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2001-02

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 Please tick if this role is applicable to your organisation.

Performance Indicator	Performance Measure	In reporting against the Performance Indicators, please describe in dot points key initiatives undertaken and outcomes achieved.
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: • involved directly through reference or advisory groups; • consulted through the various peak bodies; or • able to voice their views through the use of focus groups, surveys, or by commenting on discussion papers. The consultation process should: • take the time to properly identify the customers and stakeholder groups; • allow time for those consulted to properly consider issues and respond to suggestions; • involve organisations/networks representing users and stakeholders; and • where possible, seek the views of individual customers.	In February 2002 the Government announced the appointment of an Independent Committee To Review Veterans' Entitlements. This was in response to concerns expressed by sections of the veteran community that some ex-servicemen and women may be missing out on entitlements because of perceived anomolies in the Veterans' Entitlements Act. The Committee placed advertisements in all major press, inviting members of the public to submit their views on veterans' entitlements. It also held community consultations in all States and Territories allowing presentation of material by interested individuals and organisations. To date, over 3000 submissions have been received by the Committee which is due to report to Government in mid November 2002.
PI2: New or revised policy/program proposals assess the direct impact	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:	

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on the lives of people from a range of cultural and linguistic backgrounds prior to decision.	 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; 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; using case studies of people from particular cultural and linguistic backgrounds to highlight the impact of the new and/or revised policy proposal; and 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. 	
PI3: New or revised policy/program initiatives have a communication strategy developed 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: using the ethnic media and ethnic networks to distribute information; using plain English to explain the new and/or revised policy/program initiative; developing translated information; involving community leaders to inform members of their communities; and developing imagery rather than text based communication mediums. 	

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REGULATOR ROLE

backgrounds.

Performance Indicator	Performance Measure	In reporting against the Performance Indicators, please describe in dot points key initiatives undertaken and outcomes achieved.
PI1: Publicly available information on regulations is communicated to people from a range of cultural and linguistic backgrounds.	 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: using the ethnic media and ethnic networks to distribute information; using plain English to explain regulations; developing translated information; and involving community leaders to inform members of their communities. Whatever the approach taken, it is important, that the information is understandable, comprehensible, intelligible and provided in a timely manner. 	
PI2: Publicly available regulatory compliance reporting is available in accessible mediums for people from a range of cultural and linguistic backgrounds.	This indicator aims to ensure that all individuals within the community can access publicly available information about how well an organisation performs against the regulations that it must meet. This can be achieved by: using the ethnic media and ethnic networks to distribute information;	

Please tick if this role is applicable to your organisation.

using plain English to explain regulations; developing translated information; and

communities.

involving community leaders to inform members of their

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PURCHASER ROLE	Please tick if this role is applicable to your organisation.	
Performance Indicator	Performance Measure	In reporting against the Performance Indicators, please describe in dot points key initiatives undertaken and outcomes achieved.
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, the consultation strategy may involve: 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; liaison with the Federation of Ethnic Communities Councils of Australia and/or the State and Territory based Multicultural/Ethnic Communities' Councils to ensure that the views of people from a range of cultural and linguistic backgrounds are considered; the use of focus groups with representation of individuals 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 the distribution of a discussion paper through established networks to reach people from a range of cultural and linguistic backgrounds. This PI is targeted at major contracts linked to priorities identified in the business plan. 	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. 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. 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. This year, there have been no instances identified where purchasing processes have specifically been affected by differences in the cultural or linguistic backgrounds of clients.
PI2: Tendering specifications and contract requirements for the purchase of goods or services are consistent	Strategies to ensure that the needs of people from a range of cultural and linguistic backgrounds are met through the purchasing process, might include: tender specifications that identify the needs of people from a range of cultural and linguistic backgrounds, seek	DVA procedures indicate that all DVA contracts should refer to the service standards of the DVA Service Charter. The DVA Service Charter contains a commitment to fair and courteous service delivery and this is aligned to the <i>Charter for Public service in a Culturally Diverse Society</i> . The Charter is being

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with the requirements of the <i>Charter</i> .	strategies from Providers on how to address such needs in ways that are consistent with the Charter; contracts specify data collection standards and reporting requirements which assist the Provider to monitor the needs of their culturally and linguistically diverse clientele; and 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.	updated and the revised document is expected to contain reference to special needs groups. 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. The Department seeks additional direct client feedback through targeted surveys. There have been no reported instances of poor provider service relating to ethnic or cultural diversity this year.
PI3: Complaints mechanisms enable people (regardless of cultural and linguistic backgrounds) to address issues and raise concerns about the performance of Purchasers and Providers.	Strategies to ensure that complaints from people from a range of cultural and linguistic backgrounds are heard and addressed, may include: • the provision of information on complaints handling processes and procedures in accessible formats for people from a range of cultural and linguistic backgrounds; • the use of interpreters to assist in the complaints lodgement and hearing process; and • analysis of complaints data to show the percentage triggered by issues of language and culture.	Clients are advised of the various feedback mechanisms available in the Service Charter and through letters directly addressed to them. There are a number of mechanisms that clients can use to register complaints and feedback directly with DVA about provider services. These include: • The Service Charter Feedback Management System which is used to record comments received by service delivery staff. • Quarterly Veterans' Satisfaction Surveys. An independent consultant may assist clients with their comments. Focus groups to supplement information obtained through surveys are planned for the coming year. • The National & State Treatment Monitoring Committees established to monitor the operation of the Repatriation Private Patient Scheme. • Ex-service Organisation committees and forums. These organisations are sometimes for specific cultural groups. • The National Ex-service Round Table on Aged Care • The Younger Veterans' Consultative Forum • Online Feedback

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Appeals to the Veterans' Review Board and the AAT
 Clients can also register complaints through: The complaints mechanisms of health provider groups. The complaints mechanisms of contracted providers such as Centrelink. Via public forums such as letters to Vetaffairs, the Minister, other Members of Parliament and the Ombudsman. This year the Department held a series of forums with clients in all States and the Northern Territory. These forums were linked to a review of the Service Charter and allowed consultation with clients from all sections of the veteran community and their representative organisations. The quality and appropriateness of DVA service delivery were discussed in detail.

PROVIDER ROLE

Please tick if this role is applicable to your organisation.

Performance Indicator	Performance Measure	In reporting against the Performance Indicators, please describe in dot points key initiatives undertaken and outcomes achieved.
PI1: Providers have established mechanisms for planning, implementation, monitoring and review that incorporate the principles underpinning the <i>Charter</i> .	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: • having evidence of consideration of cultural and linguistic diversity in strategic and operational plans; • developing strategies that provide information in accessible formats that can be used by people from a range of cultural and linguistic backgrounds; • establishing consultative committees that include people from a range of cultural and linguistic backgrounds to advise on the provision of services; • undertaking research to understand any differing needs of	DVA has a Service Delivery framework that ensures that planning, policy development, implementation and evaluation incorporate the principles underpinning the Charter. This year, as part of its Service Delivery program, the Victorian office sent staff to visit a Dutch, Greek and Russian retirement villages to discuss aged care financial issues and DVA income support. The South Australian office distributed DVA pamphlets to Ethnic Link Services. West Australia staff presented an information session to members of the Vietnamese Services RSL sub-branch who are Vietnamese veterans of the Vietnam conflict. DVA is in regular contact with staff of the Ethnic Communities Council on the Gold Coast.

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people that arise because of their cultural a	
background; and	services to respond to clients who do not speak English at
in evaluating outcomes, assessing any diff people that arise because of their cultural a	
background.	DVA also has a number of regular client consultative forums
	that contribute to policy direction. The main ones are:
	the Repatriation Commission makes itself available to the peak ESO national conferences and congresses and provides information sessions to their councils and committees; Committee
	DVA staff regularly meet ex-service organisation (ESO) representatives at National Treatment Monitoring
	Committees and State Treatment Monitoring Committees;
	 The National Operational Working Party meets quarterly to review operational procedures;
	State DVA office managers work closely with local ESOs
	and these include groups formed for members with non- English cultural and linguistic backgrounds.
	A key result area of the DVA Corporate Plan for 2001-2002
	was "liaising with Aboriginal and Torres Strait Islander
	organisations". All State Offices planned and undertook activities relating to ATSI veterans. For example, the SA office
	distributed leaflets and mounted a display at the Tandanya
	Aboriginal Cultural Institute, Victorian officers attended the
	Mixed Blessings Koori Camp and presented DVA information,
	and a presentation on DVA benefits was given to the
	Aboriginal Legal Service in Melbourne. In NSW, DVA staff
	participated in the Indigenous Reference Group and
	contributed to the ATSI Veteran Services Association. The
	NSW State Office Action Plan, developed in consultation with
	the Indigenous Reference Group, is comprehensive and
	demonstrates a high degree of involvement in ATSI issues.

Staff in WA regularly attend meetings at the ATSI Veterans and Services Association. They also made presentations and

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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 <i>Standards</i> , may include: • data collection forms, that contain data on cultural and language diversity, are consistent with the Standards; • plans are in place to modify the data collection systems to comply with the Standards; • maintenance of key databases on service users that are able to be interrogated to identify trends against cultural and linguistic diversity; and • service data on cultural and linguistic diversity being used to inform future service planning and new initiatives.	distributed information to appropriate community groups. The West Australian Office also provided information to support the production of a film on WA veterans called "The Forgotten". The Commemoration program of the Department also provides opportunities to strengthen international ties. This year the DVA Victorian State office provided a short overview of its programs to a delegation from China's Civil Affairs Unit who were visiting for study. This followed a similar presentation to a Thai delegation. DVA ensures that service delivery infrastructure responds to policy imperatives through the decisions of the National Service Delivery Steering Committee and Executive Management Group. Quarterly 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. 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 do not	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:	The DVA Service Standards are published in the Service Charter, which contains a commitment to fair and courteous service delivery. The performance standards in the Charter are aligned to the Department's Performance Management

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disadvantage consumers because of their cultural or linguistic background.	 monitoring the responsiveness of services to customers to ensure that, regardless of cultural or linguistic background, all customers receive the same level and responsiveness in service provision; providing products that are tailored to respond to the needs of groups with specific cultural or linguistic backgrounds; tailoring of workforce skills to better respond to needs of clients from a range of cultural and linguistic backgrounds; and including representatives of people from a range of cultural and linguistic backgrounds in customer councils. 	Framework and this is reviewed quarterly. The Charter is currently being reviewed. DVA's Corporate Plan refers to the Department's values which are the APS values and include— "Integrity, honesty, fairness, and openness". DVA's service delivery staff are employed in accordance with policies and procedures that comply with Workplace Diversity requirements including cultural and language diversity. Application of APS standards for cultural and linguistic diversity is supported through this process.
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: • the provision of information on complaints handling processes and procedures in accessible formats for people from a range of cultural and linguistic backgrounds; • the use of interpreters to assist in the complaints lodgement and hearing process; and 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 2001-2002 the Feedback Management System recorded 12 complaints due to lack of 'clarity'. Analysis of these complaints showed that none was due to issues affected by cultural diversity. Feedback is also received via letters to the Minister and at consultative forums. Quarterly 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 including the satisfaction of clients from diverse cultural and linguistic backgrounds. To date, feedback suggests that the Department's services are highly responsive to its clients.

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EMPLOYER ROLE N.B. Agencies are no longer required to report against this role under the Charter. Future reporting will be covered by the statutory role of the Public Service Commissioner. This role has been included to guide you on the kinds of information you may wish to include, if you deem relevant. For non APS agencies this will be covered by the Equal Employment Opportunity (Commonwealth Authorities) Act.

Performance Indicator	Performance Measure	In reporting against the Performance Indicators, please describe in dot points key initiatives undertaken and outcomes achieved.
PI1: Corporate governance mechanisms and processes give effect to the principles underpinning the <i>Charter</i> .	 To ensure that the mechanisms and processes that support an organisation are aligned with, and enable the principles underpinning the <i>Charter</i> to be implemented. This may include: organisational values statements being consistent with the principles underpinning the <i>Charter</i>; the use of examples of cultural and linguistic diversity in major addresses by the Executive within the organisation and on behalf of the organisation; the organisation's strategic plan and unit business plans consider the business implications that arise when the organisation's work intersects with language or cultural diversity; and organisational communication strategies being accessible to people from a range of cultural and linguistic backgrounds represented in the workforce. 	Please note: Agencies are no longer required to report against this role under the Charter. Future reporting will be covered by the statutory role of the Public Service Commissioner. For non APS agencies this will be covered by the Equal Employment Opportunity (Commonwealth Authorities) Act.
PI2: Employment practices and procedures comply with the requirements of the <i>Charter</i> .	 To ensure that organisations have employment policies that are consistent with, and support, the principles of the <i>Charter</i>. This may include having: employment policies and procedures that are communicated in a manner that is responsive to the needs of the employees from a range of cultural and linguistic backgrounds; employee data collection systems that meet the <i>Standards for Statistics on Cultural and Language Diversity</i>; workforce planning strategies that consider the needs of 	Please note: Agencies are no longer required to report against this role under the Charter. Future reporting will be covered by the statutory role of the Public Service Commissioner. For non APS agencies this will be covered by the Equal Employment Opportunity (Commonwealth Authorities) Act.

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PI3: Training and development programs respond to and consider the needs arising from cultural diversity in the workplace.	the agency's culturally diverse client base; and performance development systems that respond positively to individual preferences and needs, including those differences that arise from cultural or linguistic diversity. Strategies to ensure that, where appropriate, training and development programs offered by an organisation include components aimed at helping people to approach diversity management constructively. This may include: • induction programs that highlight the benefits of understanding how the cultural and linguistic background of work colleagues and clients can affect the provision of services; • course design and curriculum that incorporate examples and case studies of good diversity management practices; and • learning and development programs that help employees to respond to any business implications that arise as a result of the diversity of the workplace and/or clients.	Please note: Agencies are no longer required to report against this role under the Charter. Future reporting will be covered by the statutory role of the Public Service Commissioner. For non APS agencies this will be covered by the Equal Employment Opportunity (Commonwealth Authorities) Act.
PI4: Complaints mechanisms enable employees (regardless of cultural or linguistic background) to lodge complaints and grievances.	Strategies to ensure that complaints from people irrespective of their cultural and linguistic backgrounds are heard and addressed. This may include: • the provision of information on complaints handling processes and procedures in accessible formats for people from a range of cultural and linguistic backgrounds; • the use of interpreters to assist in the complaints lodgement and hearing process; • the use of interpreters to assist the respondents in addressing complaints that are lodged against them; and analysis of complaints/grievances data to show the percentage triggered by issues of language or culture.	