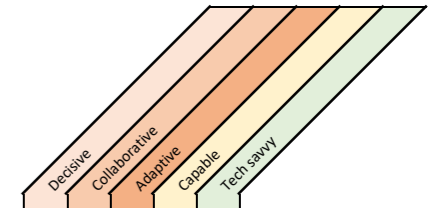
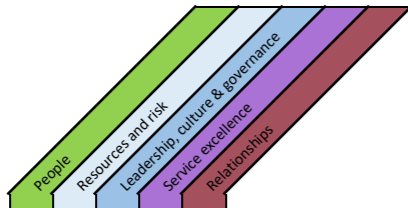




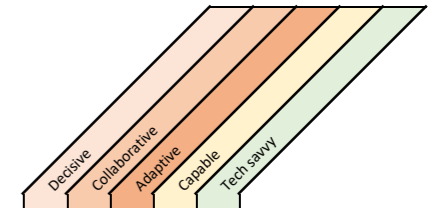
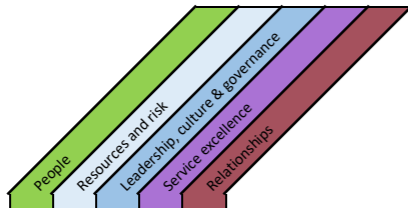
PSC Agency Capability Review - DMIRS Response Plan



Ref:	Line of Inquiry	PSC ACR Capability Theme	High Level Recommendations	Commentary	DMIRS Initiative	Status	DMIRS Enabling Strategies			
1	Establish DMIRS as a best practice multi-industry regulator and embed generic regulatory skills		Review and clarify regulatory purpose and outcomes	While the strategic plan outlines elements of risk based regulation, proactive education, promotion of good practice and a focus on strong relationships with stakeholders, there is a disconnect between some of these high level strategies and the operations of the agency. The agency needs to review the regulatory approach, priorities and desired outcomes from activities and services to ensure this statement aligns with the agency's strategic plan and goals, and the understanding of staff.	Establish a statement of regulatory intent	In progress.				
			Identify, develop and implement a set of common, generic regulatory competencies	While employees have regulation skills and knowledge specific to their work areas, embedding core or generic regulatory skills in the workforce will have a number of benefits such as improving regulatory efficiency, minimising regulatory burden on the community and industry, and enabling greater levels of flexibility and career progression of regulatory professionals.	Induction training for all DMIRS employees covering an overview of the DMIRS structure and functions, employee role in the Department, high level principles for a consistent approach and discretionary decision making and elements of best practice regulation. Commitment to fund enrolment of at least one staff Manager from each relevant group per year into regulatory training programs	In progress.				
					Australian Consumer Law Training Program	Complete. Launched in December 2022				
					2022 Legal Services Training Program	Complete and Ongoing. Training sessions commenced in February 2023.				
					Consistently provide for genuine, meaningful and proactive stakeholder engagement	The agency needs to consistently provide for genuine, meaningful and proactive stakeholder engagement, with consultation offered in the earlier stages of a project. This would support a more transparent and predictable policy environment and greater support and compliance from stakeholders. Effective engagement with Aboriginal stakeholders is an increasingly pertinent skill in regulation, particularly in the resources area	Stakeholder Engagement Framework Aboriginal Empowerment Initiative Reconciliation Action Plan 2020-2022 Mandatory Cultural Awareness Training Roll-Out	In progress. In progress. Programme plan developed and implementation commenced. In progress. Next Innovate Reconciliation Plan is under development. In progress. As of 30 June 2023, 1354 (73.6%) staff have completed PSC's online Aboriginal and Torres Strait Islander Cultural Awareness Training.		
			2	Structural reform to ensure the agency is an integrated cohesive entity		Develop a vision as a multi-industry regulator	While the agency's purpose is well known across the agency, there is no clear vision that is framed in an aspirational, forward thinking manner that articulates where the agency wants to be in the longer term future	DMIRS Strategic Plan - Towards 2026	Complete and Ongoing - Refreshed strategic plan – Towards 2026 – was launched 23 June 2023.	



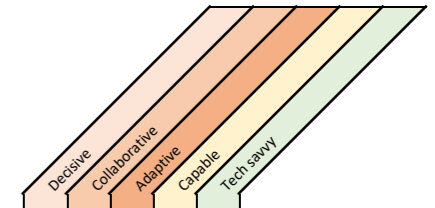
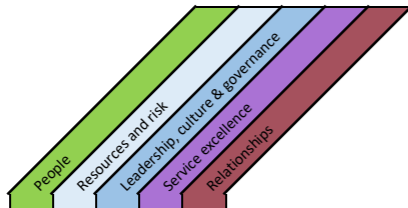
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Ref:	Line of Inquiry	PSC ACR Capability Theme	High Level Recommendations	Commentary	DMIRS Initiative	Status	DMIRS Enabling Strategies
			Configure organisation structure and operations to meet strategic objectives and drive collaboration	The agency should reconfigure existing operations to promote integration and a whole of agency perspective to address the siloed nature of the agency. Both structural and cultural elements should be considered in this reform.	2023 DMIRS Agency Structural Review	In progress.	
			Adopt a 'one agency' approach to the development and implementation of the agency's operations and projects	Building a more cohesive and integrated agency could be achieved through cultivating an all-embracing 'one agency' approach to the development and implementation of the agency's operations and projects. One mechanism for achieving this could be to set up a whole of agency consultative committee	While a 'whole of agency consultative committee' is not supported, DMIRS is undertaking a number of initiatives to embrace a 'one agency' approach where possible.	In progress. A number of activities are underway to increase collaboration and a 'one-agency approach' including - Strategic Communications Framework - DMIRS 10-year Strategic Accommodation Plan - 2023 Structural Review	
			Implement a mechanism to integrate and prioritise its many different enforcement activities	The agency should develop a set of annual regulatory priorities to assist with focusing its efforts and prioritise these efforts (and staff) to where they are most needed.	Develop a set of annual regulatory priorities and communicate this to our internal and external staff and stakeholders	In Progress.	
			Create greater awareness of its broader roles as a regulator	Building on its strong national reputation in some areas of its regulatory work, the agency should also create greater awareness of its broader roles as a regulator, including why regulations exist and the desired outcomes for industry and the community	See - Establish a statement of regulatory intent - Regulation Induction training for employees - Develop a set of annual regulatory priorities and communicate this to our internal and external staff and stakeholders	See - Establish a statement of regulatory intent - Regulation Induction training for employees - Develop a set of annual regulatory priorities and communicate this to our internal and external staff and stakeholders	
			Ensure consistent high level service delivery	A customer service charter is one way the agency can ensure consistent high level service delivery. This would also enable the agency to explore organisational cultural factors impacting service consistency, efficiency and effectiveness, while outlining the customer service standards that all citizens, customers and stakeholders should be able to expect in all aspects of the agency's work.	Development and implementation of a customer service charter	Complete and ready for release in October 2023	
			Improve oversight of the agency's entire program of works and a catalogue of high value projects.	Oversight of the agency's entire program of works and a catalogue of high value projects is needed and setting up a Strategic Project Management Office would help develop effective agency wide collaboration and decision making. This approach would support a shift among leaders to work in a more cohesive way, ensuring alignment between the agency's proposed and approved projects, and its vision, purpose and strategy	Develop strategic plan reporting framework and process to track and monitor strategic plan deliverables including adequate sponsor oversight, change management and new initiative tracking with regular oversight from ELG Consideration to be given to an agreed project management methodology and training/awareness (for non-ICT projects)	In progress. Strategic and Operational Planning processes have been reviewed and improved and consideration will be given to increasing project management training and development opportunities.	
³	A highly skilled and agile workforce to meet future challenges		Prioritise workforce planning, balancing future objectives as well as immediate needs	The agency should continue to prioritise and invest in workforce planning to: • attract new staff with current, practical	Workforce Planning Strategy	In progress.	



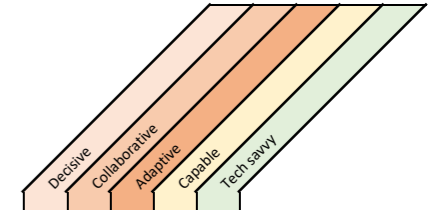
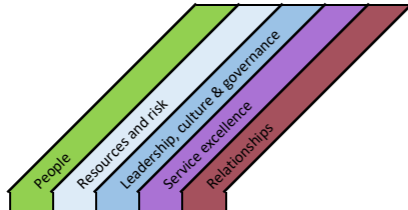
PSC Agency Capability Review - DMIRS Response Plan



Ref:	Line of Inquiry	PSC ACR Capability Theme	High Level Recommendations	Commentary	DMIRS Initiative	Status	DMIRS Enabling Strategies
		People		<p>industry experience</p> <ul style="list-style-type: none"> retain and share accrued knowledge and skills identify the capabilities required to effectively respond to future challenges 	<p>Leadership Development Framework</p> <p>Graduate Program</p> <p>Aboriginal Employment Program 2023</p> <p>Succession Planning Pilot Program</p> <p>Thrive At Work (Employee Wellbeing Strategy 2021-2023)</p> <p>Disability Access and Inclusion Plan 2019-2023</p> <p>Consideration could be given to attraction and retention initiatives.</p>	<p>In progress. Reviewed as part of implementing Building Leadership Impact</p> <p>Completed and ongoing - 2023 Graduates commenced 16 January 2023, DMIRS is currently advertising 18 positions for the 2024 Graduate Program</p> <p>Completed and ongoing. 5 new employees commenced February 2023. DMIRS has committed to advertising 10 positions for the 2024 Aboriginal Traineeship Program</p> <p>Complete</p> <p>In progress.</p> <p>In progress.</p> <p>In progress</p>	<p>Decisive</p> <p>Collaborative</p> <p>Adaptive</p> <p>Capable</p> <p>Tech savvy</p>
		Resources and risk	Consider the development of a comprehensive mobility strategy	The agency should explore the exchange and movement of staff both in the agency and externally across industry to improve staff capability, encourage greater collaboration and a one-agency mindset, and engender a collective focus on agency goals. For example, external mobility and short term staff exchange with peak industry bodies and associations, tertiary institutions and consumer groups would increase individual and agency capability.	Development and implementation of mobility program	In progress	<p>Decisive</p> <p>Collaborative</p> <p>Adaptive</p> <p>Capable</p> <p>Tech savvy</p>
4	Update ICT systems to deliver efficient and streamlined regulatory services for consumers and businesses.	People	Continue to prioritise the transition of digital assets to a cloud environment	The plan to shift the agency's technology to a cloud based environment involves a complicated set of digital assets. It is acknowledged that the level of customisation required and the interconnectedness of multiple applications in making the transition to cloud technology is significant but not beyond the challenge that other agencies have faced.	<p>Cloud Transition Strategy</p> <p>Strategic ICT Roadmap</p>	<p>In progress.</p> <p>Complete. Refresh of DMIRS Digital Strategy endorsed and published internally.</p>	<p>Decisive</p> <p>Collaborative</p> <p>Adaptive</p> <p>Capable</p> <p>Tech savvy</p>
		Resources and risk	The agency should review its approach to strategic digital asset planning to ensure a high functioning and future fit ICT asset base.	The agency may wish to examine the way in which it plans for and manages its current asset and technology portfolios from procurement through to decommissioning.	Portfolio Planning Prioritisation Process (4P) and review to more adequately deal with funding approach	Complete and ongoing. DMIRS continues to prioritise all digital projects. We maintain our DMIRS 3 year Strategic Digital Roadmap which is refreshed each quarter with new initiatives.	<p>Decisive</p> <p>Collaborative</p> <p>Adaptive</p> <p>Capable</p> <p>Tech savvy</p>
		Leadership, culture & governance	The agency should review and modernise its online presence to create a unified, customer centric experience.	From the end user perspective, some of the agency's online experience is confusing and not connected. Information is not easily accessible, and many elements do not appear to be linked to the agency's broader online strategy	DMIRS Strategic Priority #9 - Services online	In progress. Currently progressing with developing a website strategy	<p>Decisive</p> <p>Collaborative</p> <p>Adaptive</p> <p>Capable</p> <p>Tech savvy</p>



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People

The focus of this area is on a workforce that is needed now and into the future to deliver the best value and standard of services.



Resources and Risk

The focus of this area is on planning and managing resources to meet current and future demands and challenges; and having strong integrity and risk systems.

This covers asset, technology and data resources as opposed to people and money resources.



Leadership, culture & governance

The focus of this area is on the leadership, culture and governance that underpin the agency's ability to meet both the needs of the people it serves and government priorities.



Service excellence

The focus of this area is on understanding the expectations, needs and experiences of citizens when services and policy advice are designed and delivered.



Relationships

The focus of this area is on strong relationships of trust and confidence to deliver high quality public services, with greatest impact achieved when partnerships are prioritised. This covers inter/intra government and delivery partner relationships as opposed to customer/proponent relationships.