

## **QUESTION TAKEN ON NOTICE**

**Parliamentary Inquiry : 19 September 2018**

HOME AFFAIRS PORTFOLIO

**(PSDS/001) – JOINT COMMITTEE OF PUBLIC ACCOUNTS AND AUDIT -  
Personnel security, domestic passenger screening - Auditor-General's report  
38 and 43 (2017-18) - Compliance and enforcement framework**

Asked:

Mr HILL: Is there a time line? Can you tell us when we could expect the framework to be implemented? You said up to three years. That's a long time. Have you got a chart, a table or a set of milestones?

*Answer:*

The Department has developed an implementation plan for the compliance and enforcement framework. The plan identifies that the core elements of the enforcement capability will be implemented within 12 months. This includes the development of enforcement procedures and supporting materials, completion of staff enforcement capability training and the commencement of enforcement trials.

Staff training commenced in February 2018 with final assessments due 30 November 2018. A limited infringement notice trial commenced in December 2017 and has now been expanded nationally. The trial enables application of staff enforcement training, with outcomes informing the development of enforcement procedures.

The Department is considering the development of a centralised case management system. This work could potentially extend the framework implementation by 12 to 24 months.

## QUESTION TAKEN ON NOTICE

Parliamentary Inquiry : 19 September 2018

HOME AFFAIRS PORTFOLIO

**(PSDS/002) – JOINT COMMITTEE OF PUBLIC ACCOUNTS AND AUDIT -  
Personnel security, domestic passenger screening - Auditor-General's report  
38 and 43 (2017-18) - Comprehensive learning development program**

Asked:

CHAIR: Your previous statement was there was a 'comprehensive learning development program'. By 'comprehensive', I'm thinking 'suite of initiatives'. I've heard one initiative, the cert IV program. What other elements are there to the comprehensive learning development program?

Mr Kirkwood: When I was saying comprehensive, I was talking to the three elements of the program. We're doing everything from quite specific tasks in systems testing—which are very specialised to one function—right through to these basic leadership and communications and stakeholder engagement training activities, which are under the core capabilities block of the program. The program itself covers a very broad range of functions from generalist through to very specific.

CHAIR: If you can provide some detailed information in regard to that on notice, that would be appreciated.

Answer:

The Department's Learning and Development Framework (the framework) has been developed to be a comprehensive training package for regulatory assessment and compliance staff. The framework includes a Certificate IV in Government and a Diploma of Government qualification. There are three key elements to the framework:

1. All staff are required to complete core capabilities training modules and associated assessments in: stakeholder engagement; communication and representation; principles of decision-making; administrative law and legislation; analysis and critical thinking; and judgement and evidence-based decision-making. Managers are also required to complete leadership modules in: coaching and developing others; managing performance; and leading continuous improvement.

2. There are two specialist capabilities streams where the training is tailored to be role specific. Regulatory assessment staff are required to complete training in: assessment fundamentals; analysis and judgement; preparing documentation and writing reports; and continuous improvement. Regulatory compliance staff are required to complete training in: compliance fundamentals; conducting audits and inspections; preparing documentation and writing reports; acting on non-compliance; continuous improvement; and foundation and advanced training courses for the covert system test function. Staff conducting overseas assessments complete a number of these modules that are relevant to their roles.
3. Staff are required to undertake re-accreditation and assessment annually. Re-accreditation requirements are determined by: analysis of business performance; changes to legislation; current and emerging risk management considerations; and information gathered by the Department during regulatory assessment and compliance activities.

Ongoing monitoring and evaluation will ensure that: the framework meets current and future business requirements; the framework remains relevant and appropriate; and, staff are able to acquire skills to enhance their performance.

## **QUESTION TAKEN ON NOTICE**

**Parliamentary Inquiry : 19 September 2018**

HOME AFFAIRS PORTFOLIO

**(PSDS/003) – JOINT COMMITTEE OF PUBLIC ACCOUNTS AND AUDIT - inquiry on Australian Government Security Arrangements – Personnel Security and Domestic Passenger Screening, based on Auditor-General's reports No.38 (2017-18) and No.43 (2017-18) - Performance measures**

Asked:

How will the Department of Home Affairs assess whether the performance measures developed in consultation with stakeholders and currently involved in a trial period concluding in October 2018, are practical, achievable and measurable?

*Answer:*

The Department of Home Affairs, in consultation with trial participants and the broader industry, will consider:

- what data received through the trial provided valid measurement of passenger screening performance; and
- the industry's ability to provide the Department with the data on a continual and consistent basis.

The Department will complete trial data collection in October 2018 and undertake analysis of the results. Further industry consultation is expected during the first quarter of 2019. The Department will then develop regulatory amendments to require the mandatory provision of screening performance data commencing (subject to regulatory approval).