## 2002–03
## The performance management framework for the *Charter of the Public Service in a Culturally Diverse Society*

The table below is the template for reporting against the performance indicators of the framework.

**POLICY ADVISER ROLE** Y Please check this box if this role is applicable to your organisation.

| Performance Indicator | Performance Measure | In reporting against the Performance Indicators, please describe in dot points relevant programs, key initiatives undertaken and outcomes achieved. |
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| **PI1: New or revised policy/programs that impact in different ways on the lives of people from different cultural and linguistic backgrounds, are developed in consultation with people from those backgrounds.** | To ensure that policies are developed with the involvement of people from those cultural and linguistic backgrounds that are directly affected, may mean that people from different cultural and linguistic backgrounds are:<br>• involved directly through reference or advisory groups;<br>• consulted through the various peak bodies; or<br>• able to voice their views through the use of focus groups, surveys, or by commenting on discussion papers.<br>The consultation process should:<br>• take the time to properly identify the customers and stakeholder groups;<br>• use targeted strategies, such as ethnic media and ethnic networks to request input;<br>• allow time for those consulted to properly consider issues and respond to suggestions;<br>• involve organisations/networks representing ethnic users and stakeholders; and<br>• where possible, seek the views of individual customers. | In the past year DVA policy development has been focussed on the recommendations of an Independent Review of Veterans' Entitlements and the development of a new military compensation and rehabilitation scheme. The Independent Review involved substantial consultation with individual veterans and organisations representing Australian and Allied veteran groups. Allied veterans include veterans from South Vietnam, Greece, Poland, Malta, Yugoslavia, Hong Kong and Singapore. The Independent Review received over 3100 submissions and DVA supported this work. Discussions were held in all states. The Department is unable to comment on the Review as Government's response is pending.<br>DVA has a strong record of consultation with ex-service organisation peak bodies, including allied veteran organisations. Departmental Officers in States Offices attend various ex-service group functions to strengthen links between the Department and ethnically diverse allied communities. For example, representatives of South Vietnamese veterans were on the Steering Committee for DVA's Men's Health Forum in metropolitan Melbourne and the planning groups for the Western Suburbs Health Promotion soccer day in Melbourne. |

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| **PI2: New or revised policy/program proposals assess the direct impact on the lives of people from a range of cultural and linguistic backgrounds prior to decision.** | To ensure that major policies, being developed or reviewed by Government, fully consider the impact on the lives of people from a range of cultural and linguistic backgrounds before decisions are made, by:<br>• documenting the impact of new and revised policy proposals on people from a range of cultural and linguistic backgrounds as part of the policy proposal;<br>• using the feedback gathered during consultations representing a range of cultural and linguistic backgrounds to develop and/or modify the new or revised policy proposals;<br>• using case studies of people from particular cultural and linguistic backgrounds to highlight the impact of the new and/or revised policy proposal; and<br>• incorporating in budget commitments, funding to facilitate access for people from particular cultural and linguistic backgrounds to new services and programs. For example, those funds may be used to access interpreter services for individual service users. | This year the Department commenced a review of its policy for service delivery to Indigenous veterans. The review is examining the recommendation of a study conducted by the Aboriginal and Torres Strait Islander Veterans and Services Association of Australia (ATSIVSAA). The ATSIVSAA study was undertaken with the assistance of a DVA grant. |
| **PI3: New or revised policy/program initiatives have a communication strategy developed and sufficiently resourced to inform people from relevant cultural and linguistic backgrounds.** | To ensure that people from various cultural and linguistic backgrounds know about new policies, as well as changes in policies that may impact on their lives, by:<br>• using the ethnic media and ethnic networks to distribute information;<br>• using plain English to explain the new and/or revised policy/program initiative;<br>• developing translated information;<br>• involving community leaders to inform members of their communities; and | The Australian repatriation system provides pensions, health care and other forms of assistance to eligible members of the veteran and defence force communities. The majority of beneficiaries are Australian or British. Only a limited number of Commonwealth and Allied veterans and some dependents are from non-English speaking backgrounds. DVA's eligibility criteria and the requirement to use resources efficiently limit efforts to maximise equity in accessibility.<br><br>The Department enlists the support of ex-service community organisation representatives to help clients to understand |



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| Performance Indicator | Performance Measure | In reporting against the Performance Indicators, please describe in dot points relevant programs, key initiatives undertaken and outcomes achieved. |
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| | • developing imagery rather than text based communication mediums. | policy and their entitlements. For example, in NSW nine indigenous veterans attended a Pensions Officer Training and Information Program course to equip them to assist fellow veterans complete claim and review forms this year. DVA distributed information at the Elders Camp in East Gippsland, reaching approximately 130 Aboriginal community leaders from across Victoria. DVAs also provided an overview of entitlements to the Darwin Multicultural Centre and a multicultural worker at Alice Springs.<br><br>DVA clients receive Age Pension News which provides details of significant policy initiatives. Age Pension News is available in Greek, Russian, Vietnamese, Croatian, Dutch and Polish. The Department also uses a newsletter, Vetaffairs, to provide details of significant new policy initiatives to its clients. Vetaffairs is written in a plain English, easy-to-read style. |

**REGULATOR ROLE** ☐ N Please check this box if this role is applicable to your organisation.

| Performance Indicator | Performance Measure | In reporting against the Performance Indicators, please describe in dot points the relevant regulations, key initiatives undertaken and outcomes achieved. |
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| **PI1: Resources are provided so that publicly available and accessible information on regulations is communicated** | This indicator aims to ensure that people from a range of cultural and linguistic backgrounds know about the regulations that may impact on their lives. This can be achieved by:<br>• using the ethnic media and ethnic networks to distribute | |

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| **appropriately to people from a range of cultural and linguistic backgrounds, and especially to those identified as having a high level of non-compliance.** | information;<br>• using plain English to explain regulations;<br>• developing translated information; and<br>• involving community leaders to inform members of their communities.<br><br>Whatever the approach taken, it is important, that the information is understandable, comprehensible, intelligible and provided in a timely manner. | |

**PURCHASER ROLE** ☐ Y Please check this box if this role is applicable to your organisation.

| Performance Indicator | Performance Measure | In reporting against the Performance Indicators, please describe in dot points key outsourced programs, grants programs or cultural acquisition programs, initiatives undertaken and outcomes achieved. |
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| **PI1: Purchasing processes that impact in different ways on the lives of people from different cultural and linguistic backgrounds are developed in consultation with people from those backgrounds.** | To enable people from a range of cultural and linguistic backgrounds to be involved in the purchasing process in relation to outsourced services, grants programs and the purchase for display of cultural items, the consultation strategy may involve:<br>• the use of a Reference Group of people from a range of identified cultural and/or linguistic backgrounds to help inform the development of the purchasing processes;<br>• liaison with the Federation of Ethnic Communities Councils of Australia and/or the State and Territory based Multicultural/Ethnic Communities' Councils and/or the Aboriginal and Torres Strait Islander Commission to ensure that the views of people from a range of cultural and linguistic backgrounds are considered;<br>• the use of focus groups with representation of individuals | DVA has a large purchasing program and follows regulated purchasing procedures, particular for health services and for the delivery of information and assistance in regional areas.<br><br>DVA determines its purchasing requirements through consultation with its client groups, analysis of purchasing data and trends and research into the requirements of its clients based on national and international health studies.<br><br>DVA's consultative mechanisms are detailed below in *"Requirements of the Provider Role*". They include consultation with ex-service organisations including those established for veteran groups from ethnically and linguistically diverse backgrounds.<br><br>The Department seeks to be responsive in a practical way to |

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| | from a range of cultural and linguistic backgrounds to inform the development process. Where possible representatives from newly arrived communities, as well as those more established communities, should be represented; and<br>• the distribution of a discussion paper through established networks to reach people from a range of cultural and linguistic backgrounds.<br>This PI is targeted at major contracts linked to priorities identified in the business plan. | the needs of clients from diverse backgrounds. This year, DVA representatives in Tasmania presented information about contracted health care entitlements to the Office of Aboriginal and Torres Strait Islander Health Organisations. Other services to regional veterans from culturally diverse backgrounds utilise the resources of local agency arrangements. |
| **PI2: Tendering specifications and contract requirements for the purchase of goods or services are consistent with the requirements of the *Charter*.** | Strategies to ensure that the needs of people from a range of cultural and linguistic backgrounds are met through the purchasing process, might include:<br>• tender specifications that identify the needs of people from a range of cultural and linguistic backgrounds, seek strategies from contracted Providers on how to address such needs in ways that are consistent with the Charter;<br>• contracts specify data collection standards and reporting requirements which assist the Provider to monitor the needs of their culturally and linguistically diverse clientele;<br>• contracts require Providers to establish complaints handling mechanisms that are responsive to complaints which are triggered by the cultural and linguistic background of the complainant;<br>• grants programs are publicised using the ethnic media and ethnic networks; and<br>• tender specifications for individual projects over $5 million ($6 million for construction and related facilities) that are in places where their are significant Indigenous populations | In accordance with DVA procedures, all DVA contracts refer to the standards of the DVA Service Charter. Like the *Charter for Cultural Diversity,* the DVA Service Charter commits the Department to fair decision making. The Charter has been updated following a series of client discussion groups held across Australia and promises service accessibility for those with special needs.<br><br>The Department also assisted the development of a grant application to the Minister from the Associazone Nationale Genieri to purchase computer equipment to enable the production of a newsletter.<br><br>Data collection standards are specified in each contract and generally relate to the quantitative aspects of service provision. Client feedback on the qualitative aspects of service delivery by contractors is available through various forums. Many health care contracts utilise complaints mechanisms available to all members of the community. The Department seeks |

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| | with limited employment and training opportunities should comply with Commonwealth Procurement Guideline requirements regarding consideration of the opportunities for training and employment for local Indigenous communities, the capabilities of local Indigenous suppliers and consultation with ATSIC and/ or the relevant community council or group in planning the project. | additional direct client feedback through targeted surveys and focus groups discussions.<br><br>The Department has no projects over $5m in place where there are significant indigenous populations. |
| **PI3: Complaints mechanisms enable people (regardless of cultural and linguistic backgrounds) to address issues and raise concerns about the performance of service providers (contracted or other), and the purchasing agency.** | Strategies to ensure that complaints from people from a range of cultural and linguistic backgrounds are heard and addressed, may include:<br>• the provision of information on complaints handling processes and procedures in accessible formats for people from a range of cultural and linguistic backgrounds;<br>• providing the TIS contact number in complaints brochures and client service charters;<br>• the use of bilingual staff or interpreters to assist in the complaints lodgement and hearing process; and<br>• analysis of complaints data to show the percentage triggered by issues of language and culture. | All DVA Standard Agreements bind contractors to APS Values that recognise and utilise the diversity of the community. Complaints lodgement procedures are well advertised through individual letters, the DVA Service Charter and ex–service organisations representatives. Analysis of feedback received through the Feedback Management Systems showed that there were no instances of complaints related to language or cultural issues this year.<br><br>All DVA Offices use TIS for the provision of services and acceptance of complaints for veterans who do not speak English. Offices also use DIMIA interpreter and translation services.<br><br>There are also 89 staff in the Department who indicate that English is their second language and a further 155 staff who speak a second language. Clients who lodge complaints with the Department directly benefit from these services.<br><br>The Department also seeks to address the service delivery needs of Aboriginal and Torres Strait Islander veterans and has a strong relationship with State Offices of the ATSIVAA. |



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**PROVIDER ROLE** ☐Y Please check this box if this role is applicable to your organisation.

| Performance Indicator | Performance Measure | In reporting against the Performance Indicators, please describe in dot points relevant programs, key initiatives undertaken and outcomes achieved. |
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| **PI1: Providers have established mechanisms for planning for implementation, monitoring and review that incorporate the principles underpinning the *Charter.*** | To ensure that providers plan, deliver and monitor their services in ways that consider and account for the needs of their culturally diverse clientele, may include:<br>• having evidence of consideration of cultural and linguistic diversity in strategic and operational plans;<br>• establishing consultative committees that include people from a range of cultural and linguistic backgrounds to advise on the provision of services;<br>• based on service data collected, budgeting includes sufficient funds to meet the need for interpreters;<br>• providing products that are tailored to respond to the needs of groups with specific cultural or linguistic backgrounds;<br>• developing strategies that provide information in accessible formats that can be used by people from a range of cultural and linguistic backgrounds;<br>• undertaking research to understand any differing needs of people that arise because of their cultural and linguistic background; and<br>• in evaluating outcomes, assessing any differing impacts on people that arise because of their cultural and linguistic background. | DVA has a Service Delivery framework that ensures that planning, policy development, implementation and evaluation incorporate the principles underpinning the Charter. All DVA Offices use TIS for the provision of services for clients who do not speak English. Offices also use DIMIA interpreter and translation services.<br><br>As part of its State Office Service Delivery program, the Tasmanian DVA Office has regular contact with the Polish Ex-Servicemen's Association Branch Australia Inc. In Queensland DVA staff have regular contact with several South Vietnamese ex-service groups. The 'Vietnamese Community of Australia/Queensland Charter' and 'The Republic of Vietnam Armed Forces Association of QLD Inc.' provide facilities at their centres for Departmental Officers to interview applicants and to hold group presentations. They also assist with interpreting services.<br><br>The DVA Corporate Plan 2002-03 includes a commitment to increase the awareness of DVA benefits and services among Aboriginal and Torres Strait Islander communities. This year DVA extended its contract with Centrelink for outreach services from Tiwi Island to Torres Strait and outer islander communities. The Department also commenced a program in West Australia to establish contact with indigenous veterans through local community channels and to provide them with information on DVA services and benefits and with an identifiable departmental contact person. |



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| | | DVA has a number of regular client consultative forums that contribute to policy direction. The main ones are:<br>• the Repatriation Commission makes itself available to the peak ESO national conferences and congresses and provides information sessions to their councils and committees;<br>• DVA staff regularly meet ex-service organisation (ESO) representatives at National Treatment Monitoring Committees and State Treatment Monitoring Committees;<br>• State DVA office managers work closely with local ESOs and these include groups formed for members with non-English cultural and linguistic backgrounds.<br><br>DVA ensures that service delivery infrastructure responds to policy imperatives through the decisions of the National Service Delivery Steering Committee and Executive Management Group. Bi-annual Veterans' Satisfaction Surveys are conducted by an independent consulting firm which provides appropriate assistance to clients who wish to comment on service delivery matters. Feedback suggests that the Department's services are highly responsive to its clients.<br><br>The Commemoration program of the Department provides opportunities to strengthen international ties and cultural sensitivities. For example, DVA hosted delegations of officials from Korea, Greece and Malaysia. Representatives of the Korean government networked with Korean veterans, presented an award to a Korean Veteran in Sydney and visited other DVA State Offices. DVA also supported missions by veteran representatives to Kokoda and Milne Bay in PNG and |



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| **Performance Indicator** | **Performance Measure** | **In reporting against the Performance Indicators, please describe in dot points relevant programs, key initiatives undertaken and outcomes achieved.** |
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| | | sites in Egypt. |
| **PI2: Provider data collection systems incorporate the requirements of the *Standards for Statistics on Cultural and Language Diversity* (the *Standards*) for statistics on cultural and language diversity.** | To ensure that Providers collect data on cultural and linguistic diversity consistent with the *Standards*, may include:<br>• data collection forms, that contain data on cultural and language diversity, are consistent with the Standards;<br>• plans are in place to modify the data collection systems to comply with the Standards;<br>• ABS census data (consistent with the Standards) is used by Providers servicing the entire community or by any Provider for communication and consultation campaigns;<br>• maintenance of key databases on service users that are able to be interrogated to identify trends against cultural and linguistic diversity; and<br>• service data on cultural and linguistic diversity being used to inform future service planning and new initiatives. | The DVA database records limited information on the cultural and linguistic diversity of its clients. Its source of diversity information is embedded in data supplied to determine eligibility ie a client conflict service entitlement code which may be used as a proxy to identify non–English speaking veterans country of origin or nationality. Data from this source indicates that a very small proportion of clients are from non-English speaking backgrounds, as would be expected given the eligibility requirements for DVA benefits. |
| **PI3: Providers have established service standards that utilise the cultural and linguistic diversity of their staff, or their staff's cross-cultural awareness to facilitate and enhance service delivery.** | To ensure that services are able to adequately meet the needs of clients, including those that arise because of a person's cultural or linguistic background, may include:<br>• tailoring of workforce skills to better respond to needs of clients from a range of cultural and linguistic backgrounds (including recruiting and using bilingual staff; multicultural or indigenous liaison officers),<br>• the provision of cross-cultural awareness training; and<br>• compiling and utilising a list of bilingual staff receiving a language allowance or with language skills for client service. | DVA's service delivery staff are employed in accordance with policies and procedures that comply with Workplace Diversity requirements including cultural and language diversity. The Department has 89 staff who list English as their second language and a further 155 who speak a second language. DVA uses local staff and the TIS to respond to clients who do not speak English at DVA offices or during telephone contacts.<br><br>Service delivery training is conducted in State Offices. The largest State Office, NSW, has introduced Client Service training that includes information about communicating across cultures. |

Question 18, Attachment 2

| Performance Indicator | Performance Measure | In reporting against the Performance Indicators, please describe in dot points relevant programs, key initiatives undertaken and outcomes achieved. |
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| **PI4: Complaints mechanisms enable people (regardless of cultural and linguistic background) to address issues and raise concerns about the performance of Providers.** | To ensure that complaints from people from a range of cultural and linguistic backgrounds are heard and addressed, useful strategies may include:<br>• the provision of information on complaints handling processes and procedures in accessible formats for people from a range of cultural and linguistic backgrounds;<br>• the use of interpreters to assist in the complaints lodgement and hearing process; and<br>• analysis of complaints data to show the percentage triggered issues of language or culture. | DVA has a number of feedback and complaint handling mechanisms. In 2002-2003 the Feedback Management System recorded 66 complaints and compliments related to accessibility of services. Analysis of complaints showed that none was due to issues of cultural diversity.<br><br>Feedback is also received via letters to the Minister and at consultative forums. Bi-annual Veterans' Satisfaction Surveys are conducted by an independent consulting firm which provides appropriate assistance to clients who wish to comment on service delivery matters. These mechanisms enable consideration of consumer satisfaction. To date, feedback suggests that the Department's services are highly responsive to its clients.<br><br>Service delivery interpreting services are employed as necessary to assist complaint lodgement from clients who do not speak English. |



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