

abbreviations and acronyms

AAT Administrative Appeals Tribunal	CD compact disc
ACC Australian Crime Commission	CDDA Compensation for Detriment Caused by Defective Administration
ACS Australian Customs Service	COMBi Commonwealth Ombudsman Information System
ACT Australian Capital Territory	Complaints Act <i>Complaints (Australian Federal Police) Act 1981</i> (Cth)
ADF Australian Defence Force	Crimes Act <i>Crimes Act 1914</i>
AEC Australian Electoral Commission	CSA Child Support Agency
AFP Australian Federal Police	Cth Commonwealth
ANAO Australian National Audit Office	DEWR Department of Employment and Workplace Relations
AO Officer of the Order of Australia	DFAT Department of Foreign Affairs and Trade
APMC Australian Police Ministers' Council	DFO Defence Force Ombudsman
APS Australian Protective Service	DIMIA Department of Immigration and Multicultural and Indigenous Affairs
APS Australian Public Service	DOFA Department of Finance and Administration
ARO Authorised Review Officer	DOTARS Department of Transport and Regional Services
ASIO Australian Security Intelligence Organisation	DPP Director of Public Prosecutions
ASIO Act <i>Australian Security Intelligence Act 1979</i>	DVA Department of Veterans' Affairs
ATO Australian Taxation Office	EL Executive Level
AusAID Australian Agency for International Development	
AWA Australian Workplace Agreement	

FACS Department of Family and Community Services

FOI Freedom of Information

FOI Act *Freedom of Information Act 1982*

GEERS General Employee Entitlements and Redundancy Scheme

GIC General Interest Charge

GSL Global Solutions Limited

GST Goods and Services Tax

Hon. The Honourable

IDF Immigration Detention Facility

IGT Inspector-General of Taxation

MCRS Military Compensation Rehabilitation Scheme

MP Member of Parliament

MRT Migration Review Tribunal

NSW New South Wales

NT Northern Territory

NWPP National Witness Protection Program

OH&S Occupational Health and Safety

Ombudsman Act *Ombudsman Act 1976* (Cth)

PABX private automatic branch exchange

PAYG pay as you go

PIO Postal Industry Ombudsman

Prof. Professor

QLD Queensland

ROG Redress of Grievance

s section of Act

SA South Australia

SES Senior Executive Service

TAS Tasmania

TI telecommunications interception

TI Act *Telecommunications (Interception) Act 1979*

TIO Telecommunications Industry Ombudsman

VHC Veterans' Home Care

VIC Victoria

WA Western Australia

compliance index

- Abbreviations and acronyms, 166–167
- Advertising and market research, 109
- Agency overview, 9–12
- Alphabetical index, 169–173
- Analysis of performance, 3–7, 14–25
- Asset management, 110
- Australian Workplace Agreements, 113
- Career development and training, 113
- Certified Agreement, 113
- Client service and complaints, 18–19, 109–110
- Compliance index, 168
- Consultancies, competitive tendering and contracting, 111
- Contact officer, iv
- Corporate governance, 107–114
- Disability action plan, 109
- Environmental performance report, 109
- External scrutiny, including court and tribunal decisions, 107–108
- Financial performance, 110
- Financial statements, 126–164
- Fraud control, 108
- Freedom of Information, 108, 116–118
- Human resource management, 113–114
- Internet home page, iv
- Letter of transmittal, iii
- Occupational health and safety, 108–109
- Organisational structure, 11
- Outcome and output structure, 11
- Performance report, 14–25
- Performance pay, 113
- Purchasing, 111
- Review by Ombudsman, 1–7
- Resources tables by outcome, 14, 163–164
- Risk management, 107
- Role and functions, 9, 116–117
- Staffing statistics, 114
- Table of contents, v–vi

alphabetical index

A

- accessibility to the public, 29
- ACT agencies
 - complaints, 31
- Act of Grace payments, 79, 80
- ACT Ombudsman, 3, 8, 9, 10, 14, 16, 17, 28, 117
- ACT Regional Team, 8, 11
- activities, key, 6–7
- Adelaide office, 27
- administration of traffic infringement notices
 - Commonwealth Ombudsman own motion/ initiative investigations of, 94, 96
- advertising and market research, 109
- advice, giving, 85–86
- agency decisions
 - review of, 87–89
- apologising for agency error, 90
- appeals *see* review of agency decisions
- Asia–Pacific region, 4, 6, 12, 97
- Attorney-General’s Department
 - complaints, 121
- Audit Committee, 107
- auditing and monitoring activities, 15, 24, 62–63
- AusAID, 6, 7, 97, 98
- Australia Post
 - complaint handling, 33
 - complaints, 5, 20, 31, 32–33, 71, 121
- Australian Crime Commission (ACC)
 - Commonwealth Ombudsman own motion/ initiative investigations of, 4, 24, 62, 94
 - complaints, 9, 30, 57, 61–62
 - inspections of controlled operations records, 15, 25, 30
 - inspections of telecommunications intercept records, 15, 24, 30, 62–63
 - legislative framework, 54
- Australian Customs Service (ACS), 28
 - complaints, 11, 68–69, 77, 121
- Australian Defence Force 9ADF)
 - Commonwealth Ombudsman own motion investigations of, 95–96
 - complaints, 9, 11, 13, 31, 46–47, 116
 - timeliness of complaint handling, 47
- Australian Electoral Commission (AEC)
 - complaints, 66, 67, 123
- Australian Federal Police (AFP)
 - Commonwealth Ombudsman own motion/ initiative investigations of, 96
 - Commonwealth Ombudsman special investigations of, 4, 24, 59–60
 - complaints, 5, 9, 10, 19, 22, 23, 30, 31, 56, 57–60, 75, 79, 81, 117, 125
 - complaint handling, 58, 75
 - remedies provided, 17, 18
 - timeliness in handling, 16
 - complaints outreach program, 60
 - inspections of controlled operations records, 15, 25, 30
 - inspections of telecommunications intercept records, 15, 24, 30, 62–63
 - legislative framework, 54, 55
- Australian National Audit Office (ANAO), 53
- Australian Protective Service (APS)
 - complaints, 30, 56, 60–61, 121
 - legislative framework, 54
- Australian Securities and Investments Commission (ASIC)
 - complaints, 64
- Australian Security Intelligence Organisation (ASIO), 55–56
- Australian Taxation Office (ATO)
 - Commonwealth Ombudsman own motion investigations of, 4, 24, 94, 96
 - complaint handling, 34, 75
 - complaints, 4, 11, 19, 20–21, 31, 34–37, 71, 75, 76, 79, 80, 83, 117, 124
- Australian Workplace Agreements (AWAs), 113

B

- benchmarking, 101–102
- best-quality work practices, 102
- Brisbane office, 27
- Building Industry Taskforce, 6
- business continuity planning, 107
- business plans, 12

C

Canberra office, 28
career development and training, 113
categories of documents held, 117–118
CDDA (Compensation for Detriment Caused by Defective Administration) Scheme, 80–81, 89–90
Centrelink, 28
 complaints, 4, 19, 20, 31, 38–41, 71, 73, 122
Certified Agreement, 7, 113
Child Support Agency (CSA), 28
 Commonwealth Ombudsman own motion investigations of, 4, 73, 94, 95
 complaints, 4, 19, 20, 31, 42–45, 71, 73, 122
Client Satisfaction Survey, 16, 23, 75, 103
Client Service Charter, 18, 100
coercive powers *see* use of coercive powers by ATO
COMBi (Commonwealth Ombudsman Information System), 100–101
Comcare, 28
 complaints, 11, 64, 122
Commonwealth Ombudsman
 accountability and management, 107–114
 business plans, 12
 financial statements, 126–164
 history and establishment, 9, 116
 legislative framework, 14, 54–55
 mission, 104
 as national operation, 27–29
 objectives, 3, 4
 organisation and structure, 10–11
 outcome and output structure, 11–12
 performance report, 14–25
 and public administration, 1–5, 9, 12, 15, 23, 92–98, 101–105; *see also* Output 2
 review of legislative framework, 5
 role and functions, 4, 5–6, 9–10, 74, 92, 104, 116–117
 strategic plan, 12
 values, 10, 104
 vision, 104
Commonwealth Ombudsman Information System (COMBi), 100–101
Commonwealth Parliament, 15, 24
Commonwealth Parliamentary
 complaints, 121
Compensation for Detriment Caused by Defective Administration (CDDA), 80–81, 89–90
compensation for financial loss
 facilitation of, 79–81
complaint handling, 74–82, 84, 100

 by agencies, 23, 26, 56–57, 84, 89; *see also individual departments and agencies*
 timeliness of, 16–17
 challenges in, 100–105
 technological dimension to, 100–101
Complaint Investigation Guidelines, 91
Complaint Resolution Agency (CRA), Department of Defence, 13
complaint workload, 4, 7
complaints
 carried forward, 23
 causes of, 22
 decisions not to investigate, 22–23
 finalised, 15–16, 18, 21, 58, 120–125
 handling of *see* complaint handling
 investigated, 15, 21–22
 issues finalised, 4, 15, 21–22, 120–125
 performance in relation to, 15
 received, 15, 19–21, 27–28, 121–125
 remedies provided, 17–18
 statistics, 119–125
 see also individual departments and agencies
Complaints (Australian Federal Police) Act 1981 (Complaints Act), 4, 10, 14, 30, 31, 60, 117, 120, 125
 and complaint handling, 55, 56
complaints management system, 7, 16, 28, 56, 97, 99, 100–102, 110–112
 electronic, 112
Comsuper
 complaints, 11, 123
consulting and contracting services, 111
contracting out *see* tender and contract issues
controlled operations records
 inspections of, 15, 25, 30, 62, 63, 117
cooperation with State and Territory Ombudsman offices, 28–29
Corporate Communication, Information and Outreach Team, 91
corporate management, 110–111
corruption in AFP
 investigation of, 5
Crimes Act 1914, 5, 24, 54, 63, 93, 117
critical incident reporting, 59
Customer Complaint Centres, Australia Post, 33

D

Darwin office, 28
decisions not to investigate, 22–23, 59
defence agencies
 complaints, 23, 31, 46–48
 Defence Force Ombudsman (DFO), 9, 13, 31, 46, 116

Defence Force Retirement and Death Benefits Authority
 complaints, 46

Defence Housing Authority
 complaints, 13, 46, 122

Defence Service Homes
 complaints, 46, 122

Defence Team, 11, 13

Department of Agriculture, Fisheries and Forestry, 27
 complaints, 121

Department of Communications, Information Technology and the Arts, 28
 complaints, 121

Department of Defence
 Commonwealth Ombudsman own motion investigations of, 4, 95–96
 complaints, 13, 48, 71, 122

Department of Education, Science and Training, 27
 complaints, 122

Department of Employment and Workplace Relations (DEWR), 28
 Commonwealth Ombudsman own motion investigations of, 4, 24, 94
 complaints, 4, 19, 64–66, 122
 review of complaint handling mechanism, 23

Department of Environment and Heritage, 27
 complaints, 122

Department of Family and Community Services, 17, 28, 73
 complaints, 11, 38, 95, 122

Department of Finance and Administration, 28
 complaints, 123

Department of Foreign Affairs and Trade, 28
 complaints, 64, 80, 123

Department of Health and Ageing, 28
 complaints, 64, 71, 123

Department of Immigration and Multicultural and Indigenous Affairs (DIMIA), 28
 complaint handling, 26
 complaints, 4, 11, 19, 20, 26, 31, 49–53, 71, 82, 123

Department of Industry, Tourism and Resources, 28
 complaints, 124

Department of the Prime Minister and Cabinet
 complaints, 124

Department of Transport and Regional Services (DOTARS)
 complaints, 4, 19, 64, 124
 review of complaint-handling mechanism, 23

Department of the Treasury, 28
 complaints, 124

Department of Veterans' Affairs (DVA)
 complaints, 11, 13, 46, 47–48, 71, 122

Deputy Ombudsman, 3, 7, 10, 11, 50, 107, 113, 114, 116, 118

Director of Public Prosecutions (DPP), Commonwealth
 complaints, 79, 121

disability action plan, 109

documents *see* categories of documents held

E

environmental matters, 109

exceptions, dealing with, 86–87

Executive Team, 115

explanations of administrative decisions/programs
 provision of, 77

external scrutiny, 107–110

F

Family Court of Australia
 complaints, 64, 66, 67

Finance Team, 106

financial performance, position, assets, liabilities, 110–111

financial statements, 126–164

forensic procedures *see* review of forensic procedures—overseas incidents

fraud control, 108

Freedom of Information Act 1982 (FOI Act), 71, 108, 111, 116

Freedom of Information (FOI), 108
 access and initial contact points, 118
 requests, 118
 statement, 116–118

Freedom of Information processing
 Commonwealth Ombudsman own motion investigations of, 4, 72, 94
 complaints, 9, 31, 69, 71–72, 117

G

General Employee Entitlements and Redundancy Scheme (GEERS), 89

Global Solutions Limited (GSL)
 complaint handling, 50, 52

government decision making
 problem areas in, 84–90

H

Health Insurance Commission (HIC), 28
 complaints, 64, 66–67, 123

Hobart office, 28
Human Resource Management, Records
Management and Support Services Team, 106
human resources policies and guidelines, 7, 113–114

I
Immigration Detention Facilities (IDFs)
complaint handling, 50–53
see also Global Solutions Limited
Immigration Team, 11, 26
independent assessment
provision of, 78–79
Indonesia
institutional support for, 6, 97
information technology, 10, 98, 99, 111–112
Information Technology Team, 99
Insolvency and Trustee Service
complaints, 64
internal and external scrutiny, 107–110
international cooperation, 6, 96–98
investigation courses, 7
investigations, 74
major, 81
special, 4, 24, 59–60
see also oversight of agency investigations;
own motion/initiative investigations

J
Job Network
complaint handling, 94
complaints, 23, 24, 66
Joint Initiatives Group, 28–29
Joint Standing Committee on the National Capital
and External Territories, Inquiry into Norfolk
Island Governance, 4, 6, 92, 101

L
law enforcement
complaints, 54–63
legislative framework, 54–55
see also Australian Crime Commission (ACC);
Australian Federal Police (AFP);
Australian Protective Service (APS)
Law Enforcement Team, 11, 25, 30
and AFP complaints outreach program, 60
and APS, 61
Legal and Policy Team, 115
legislative framework, 14, 54
review of, 5, 105
see also Commonwealth Ombudsman
litigation and legal issues, 108

M
market research *see* advertising and market research
Melbourne office, 28
Members of Parliament (MPs)
handling complaints from, 75–77
Migration Agents Registration Authority (MARA)
complaints, 26
Migration Review Tribunal (MRT)
complaints, 26, 51, 123
mission, 104
monitoring activities *see* auditing and
monitoring activities

N
national complaints line, 20, 21
National Crime Authority *see* Australian Crime
Commission
National Office
organisation and operation of, 27–28
national operation, 27–29
National Witness Protection Program
investigation of administration of, 24, 59–60
Norfolk Island *see* Joint Standing Committee on
the National Capital and External Territories,
Inquiry into Norfolk Island Governance

O
objectives, 3, 4
occupational health and safety (OH&S), 108–109
Ombudsman Act 1976, 9, 10, 14, 22, 25, 34, 46,
54, 74, 116
complaints under, 120–124
Ombudsman Act 1989 (ACT), 8, 14
online complaint lodgment, 105
oral advice, 85, 86
organisation and structure, 10–11
outcome and output structure, 11–12
outlook, 7
Output 1
performance indicators and achievements,
15, 16–23
Output 2
performance indicators and achievements,
15, 23–25
outreach program, 91, 105
outsourcing *see* tender and contract issues
oversight of agency investigations, 81–82
own motion/initiative investigations, 4, 7, 15,
24, 62, 72, 94–96

P

participation in inquiries *see* submissions and participation in inquiries
people management, 113–114
performance report, 14–25
persistent complainants, 90, 105
Perth office, 28
Postal Industry Ombudsman (PIO), 5–6, 9, 27, 32
Presentations, 165
privacy legislation, 108
public administration
 Commonwealth Ombudsman and, 4–5, 15, 92–98;
 see also Output 2

R

reasons for administrative decisions
 provision of, 77–78
record keeping, 84–85
Refugee Review Tribunal
 complaints, 26, 123
regional support, 96–98
remedies provided, 17–18
review of agency decisions, 87–89
Review of Aspects of Income Tax Self Assessment, 5, 94
review of forensic procedures—overseas incidents, 93–94
reviews
 finalised, 18
 outcomes, 19
 requests for, 18
risk management, 107
role and functions, 4, 5–6, 9–10, 74, 92, 104

S

Senate Inquiry into the Effectiveness of Australia's Military Justice System, 4, 47, 93
Senate Inquiry into the Medicare Safety Net, 4, 92, 101
Senate Select Committee on Ministerial Discretion in Migration Matters, 4, 92–93
Service Charter, 109–110
service quality, 18–19
Social Support Team, 11, 73
special investigations, 4, 24, 59–60
Special Tax Adviser, 9, 10
staff
 diversity in, 29

staffing profile, 114
statistics, 119–125
strategic plan, 12
strategic planning, 103, 105
structure *see* organisation and structure; outcome and output structure
study tours, 7
submissions and participation in inquiries, 4–5, 92–94, 101
Sydney office, 28

T

Tax Agents' Board of New South Wales
 complaint, 78
Taxation Ombudsman, 9–10
Taxation Team, 11, 83
Telecommunications (Interception) Act 1979 (TI Act), 24, 54, 62
telecommunications intercept records
 audits of, 15, 24–25, 30, 62–63, 117
Telstra Corporation
 complaints, 64, 67–68, 121
tender and contract issues, 69–70
Thailand
 institutional support for, 6, 97
timeliness in complaint handling, 16–17
traffic infringement notices *see* administration of traffic infringement notices

U

under-aged people in the military
 Commonwealth Ombudsman own motion investigations of, 94, 95–96
use of coercive powers by ATO
 Commonwealth Ombudsman own motion investigations of, 94, 96

V

values, 10, 104
vision, 104
voice services, 112

W

work practices, 7, 101, 102, 111
workplace relations, 113

contacts

Complaints 1300 362 072 (local call charge)
Inquiries 9 am–5 pm Monday to Friday

Complaints can be made in writing, by phone, or by using our
online complaints form at www.ombudsman.gov.au

Commonwealth Ombudsman offices

Adelaide

Phone 08 8226 8616

Fax 08 8226 8618

Level 5, 50 Grenfell Street
Adelaide SA 5000

Hobart

Phone 03 6233 6217

Fax 03 6233 8966

GPO Box 960K, Hobart Tas 7001

Ground Floor, 99 Bathurst Street
Hobart Tas 7000

Brisbane

Phone 07 3005 7000

Fax 07 3229 4010

Level 25, 288 Edward Street
Brisbane Qld 4000

Melbourne

Phone 03 9654 7355

Fax 03 9654 7949

Level 10, Casselden Place
2 Lonsdale Street
Melbourne Vic 3000

Canberra and National Office

Phone 02 6276 0111

Fax 02 6249 7829

GPO Box 442, Canberra ACT 2601

Ground Floor, 1 Farrell Place
Canberra City ACT 2600

Perth

Phone 08 9220 7541

Fax 08 9221 4381

PO Box Z5386 St Georges Terrace
Perth WA 6831

Level 12, St Martin's Tower
44 St Georges Terrace
Perth WA 6000

Darwin

Phone 08 8999 1818

Fax 08 8999 1828

GPO Box 1344, Darwin NT 0801

Level 12, NT House
Cnr Bennett & Mitchell Streets
Darwin NT 0801

Sydney

Phone 02 9218 3000

Fax 02 9211 4402

PO Box K825, Haymarket NSW 1240

Level 7, North Wing
Sydney Central, 477 Pitt Street
Sydney NSW 2000