from particular cultural and linguistic backgrounds, including but not limited to: <ul style="list-style-type: none"> <li>— customer satisfaction;</li> <li>— appeals/complaint handling; and</li> <li>— management of the effectiveness of the Multicultural Service Officer (MSO) program.</li> </ul> </li> <li>• Progress has also been made identifying research needs and exploring options for the funding and conduct of research around the capacity of ethnic communities.</li> </ul> <p>International Year of Volunteers</p> <ul style="list-style-type: none"> <li>• Assessment of grant applications includes consideration of organisations representing people from particular cultural and linguistic backgrounds in the overall allocation of funds.</li> <li>• The contribution of voluntary organisations representing people from particular cultural and language backgrounds are specifically mentioned in the objectives that form grants criteria.</li> </ul> <p>Voluntary Work Initiative</p> <ul style="list-style-type: none"> <li>• Tender specifications currently in use require the provider to demonstrate that they have the ability to meet the needs of customers from all cultural and linguistic backgrounds.</li> <li>• The current contract has no data collection requirements, but the new contract (beginning in January 2001) requires data collection on cultural and language statistics.</li> </ul> <p>Volunteer Management Program</p> <ul style="list-style-type: none"> <li>• Nil requirements.</li> </ul> <p>Stronger Families and Communities Strategy</p> <ul style="list-style-type: none"> <li>• Contracts are not yet in place for the <i>Strategy</i>, but the principles of the <i>Strategy</i> are totally consistent with the <i>Charter</i> principles and rely on responding to what the community wants — a local solutions, ‘bottom up’ approach.</li> </ul> <p>Families and Communities Network Initiative</p> <ul style="list-style-type: none"> <li>• Contracts are generally consistent with the <i>Charter</i>.</li> </ul>

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Performance indicator	Example
<b>Indicator 3:</b> Complaints mechanisms enable people (irrespective of cultural and linguistic background) to address issues and raise concerns about the performance of purchasers and providers.	<p>Centrelink Multicultural Services</p> <ul style="list-style-type: none"> <li>• Centrelink customers can appeal any decision regarding income support payments. The first level of appeal is Centrelink's authorised review officers (ARO). A customer not satisfied with an ARO decision can then appeal to the Social Security Appeals Tribunal.</li> </ul> <p>International Year of Volunteers</p> <ul style="list-style-type: none"> <li>• No complaints mechanisms are in place.</li> </ul> <p>Voluntary Work Initiative</p> <ul style="list-style-type: none"> <li>• No complaints mechanisms are in place.</li> </ul> <p>Volunteer Management Program</p> <ul style="list-style-type: none"> <li>• No complaints mechanisms are in place.</li> </ul> <p>Stronger Families and Communities Strategy</p> <ul style="list-style-type: none"> <li>• No complaints mechanisms are in place.</li> </ul> <p>Families and Communities Network Initiative</p> <ul style="list-style-type: none"> <li>• No complaints mechanisms are in place.</li> </ul>

## The provider role — DIMA

### Client Services

Performance indicator 1 and 2 were not addressed in the trial. In a commitment to improving services, the Department has introduced a Client Service Charter. Among other things, the *Charter* indicates the standards of service clients can expect, provides an avenue to comment on performance and advises how clients can provide feedback to assist the Department in its role.

Performance indicator	Example
<b>Indicator 3:</b> Providers have service standards that identify and respond to any differential impact on people from particular cultural and language backgrounds.	<ul style="list-style-type: none"> <li>• Service standards published in the Client Service Charter relate to timeliness. The same level of responsiveness is expected of DIMA staff irrespective of the client's background.</li> <li>• The Client Service Charter commits DIMA to take into account any special needs that the client identifies.</li> </ul>
<b>Indicator 4:</b> Complaints mechanisms enable people (regardless of cultural and linguistic background) to address issues and raise concerns about the performance of providers.	<ul style="list-style-type: none"> <li>• In 1999–2000 DIMA recorded 6244 complaints and resolved 6179.</li> <li>• A formal DIMA complaints process was established in 1998 as part of the implementation of the Client Services Charter. It enables people to address issues and concerns about the performance of purchasers and providers. The Client Service Charter and Complaints brochures are published in 20 languages and are available at DIMA offices in Australia and overseas, and on the DIMA website and via CD-ROM.</li> </ul>

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Performance indicator	Example
	<ul style="list-style-type: none"><li>• All brochures provide toll-free contact numbers for the Translating and Interpreting Service. DIMA's commitments to clients include to 'arrange a translator or interpreter if you need one to use our services' and to 'use plain English when we write to you'.</li><li>• The dedicated complaints phone number in Australia is answered by complaints handling officers. It is DIMA policy that complaint calls are answered by a person (although the use of voicemail is used as a backup).</li><li>• Complaints handling officers have been appointed in each DIMA office and overseas posts. Monthly statistical reports are forwarded to Central Office.</li><li>• Data collected through the Complaints database does not include the recording of cultural and linguistic data (because minimal data is collected in order to assure client privacy).</li><li>• The complaints brochure carries the assurance that making a complaint will not affect the outcome of any application under consideration.</li></ul>



## The provider role — Centrelink

### Customer Charter

Centrelink was created to provide exceptional service to the community by linking Australian government services. Centrelink Customer Service Centres provide services for:

- Department of Family and Community Services;
- Department of Education, Training and Youth Affairs;
- Department of Health and Aged Care;
- Department of Employment, Workplace Relations and Small Business;
- Department of Veterans' Affairs;
- Department of Agriculture, Fisheries and Forestry — Australia;
- Department of Transport and Regional Services; and
- Department of Foreign Affairs and Trade.

As well as paying income support payments on behalf of a number of government departments, Centrelink also offers a large range of services. Centrelink's customers include retired people, families, sole parents, people looking for work, people with a short-term incapacity, people with a disability, students, young people, Indigenous people and migrants. More than 1 million of Centrelink's customers were born in a non English speaking country.

Performance indicator	Example
<p><b>Indicator 1:</b> Providers have mechanisms for planning, implementation, monitoring and review of services that take into account the <i>Charter</i> principles.</p>	<ul style="list-style-type: none"> <li>• Scope and range of language services (interpreting and translating) — coverage by language and rate. Performance on national standard (95% of requests for interpreters to be met within 3 working days) — current performance at 99%.</li> <li>• National Multilingual Call Centre — range by language and customers served. Expansion this year to provide a multilingual call service for the new Families Assistance Office.</li> <li>• Range and depth of multilingual communication strategy to customers — in person, through printed material, ethnic press, community and SBS radio, and Internet is up to 42 languages.</li> <li>• Consultative forums held at local, state and national levels on multicultural services — as a measure of a number of aspects of performance — are used to seek feedback on performance standards and to ensure service delivery and development is inclusive regardless of cultural and linguistic backgrounds.</li> </ul>
<p><b>Indicator 2:</b> Data collection systems are in accordance with the <i>ABS Standards</i>.</p>	<p>Data systems are able to report against this standard.</p>
<p><b>Indicator 3:</b> Providers have service standards that identify and respond to any differential impact on people from particular cultural and language backgrounds.</p>	<ul style="list-style-type: none"> <li>• Centrelink Customer Charter incorporates broad principles and is translated into 24 languages.</li> <li>• Customer feedback mechanisms are available in community languages — the Centrelink Customer Charter offers a multilingual call centre number for phone feedback. Centrelink has run customer feedback workshops in six community languages.</li> <li>• Centrelink's Multicultural Service Officer program — over 70 staff in metropolitan, rural and regional areas act as catalysts to ensure Centrelink is able to identify and respond at the local level to differential impacts based on cultural and linguistic background. This year the program helped to ensure understanding of major changes such as the introduction of the Families Assistance Office and the tax reform changes.</li> </ul>
<p><b>Indicator 4:</b> Complaints mechanisms enable people (regardless of cultural and linguistic background) to address issues and raise concerns about the performance of providers.</p>	<ul style="list-style-type: none"> <li>• This indicator is not broad enough to adequately measure performance. It is recommended that it include other reporting mechanisms, for example client focus groups and assessment complaints to the Ombudsman.</li> <li>• Consultative reference groups can also act as complaints mechanisms.</li> </ul>

## The employer role — DIMA

This involves the provision of a range of work conditions, including wages, in exchange for the provision of labour to produce goods and services. The functions include but are not restricted to:

- development of employment policies and procedures;
- recruitment and induction of staff;
- individual performance monitoring; and
- human resource management.

Performance indicator	Example
<b>Indicator 1:</b> Corporate governance mechanisms and processes give effect to <i>Charter</i> principles.	<ul style="list-style-type: none"> <li>• DIMA corporate policies and initiatives that give effect to the <i>Charter's</i> principles include:               <ul style="list-style-type: none"> <li>— Client Service <i>Charter</i>;</li> <li>— Certified Agreement 1998–2000;</li> <li>— Employee Assistance Program;</li> <li>— policy of a discrimination free workplace — Workplace Diversity Program; and</li> <li>— clear workplace behaviour strategy and policies on acceptable workplace behaviour and conduct.</li> </ul> </li> </ul>
<b>Indicator 2:</b> Employment policies, procedures and practices comply with the requirements of the <i>Charter</i> .	<ul style="list-style-type: none"> <li>• Policies and procedures are written in plain English and are widely distributed.</li> <li>• DIMA has a Certified Agreement and Australian Workplace Agreements (AWAs) that require compliance with APS values.</li> <li>• DIMA provides a workplace that is free from discrimination and recognises the diverse backgrounds of its employees.</li> <li>• Selection guidelines require panel members to demonstrate equity in consideration of applicants.</li> <li>• DIMA's selection criteria assess applicants' knowledge and understanding of equity and diversity principles.</li> <li>• The Certified Agreement provides for the payment of community language allowances to employees who use their multilingual skills in carrying out their duties.</li> </ul>
<b>Indicator 3:</b> Performance and learning programs give specific focus to strategies to maximise the benefits of cultural and linguistic diversity. <i>(continued on next page)</i>	<p><i>Performance and Learning Scheme (PALS)</i></p> <ul style="list-style-type: none"> <li>• The DIMA PALS acknowledges the diversity of staff and identifies departmental performance expectations of staff, in combination with individual's learning needs, personal career aspirations and training.</li> </ul>

Performance indicator	Example
<b>Indicator 4:</b> Complaints mechanisms enable employees (irrespective of cultural and linguistic background) to address issues and raise concerns.	<p>DIMA has policy and procedures on the handling of workplace complaints informally and formally. The Department encourages informal resolution where possible.</p> <ul style="list-style-type: none"> <li>• The majority of complaints are resolved locally with local managers/supervisors.</li> <li>• An independent complaints (review of actions) process is available to staff in accordance with the <i>Public Service Act 1999</i> and associated legislation.</li> <li>• Currently formal requests for reviews or complaints are dealt with by the relevant office. It is difficult to obtain statistics about complaints due to confidentiality concerns and local resolution.</li> </ul>

### The employer role — Defence

This involves the provision of a range of work conditions, including wages, in exchange for the provision of labour to produce goods and services. The functions include but are not restricted to:

- development of employment policies and procedures;
- recruitment and induction of staff;
- individual performance monitoring; and
- human resource management.

Performance indicator	Example
<b>Indicator 1:</b> Corporate governance mechanisms and processes give effect to <i>Charter</i> principles.	<p>Defence corporate policies and initiatives that give effect to the principles underpinning the <i>Charter</i> include:</p> <ul style="list-style-type: none"> <li>• Workplace Equity and Diversity Plan 1998–2001</li> <li>• Employees' Industrial Agreement 2000–01</li> <li>• Client Service Charter;</li> <li>• Defence policy instructions on Equity and Diversity</li> <li>• Defence policy instruction on preventing, managing and eliminating unacceptable behaviour</li> <li>• Disability Action Plan 1999–2003; and</li> <li>• Defence Indigenous Staff Recruitment and Career Development Action Plan 1999– 2003.</li> </ul>

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Performance indicator	Example
<p><b>Indicator 2:</b> Employment policies, procedures and practices comply with the requirements of the <i>Charter</i>.</p>	<ul style="list-style-type: none"> <li>• All Defence Australian Public Service (APS) Personnel Policies comply with or are designed to implement the provisions of the <i>APS Act</i>.</li> <li>• The APS Values relating to merit (s 10 (1) (b) and discrimination (s 10 (1) (c)) are particularly relevant. For example, the Recruitment and Selection guidelines, which have recently been updated, provide extensive and specific guidance for managers in relation to the merit requirement in the recruitment and selection process. The guidelines also set out in detail the equity and workplace diversity principles that underpin Defence APS personnel management policies and practices.</li> <li>• Clause B8 of the Defence Employee's Industrial Agreement 2000–01 commits Defence to achieving one of the principal objects of the <i>Workplace Relations Act</i> which is to help prevent and eliminate discrimination on the grounds of race, colour, sex, sexual preference, age, physical or mental disability, marital status, family responsibilities, pregnancy, religion, political opinion, national extraction or social origin.</li> </ul>
<p><b>Indicator 3:</b> Performance and learning programs give specific focus to strategies to maximise the benefits of cultural and linguistic diversity.</p>	<ul style="list-style-type: none"> <li>• Defence APS education and training adopts a case management approach where a nominee identifies as having special needs. Defence APS education and training ensure a range of different strategies are employed in the design of learning programs.</li> <li>• The language used in learning programs is appropriate and does not give offence to people from particular ethnic, religious, or linguistic backgrounds. The examples and case studies used reflect the diverse makeup of the workplace and avoid stereotyping.</li> <li>• Defence promotes flexible learning strategies in the design, development and delivery of learning programs. Administrative and management training has been available in both distance education and face to face delivery modes. Programs are customised to suit the needs of specific groups.</li> </ul>
<p><b>Indicator 4:</b> Complaints mechanisms enable employees (irrespective of cultural and linguistic background) to address issues and raise concerns.</p>	<p>During the last financial year Defence has had three complaints made under the <i>Racial Discrimination Act</i> and no formal grievances on the basis of cultural or linguistic background.</p>

## The employer role — Centrelink

This involves the provision of a range of work conditions, including wages, in exchange for the provision of labour to produce goods and services. The functions include but are not restricted to:

- development of employment policies and procedures;
- recruitment and induction of staff;
- individual performance monitoring; and
- human resource management.

Performance indicator	Example
<b>Indicator 1:</b> Corporate governance mechanisms and processes give effect to <i>Charter</i> principles.	<ul style="list-style-type: none"> <li>• Agreements include general statements and specific strategies that give effect to <i>Charter</i> principles.</li> <li>• Centrelink's strategic framework documents are inclusive of these principles and are supplemented by an expanded strategic document on 'Delivering Multicultural Services'.</li> <li>• Development of specific and detailed monitoring mechanisms is under way and is a long-term task.</li> </ul>
<b>Indicator 2:</b> Employment policies, procedures and practices comply with the requirements of the <i>Charter</i> .	<ul style="list-style-type: none"> <li>• Centrelink has a national Workplace Diversity plan.</li> <li>• Centrelink's annual report contains information on the diversity of the workforce.</li> <li>• Material is made available to all staff via Centrelink's Intranet on 'Managing and Integrating Diversity in Your Workplace'.</li> </ul>
<b>Indicator 3:</b> Performance and learning programs give specific focus to strategies to maximise the benefits of cultural and linguistic diversity.	<ul style="list-style-type: none"> <li>• All new learning programs have sections on cultural and linguistic diversity.</li> <li>• Centrelink has developed specific tools — 'Working with Interpreters' video, and the national interactive multicultural services computer based training package.</li> </ul>
<b>Indicator 4:</b> Complaints mechanisms enable employees (irrespective of cultural and linguistic background) to address issues and raise concerns.	<ul style="list-style-type: none"> <li>• Indicator not broad enough to adequately measure performance. It is recommended that reporting on all mechanisms be used to seek staff feedback, such as staff surveys.</li> </ul>

## The employer role — ATO

This involves the provision of a range of work conditions, including wages, in exchange for the provision of labour to produce goods and services. The functions include but are not restricted to:

- development of employment policies and procedures;
- recruitment and induction of staff;
- individual performance monitoring; and
- human resource management.

Performance indicator	Example
<b>Indicator 1:</b> Corporate governance mechanisms and processes give effect to <i>Charter</i> principles.	Excise Service Standards are published under the <i>Taxpayers' Charter</i> . These standards define the roles, responsibilities and accountabilities of Excise to its clients. While a commitment to cater for the cultural and language needs of Excise clients is not included in these service standards, these are covered generally under the ATO's <i>Taxpayers' Charter</i> . The Excise strategic statement 2000–03 contains a commitment to maintain community confidence by meeting the service standards outlined in the <i>Taxpayers' Charter</i> .
<b>Indicator 2:</b> Employment policies, procedures and practices comply with the requirements of the <i>Charter</i> .	<ul style="list-style-type: none"> <li>• As a responsible employer, Excise meets the requirements under the <i>Public Service Act 1999</i> and policies, procedures and programs embed the overarching principles set out in the <i>Taxpayers' Charter</i>. Reinforcing these standards are several initiatives designed to provide staff with a clear understanding of their role within Excise and the responsibilities of management to its employees.</li> <li>• Given the requirements of the ATO's recruitment and staffing policies, Excise finds that its staff are proficient in their understanding and use of the English language. However, it strives to ensure that at all times published information is written and meetings are conducted in plain English and that staff have the opportunity to discuss any concerns or misunderstandings with their manager or team leader.</li> </ul>
<b>Indicator 3:</b> Performance and learning programs give specific focus to strategies to maximise the benefits of cultural and linguistic diversity.	Induction training for Excise staff encompasses information on the <i>Charter of Public Service in a Culturally Diverse Society</i> and the <i>Taxpayers' Charter</i> .
<b>Indicator 4:</b> Complaints mechanisms enable employees (irrespective of cultural and linguistic background) to address issues and raise concerns.	Not addressed.

# Organisational Overviews

## Australian Taxation Office<sup>11</sup>

The Australian Taxation Office (ATO) is a statutory authority responsible for the administration of Australia's taxation system.

The ATO is the Commonwealth Government's main revenue collector and collects around 96 percent of the Commonwealth's revenue, around \$140.6 billion a year.

The ATO's role is not only to collect taxes from individuals and businesses, but also to ensure taxpayers have the information they need to comply with our tax laws and to inform them of their rights under the Taxpayers' Charter.

The ATO also has responsibility for Australia's superannuation system and collects excise on tobacco, petrol and alcohol.

The ATO has a role in the administration of the Higher Education Contribution Scheme (HECS) and the Private Health Insurance Rebate.

For the purposes of the trialing phase, the regulator and employer role of the ATO was examined.

## Centrelink<sup>12</sup>

Centrelink is a statutory authority responsible, through its Board, to the Minister for Community Services, the Hon Larry Anthony MP. It operates under the *Commonwealth Service Delivery Act 1997*.

Centrelink Customer Service Centres provide a range of services on behalf of:

- Department of Family and Community Services;
- Department of Education, Training and Youth Affairs;
- Department of Health and Aged Care;
- Department of Employment, Workplace Relations and Small Business;
- Department of Veterans' Affairs;

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<sup>11</sup> Adapted from <http://www.ato.gov.au>

<sup>12</sup> Adapted from <http://www.centrelink.gov.au>

- Department of Agriculture, Fisheries and Forestry — Australia;
- Department of Transport and Regional Services;
- Department of Communication, Information Technology and the Arts;
- Tasmanian State Government; and
- State and Territory Housing Authorities.

The services include:

- all services formerly provided by DSS offices, as well as childcare and student assistance payments and services;
- registration and acceptance of all new applicants for income support and employment assistance;
- self-help job search facilities, including computer access to a national job vacancies database;
- referrals for employment assistance; and
- specialist labour market assistance services for disadvantaged groups, including Aboriginals and Torres Strait Islanders, sole parents, people with disabilities, migrants and young people.

For the purposes of the trialing phase, the provider and employer roles of Centrelink were examined.

## Defence

Defence's mission is to promote the security of Australia, and to protect its people and interests.

To achieve this, the Department supports the Government by developing, implementing and evaluating Defence policy and programs. It provides essential support services to the Australian Defence Force and a range of services to government organisations and industry.

For the purposes of the trialing phase, the employer role of Defence was examined.

## Department of Family and Community Services<sup>13</sup>

The Department of Family and Community Services (FaCS) is responsible for a broad range of social policy issues affecting Australian society and the living standards of Australian families, communities and individuals.

It is responsible for income support, housing policy, community support, disability services, child care services and family issues, including family payments, child support and family relationships. The Department spends almost \$50 billion a year on providing its programs and services — about one third of Commonwealth budget spending.

The vision of FaCS is to create a fair and cohesive Australian society by strengthening the capacity of individual families and communities to contribute to, and benefit from, greater involvement in all aspects of life.

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<sup>13</sup> Adapted from <http://www.facs.gov.au>

FaCS has as its focus the following three key social policy outcomes:

- **Outcome 1** — Stronger Families

Recognising the contribution of families to the overall health and wellbeing of individuals and Australian society.

- **Outcome 2** — Stronger Communities

Building on the capabilities of communities through a combination of services and community based approaches with an emphasis on bolstering partnerships between government, the community and the business sector.

- **Outcome 3** — Economic and Social Participation

Maximising the engagement of all Australians in society through a new social coalition of government, community organisations and business.

Complementing these social policy outcomes are the following three key strategies:

- prevention through capacity building and early intervention;
- promotion of independence, choice and self-reliance; and
- maintenance of a strong and sustainable social safety net.

For the purposes of the trialing phase, the policy adviser and purchaser roles of FaCS were examined.

### Department of Immigration and Multicultural Affairs

The Department of Immigration and Multicultural Affairs' (DIMA) mission is 'Australia, enriched through the entry and settlement of people, valuing its citizenship and appreciating its cultural diversity'.

The Department's core business is the managed entry of people to Australia, the successful settlement of migrants and refugees enabling them to participate equitably in society, and promotion of the benefits of citizenship and cultural diversity.

Key tasks undertaken by the Department are:

- temporary entry;
- migration, including refugees;
- post-arrival arrangements for migrants;
- citizenship; and
- multicultural affairs.

For the purposes of the trialing phase, the policy adviser, purchaser, provider and employer roles of DIMA were examined.

## List of Commonwealth, State and Territory Contributors

The following departments and agencies provided access and equity statements for this report.

Aboriginal and Torres Strait Islander Commission  
Attorney-General's Department  
Australia Council  
Australian Broadcasting Corporation  
Australian Bureau of Statistics  
Australian Customs Service  
Australian Electoral Commission  
Australian Federal Police  
Australian National Audit Office  
Australian Taxation Office  
Australian Trade Commission  
Centrelink  
Commonwealth Ombudsman  
Department of Agriculture, Fisheries and Forestry — Australia  
Department of Communications, Information Technology and the Arts  
Department of Defence  
Department of Education, Training and Youth Affairs  
Department of Employment, Workplace Relations and Small Business  
Department of Family and Community Services  
Department of Finance and Administration  
Department of Foreign Affairs and Trade  
Department of Health and Aged Care  
Department of Immigration and Multicultural Affairs  
Department of Industry, Science and Resources  
Department of the Environment and Heritage  
Department of the Prime Minister and Cabinet

Department of the Treasury  
Department of Transport and Regional Services  
Department of Veterans' Affairs  
Health Insurance Commission  
Human Rights and Equal Opportunity Commission  
National Archives of Australia  
National Gallery of Australia  
National Library of Australia  
Office of the Employment Advocate  
Public Service and Merit Protection Commission  
Screensound Australia  
Special Broadcasting Service Corporation

The following States and Territories provided access and equity statements for this report.

Australian Capital Territory  
New South Wales  
Queensland  
South Australia

# Acronyms and Abbreviations

ABC	Australian Broadcasting Corporation
ABS	Australian Bureau of Statistics
ACS	Australian Customs Service
AMEP	Adult Migrant English Program
AEC	Australian Electoral Commission
AFC	Australian Film Commission
AFP	Australian Federal Police
AMA	Arts for a Multicultural Australia
APS	Australian Public Service
AQIS	Australian Quarantine and Inspection Service
ARO	authorised review officers
ASSI	Australian South Sea Islander
ATO	Australian Taxation Office
ATSIC	Aboriginal and Torres Strait Islander Commission
Austrade	Australian Trade Commission
AWA	Australian Workplace Agreement
<i>Charter</i>	<i>Charter of Public Service in a Culturally Diverse Society</i>
CRCU	Client Relations and Communication Unit
CMS	Centrelink Multilingual Service
CFP	Comparative Foreign Payment
Defence	Department of Defence
DEH	Department of the Environment and Heritage
DETYA	Department of Education, Training and Youth Affairs

DEWRSB	Department of Employment, Workplace Relations and Small Business
DFAT	Department of Foreign Affairs and Trade
DIMA	Department of Immigration and Multicultural Affairs
DoCITA	Department of Communication, Information Technology and the Arts
DoFA	Department of Finance and Administration
EAC	Ethnic Affairs Council
EAPS	Ethnic Affairs Priorities Statement
ESL	English as a second language
FaCS	Department of Family and Community Services
FaCNI	Family and Community Network Initiative
FECCA	Federation of Ethnic Communities' Council of Australia
FOPP	Funder, Owner, Purchaser and Provider
GBE	Government business enterprises
GMF	Government Management Framework
GST	goods and services tax
HECS	Higher Education Contribution Scheme
HIC	Health Insurance Commission
HTS	Home Tutor Scheme
HREOC	Human Rights and Equal Opportunity Commission
IHSS	Integrated Humanitarian Settlement Scheme
IYV	International Year of Volunteers
MAC	Migrant Advisory Council
MOU	memoranda of understanding
MRC	Migrant Resource Centre
MSO	Multicultural Service Officer
MAJP	Multicultural Access Justice Program
NEAS	National English Language Training Accreditation Scheme
NGA	National Gallery of Australia
Network	Multicultural Good Practice Network
NMAC	National Multicultural Affairs Council

<i>New Agenda</i>	<i>A new agenda for multicultural Australia</i>
NMAC	National Multicultural Advisory Council
OMIA	Office of Multicultural and International Affairs
PALS	Performance and Learning Scheme
PM&C	Department of the Prime Minister and Cabinet
PBS	Portfolio Budget Statement
PSMPC	Public Service and Merit Protection Commission
SBS	Special Broadcasting Service Corporation
SFCS	Stronger Families and Communities Strategy
<i>Standards</i>	<i>Standards for Statistics on Cultural and Language Diversity</i>
Summit	Multicultural Youth Leadership Summit
TTY	Teletypewriter
VMIN	Volunteer Migrant Information Network
VWI	Voluntary Work Initiative

## Notes

## Notes