

Tabled 4 June 2014  
FADT Committee  
by Secretary, DFAT  
4 pages

## Integration Progress Report April 2014

### Machinery of Government formal requirements

On 1 November 2013

- DFAT assumed responsibility for providing advice to the Government on aid policy and managing Australia's overseas aid program.
- All former AusAID staff, 1,723 APS employees and 624 LES, became DFAT employees.
- Appropriations were transferred from AusAID to DFAT under Section 32 of the *Financial Management and Accountability Act 1997* (FMA Act).

Integrated DFAT to Ministers, media and public

From 1 November 2013

- DFAT moved to a single, expanded and integrated Media Liaison Section.
- All staff moved to an @dfat.gov.au email address.
- DFAT crest logo and templates for ministerial submissions, correspondence, publications and any formal or public communications materials and products.
- Aid program information accessed through the DFAT website.

### Structure

- The final departmental integrated structure will be in place by 1 July 2014.
- Decisions on the structural integration of all areas of the Department have now been taken.
- Integration of all areas has occurred, except for the South East Asia and Pacific Divisions which will take place over the next two months.

### Governance

- The department's governance structure, including the Departmental Executive and committee membership, have been changed to reflect the integrated department.
- The Strategic Programming Committee (SPC) and the Development Policy Committee have been incorporated in the DFAT governance structure.
- The Charter and membership of DFAT's Audit and Risk Committee have been changed to take account of aid program management and risks.
- The Independent Evaluation Committee, which oversees the work program of the Office of Development Effectiveness, continues to operate.

### People

- An integrated Corporate Management Division, responsible for people and financial management and security issues, was established on 13 January 2014
  - the Division has issued a fact sheet to help identify relevant service areas and undertaken a series of "roadshows".
- Unified postings, placement and performance management processes are in effect.
- The Department has committed to developing a four-year (2015-19) workforce plan to build and maintain the required organisational capability and culture for the integrated Department. This will draw on the workforce planning work in former AusAID where appropriate.
- Staff well-being is being monitored, including through a survey program.
- Learning and development programs are being reviewed, revised and, where necessary developed, to help build the necessary capabilities for the integrated department.



- DFAT's graduate trainee recruitment and the training program for 2014, 2015 and onwards will incorporate foreign, trade and aid policy training, and aid management and sector training.
- A Change Management Plan has been developed to support effective integration. The Capability and Change Management Team is coordinating implementation of the Plan, including the Action Plan developed in response to the Capability Review of DFAT undertaken by the Australian Public Service Commission in 2013.
- A Buddy System has been developed to assist relocating staff become familiar with their new surroundings and make new contacts in the integrated department.
- An SES Time Out day was held in October and EL2 Time Out days were held in November. These focused on change management and the future direction of the department.
- Since November 2013, courses have been available to help staff and managers deal effectively with change. Other support to staff is also available.
- As of 30 January 2014, all DFAT staff are entitled to the terms and conditions set out in the DFAT Enterprise Agreement
  - former AusAID staff have also retained until 30 June 2014 a number of terms and conditions from the former AusAID Enterprise Agreement.
- The project to align LES terms and conditions, begun pre-integration, is progressing well.
- Voluntary redundancy programs for APS staff and LES are being implemented.

### **Retention/building of development expertise**

- Aid capabilities and expertise have been maintained within the integrated geographic, multilateral, economic and thematic work areas, and in divisions that oversee the aid management system, provide policy and technical advice to ensure the coherence and quality of aid investments, and manage humanitarian policies, programs and responses.
- The need to maintain aid policy and program management expertise, including specialist sectoral and other skills, will be a focus of the four-year workforce plan (2015-19).
- A number of Third Secretary Development positions have been created at posts.

### **Communications & Consultation**

- The *Integration Communications and Consultations Strategy* and an *Implementation Plan* were released in October 2013. Implementation includes:
  - a Task Force message has been sent to all staff weekly
  - intranet pages (on the Barton and aid intranets) are the main repository of integration information – these are updated regularly and simultaneously
  - a dedicated Integration Task Force mailbox is in place which staff can use to ask questions or provide comments, including anonymously
  - the Secretary has held all-staff addresses in both Barton and Civic. Transcripts are uploaded to both intranets
  - formal staff consultation via the DFAT Workplace Relations Committee and former AusAID Consultative Forum
  - Frequently Asked Questions (FAQs) and Fact Sheets are available through the Integration pages, and updated regularly in response to questions raised through the Integration Task Force mailbox
  - staff drop-in sessions with the Integration Task Force have been held every week from October 2013, alternating between Barton and Civic
  - Task Force members attended divisional meetings
  - Working Groups, set up under the auspices of the Task Force, communicate with and consult staff directly



- video/ teleconferences have been held with all overseas posts with significant aid programs
- the *Integration Seminar Series* was launched in November 2013
- the internal departmental staff bulletin, *DFAT News*, was relaunched in December in a new format that draws on both the former AusAID News and pre-integration DFAT News.

## Posts

- Posts are implementing integration in accordance with the allocation of responsibilities between Canberra and posts as agreed by the Steering Committee and as suits local circumstances, resources and the size and complexity of the aid program.
- HOMs now have leadership responsibilities for the aid program for the countries and institutions to which they are accredited.
- A package of support for HOMs involved in decision making on the aid program has been developed to support HOMs with their new responsibilities and accountabilities.
- The Steering Committee has provided advice on the issue of Deputy Head of Mission positions at posts – the second most senior DFAT officer at post will be the DHOM.
- Posts are running information and training sessions for staff to develop a shared understanding of all the functions and roles of the integrated department at Post.

## ICT

- Over 600 staff have transitioned to Satin Low including staff in Civic, at some posts and those who have moved to the RG Casey Building.
- The Satin Low rollout in 255 London Circuit is to be completed by the end of April 2014.
- An integrated HR system (PeopleSoft) will be in place by 1 July 2014.
- An integrated finance system (SAP) will be in place by 1 July 2014.
- Targeted ICT training and instruction has been provided to affected staff.
- The Blue Pages phone directory continues to be updated to reflect the integrated department and has been made available on the aid intranet.
- There will be on department intranet in place by 1 July 2014 that builds on the best of former AusAID and DFAT intranets.

## Finance

- The Chief Executive Instructions have been reissued to reflect the integrated department.
- Financial delegations have been revised to reflect the integrated department.
- An integrated budget will be in place for the 2014-15 financial year.
- A unified payroll process will be in place by 1 July 2014.

## Property and logistics

- The Overseas Property Office has completed initial consultations with work areas on property requirements and a forward plan is being developed.
- Space has been secured within the Walter Turnbull Building and provides an additional 200 work points in Barton.
- The first work areas have been physically co-located/relocated:
  - Overseas Property Office (OPO) in 255 London Circuit
  - Sustainability and Climate Change Branch (CCB) in 255 London Circuit

- Media Liaison Section (MLS) in the RG Casey Building
- New Colombo Plan Secretariat (NCB) in the RG Casey Building
- G20 and International Economy Branch (IEB) and G20 Development Policy and Planning Branch (GDB) in the RG Casey Building
- Humanitarian Division (HMD) in 255 London Circuit
- DFAT Library has become a shopfront service.
- Several more relocations have been scheduled:
  - Pacific Development Division to move to the RG Casey Building
  - Financial Management Branch (FMB), Financial Services Branch (FSB) and External Budget Branch (EBB) to move to 255 London Circuit
  - Parts of the Australian Passport Office (APO) will move to 255 London Circuit and the Walter Turnbull Building
- Over 200 officers have also been relocated independent of scheduled relocations – the majority of these moves were driven by the placements process.
- Security clearances of former AusAID officers have been recognised and security passes, for both Barton and Civic, have been processed for all staff.
- The DFAT Shuttle Bus commenced operation on 3 March 2014 and has averaged over 1,100 passengers per week.