

Senate Finance and Public Administration Legislation Committee
ANSWERS TO QUESTIONS ON NOTICE
ADDITIONAL ESTIMATES 2013-2014

Finance Portfolio

Department/Agency: Department of Finance

Outcome/Program: General

Topic: Capability Review

Senator: Wong

Question reference number: F154

Type of question: Written

Date set by the committee for the return of answer: Friday, 11 April 2014

Number of pages: 1

Question:

Can you describe the specific measures Finance is taking to address the following aspects of the APSC Capability Review?

- a) The “siloes approach” that “dominates at the group manager level”.
- b) A “purpose statement” that makes clear how “individual efforts contribute to departmental objectives”.
- c) “Greater support for formal and informal mobility within the department at both SES and non-SES levels”, and in particular, how the interim arrangements for APS recruitment are affecting this.
- d) Departmental systems are generally undervalued and underdeveloped” which “limits the effectiveness of staff and leads to an over-reliance on person-specific knowledge.

Answer:

- a) The department has a strong focus on cross-group projects, formal and informal staff mobility, investment in its information management strategies (including shared access) and communications, all aimed at ensuring the diverse range of responsibilities of the Department work together to the maximum extent.
- b) A purpose statement was added to the Departmental Strategic Plan shortly following the Capability Review. Individual performance agreements prompt staff to identify how they contribute to departmental objectives.
- c) APS-wide, interim recruitment processes have resulted in the need for greater internal mobility, with a formal mobility round scheduled for the last quarter of this financial year.
- d) The Department has a capital investment plan, based on a business enabling IT Roadmap and Information Strategy, over the next 3-5 years. This plan is reviewed annually to ensure alignment with business priorities, and to replace – over time – the reliance on individuals’ knowledge with effective knowledge systems.