

s22(1)(a)(ii)

s22(1)(a)(ii)

From: DENNY-COLLINS Allison
Sent: Saturday, 21 April 2018 10:32 AM
To: HAYWARD Stephen
Cc: VENUGOPAL Murali ; s47E(c)
Subject: ABF Case Management Dossier and Executive HR Metrics Scorecards [DLM=For-Official-Use-Only]

For-Official-Use-Only

Dear Stephen

Thank you for your time yesterday to discuss the Marine Workforce who are being case managed.

I was able to touch base with s47E(c) last night and she advised that she feels quite supported by the Case Management Team and they are working with Marine to proactively work on the cases.

As we discussed please find attached PDF documents that provides the high-level data for the:

1. Case Management Dossier - ABF (currently called the Comcare Dossier). The Dossier has only recently been produced and is still a work in progress. It provides information on compensable (blue) and non-compensable (green) cases, performance (red) and behaviour (purple) cases.

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We have all the compensable and non-compensable cases in a SAP case management system which was launched in mid-February 2018. The reporting team have then pulled a number of other data sets to make this dashboard.

The strength of the Dossier is the interactive data that sits behind it; which the Deputies and FAS' will receive for each of their business areas. For the ABF we will also provide it to the Regional Commanders. They will receive a version where they can click through to the data and it will provide them with the employees information, who the case manager is, the type of leave taken by the employee and what is happening with the case.

We will be providing this data every quarter.

2. Executive HR Metrics Scorecard – Deputy Commissioner Operations, and the Executive HR Metrics Scorecard – Deputy Commissioner Support.

The scorecard is provided at the EOC each month. We also provide an interactive dashboard to the Deputies each month. The Deputies can click through and drill down further.

Please note that not all of the data can be viewed in PDF format as the dashboard and scorecards are designed for interactive use. Furthermore, we are currently working on a new enhanced HR Metrics Dashboard, which will be available in the coming months. You will be updated throughout this process.

I understand that you are going to speak with Murali regarding reporting. I hope the attached will assist in this discussion.

Please let me know if I can be of any further assistance.

Kind regards

Alli

Allison Denny-Collins
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s22(1)(a)(ii)

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From: DENNY-COLLINS Allison

Sent: Tuesday, 8 May 2018 11:34 PM

To: s47E(c)

[Redacted content]

enjamin WYERS <BENJAMIN.WYERS@HOMEAFFAIRS.GOV.AU>

Subject: RE: HR Case Management Dossier for ABF [SEC=PROTECTED, DLM=Sensitive:Personal]

PROTECTED, Sensitive:Personal

Hi s47E(c)

I have included all the HRBPs to demonstrate the power of this tool if you use it from a strategic perspective and not get into the individual detail of cases.

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The Group Managers, Band 2s and Regional Commanders will be able to drill down and see where a case is at. If they have questions on individual cases please guide them to reach into People Services Branch as the Case Manager will have the intricate knowledge. Also this data is February 2018 data and there is still more work to do to improve it.

To assist the SES in how to use the tool from a technical perspective – please reach into s47E(c) team. s47E(c) are the key contacts.

As I have discussed previously, the HRBPs should be using this data to look at the systemic issues and the risks and to discuss this with the SES. For example, s47C:

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You could also note that I and the Case Management Section EL team will be using this dossier to start to manage the case management work. We will be using the dossier as part of monthly catchups to understand where the cases are at and what is being provided to the management area. We will also be conducting 12 week case reviews to determine if the case is being managed appropriately and if we need to change the case manager or rehabilitation provider.

I hope this helps and am happy to discuss.

The next step is improving the data, aligning it further, and then automating it. I think the team have done a great job in the short time we have had to pull this information together since the SAP case management tool went live in mid-February. In particular, developing a report that can easily be used and can provide some insights into the health of the workforce.

Kind regards

Alli

Allison Denny-Collins
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From: s47E(c)
Sent: Tuesday, 8 May 2018 10:14 AM
To: DENNY-COLLINS Allison
Subject: FW: HR Case Management Dossier for ABF [SEC=PROTECTED, DLM=Sensitive:Personal]

PROTECTED, Sensitive:Personal

Hi Alli,

Who is the right person to make time to take me through this tool so that I can talk to ABF about it?

Regards,

s47E(c)

s47E(c)

Director | ABF People Business Partner
People Strategy | People Division
Corporate Group
Department of Home Affairs
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PROTECTED, Sensitive:Personal

From: Murali VENUGOPAL
Sent: Monday, 7 May 2018 3:26 PM
To: Michael OUTRAM <MICHAEL.OUTRAM@ABF.GOV.AU>
Cc: Mandy NEWTON <MANDY.NEWTON@ABF.GOV.AU>; s47E(c)
Allison DENNY-COLLINS <allison.denny-collins@homeaffairs.gov.au>; Tony SMITH <TONY.SMITH@ABF.GOV.AU>
Subject: FW: HR Case Management Dossier for ABF [SEC=PROTECTED, DLM=Sensitive:Personal]

PROTECTED, Sensitive:Personal

a/g Commissioner,

The People Division has been working on pulling together reporting on all behaviour, rehabilitation, non-compensation and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability. We can also share the shell of this model with our portfolio colleagues; with whom I meet every month.

Attached, is a Case Management Dossier that Alli Denny-Collins and team has produced. This will be circulated to you, the Secretary, Deputies and FAS' each quarter.

This is the first cut, has been developed in collaboration with our colleagues in ICT and will continue to be refined as we go along. These reports will be delivered on Tableaux, one of the Department's preferred reporting platforms. I am attaching high-level PDFs here for your use.

You will see, for instance, at the end of February 2018, we were managing 176 compensable, 80 non-compensable, 19 under performance and 10 workplace behaviour cases in the ABF.

For SES, this Dossier allows them to drill down until they are able to see actual case notes for each case (some of this is still work in progress) and will form the basis for discussions with their People Business Partners or other SES in my team.

Alli will make some time with your Office to take them through the use of the interactive tool.

Please do let me know should you have any queries or would like to discuss.

Regards,

Murali

Murali Venugopal

First Assistant Secretary

People Division | Corporate and Enabling Group

Department of Home Affairs

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E. murali.venugopal@homeaffairs.gov.au

PROTECTED, Sensitive:Personal

s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:50 PM
To: HUEY Sharon
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Enforcement Command (Data as at 28/02/2018)
Attachments: Case Management Dossier Guidelines.pdf

Dear Sharon

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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It will also enable you to understand what is happening with an individual case and where it is up to and for your management team to work with the HR Case Management Section and me on progressing individual cases. **If you want to discuss individual cases that are in your list please contact my office.**

Please ensure the confidentiality of this information

Please note that this is **sensitive personal information** and is to be **used strictly on a 'genuine need to know' basis**. The Dossier contains personal information of employees, their medical conditions and claims, which are **'In-confidence'**. Each of the cases remain under active management (unless annotated otherwise). As the release or discussion of this material enlivens medical and other privacy considerations, the detailed personal information of staff **is not to be distributed**.

Kind regards

Alli

Allison Denny-Collins
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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:50 PM
To: NOCKELS David
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Detention Services (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear David

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:50 PM
To: DE VEAU Pip
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Legal (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Pip

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:50 PM
To: MOY Cheryl-anne
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Integrity Security & Assurance (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Cheryl-anne

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:51 PM
To: FRAZER Shannon
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Executive (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Shannon

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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:51 PM
To: VENUGOPAL Murali
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - People (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Murali

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:51 PM
To: BRADSHAW Abigail
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Enterprise Strategy Reform and Performance (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Abigail

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:51 PM
To: MILFORD Michael
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Major Capability (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Michael

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:51 PM
To: CARGILL Stephanie
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Finance (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Stephanie

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:51 PM
To: WRIGHT Ben
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Corporate Services (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Sensitive:Personal

Dear Ben

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Kind regards

Alli

Allison Denny-Collins
Assistant Secretary People Services Branch
People Division
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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:51 PM
To: O'DONNELL Rod
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Strategic Border Command (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Rod

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:52 PM
To: HOLBEN Vanessa
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Detention and Offshore Operations Command (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Vanessa

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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:52 PM
To: WIMMER Sachi
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Office Of Transport Security (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Sachi

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:52 PM
To: CAMERON Rob
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Emergency Management Australia (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Rob

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:52 PM
To: KEFFORD Andrew
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Visa Delivery Transformation (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Andrew

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:52 PM
To: DACEY Christine
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Visa & Citizenship Management (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Christine

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:52 PM
To: DUNN Peta
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Community Protection (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Peta

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:52 PM
To: JOHNSON Richard
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Immigration & Citizenship Policy (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Richard

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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:52 PM
To: MANSFIELD Luke
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Refugee & Humanitarian Visa Management (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Luke

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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:52 PM
To: CATLEY Tim
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Information and Communications Technology (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Tim

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:52 PM
To: WILDEN David
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - International (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear David

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:53 PM
To: FRANZI Joe
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Identity and Biometrics (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Joe

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:56 PM
To: ABLONG Marc
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Strategic Policy & Planning (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Sensitive:Personal

Dear Marc

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Kind regards

Alli

Allison Denny-Collins
Assistant Secretary People Services Branch
People Division
Corporate and Enabling Group
Department of Home Affairs
P: 02 6264 [redacted] | M: [redacted]
E: allison.denny-collins@homeaffairs.gov.au

Contact: 1300 793 883 or visit [MyHR](#) for your direct access to HR Information.

Sensitive:Personal

Released by Department of Home Affairs
under the Freedom of Information Act 1982

s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 2:57 PM
To: ASHE Cameron
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Intelligence (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Sensitive:Personal

Sensitive:Personal

Dear Cameron

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s22(1)(a)(ii)

Sent: Sunday, 19 August 2018 9:04 PM
Subject: FW: HR Case Management Dossier - Maritime Border Command (Data as at 28/02/2018)
Attachments: Case Management Dossier Guidelines.pdf

From: Workforce Reporting
Sent: Thursday, 10 May 2018 3:08 PM
To: LAVER Peter
Cc: DENNY-COLLINS Allison
Subject: FW: HR Case Management Dossier - Maritime Border Command (Data as at 28/02/2018)
[DLM=Sensitive:Personal]

Sensitive:Personal

Dear Peter

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Assistant Secretary People Services Branch
People Division
Corporate and Enabling Group

Department of Home Affairs

P: 02 6264 s22(1)(a)(ii) | M : s22(1)(a)(ii)

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Contact: 1300 793 883 or visit [MyHR](#) for your direct access to HR Information.

Sensitive:Personal

s22(1)(a)(ii)

Subject: FW: HR Case Management Dossier - Maritime Workforce Capability (Data as at 28/02/2018)
Attachments: Case Management Dossier Guidelines.pdf

From: Workforce Reporting
Sent: Thursday, 10 May 2018 3:11 PM
To: s22(1)(a)(ii)
Cc: DENNY-COLLINS Allison
Subject: FW: HR Case Management Dossier - Maritime Workforce Capability (Data as at 28/02/2018)
[DLM=Sensitive:Personal]

Sensitive:Personal

Sensitive:Personal

Dear s22(1)(a)(ii)

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Assistant Secretary People Services Branch
People Division
Corporate and Enabling Group
Department of Home Affairs

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under the Freedom of Information Act 1982

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Sensitive:Personal

Sensitive:Personal

s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 3:38 PM
To: REES Claire; ALEXANDER Stephen
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Regional Command ACT (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf; Case Management Dossier RC
Commander Operations (9.3 v6).twbx

Dear Claire and Stephen

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Alli

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Assistant Secretary People Services Branch
People Division
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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 3:38 PM
To: s47E(c)
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Regional Command WA (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear s47E(c)

The People Division has been working on pulling together reporting on all behaviour, compensation and non-compensation rehabilitation, and underperformance cases that we manage across the Department (including the ABF). This type of reporting forms part of our journey to noticeably transform the Department's HR capability.

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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 3:39 PM
To: PRICE Terry; s47E(c)
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Regional Command QLD (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Terry s47E(c)

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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 3:39 PM
To: YANNOPOULOS Danielle; s47E(c)
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Regional Command NSW (Data as at 28/02/2018)
[DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Dear Danielle s47E(c)

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Alli

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Assistant Secretary People Services Branch
People Division
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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 3:39 PM
To: PALMER Craig; s47E(c)
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Regional Command VIC/TAS (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Sensitive:Personal

Dear Craig s47E(c)

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s22(1)(a)(ii)

From: Workforce Reporting <workforce.reporting@homeaffairs.gov.au>
Sent: Thursday, 10 May 2018 3:42 PM
To: LIEBICH Brett; CROOKS Jo
Cc: DENNY-COLLINS Allison
Subject: HR Case Management Dossier - Regional Command SA and NT (Data as at 28/02/2018) [DLM=Sensitive:Personal]
Attachments: Case Management Dossier Guidelines.pdf

Sensitive:Personal

Dear Brett and Jo

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Australian Government
Department of Home Affairs

Case Management Dossier

Guidelines

Navigation

The Dossier consists of two dashboards:

- Case Management Dossier; and
- Employee List

Below information is aimed to assist in utilising both dashboards to their full capacity.

A colour-blind template has been applied to make the Dossier more user friendly and practical.

Case Management Dossier

1. Employee List button

This button will take you directly to the 'Employee List' dashboard for detailed case by case data viewing.

Note: due to dashboard design and data complexity the button may not always be responsive.

2. Filters

- Division – organisational structure by division. Selecting any division from the list will filter the data in both dashboards accordingly
- Employment status – identifies active (currently with the Department) and ceased (no longer with the Department) employees. While the focus is mainly on active employees, a number of ceased employees still have open cases and may be of interest.

3. Chart filtering

All charts (apart from WHS Incidents data at this stage) are linked and can be filtered by clicking on the area of your interest. For example, clicking on 'Compensation' in the 'Case type (all cases)' chart will filter both dashboards for compensation cases only. This will provide more granular level data on compensation cases across all charts, such as rehab category, case status, type of injury, employee classification, employment status, organisational structure etc.

Importantly, you can apply another filter on top of 'Compensation' cases by clicking on your area of interest in another chart. For example, clicking on 'Open/Active' cases in the 'Case status (all cases)' chart will then provide more detailed information on open/active compensation cases.

Note: clicking on your area of interest in any chart may automatically take you to the 'Employee List' dashboard, which will also be filtered by your selection. If you wish to look at the charts after your selection has been made, please return back to the Case Management Dossier dashboard.

To clear chart filters: click on your selection again, and it will clear the filter you applied in the chart. In the example above, click on 'Open/Active' cases in the 'Case status (all cases)' chart AND then click on 'Compensation' area in the 'Case type (all cases)' chart to filter back to all data.

4. Additional chart information

To provide further information, each chart uses the following cues:

i. Colour scheme

Consistent colours have been used across charts with common dimensions

ii. Visible chart data

Each chart has visible values, which usually refers to a number of cases, employees or aggregate leave records

iii. Additional information

Additional information can be obtained by hovering over the data in a chart. For example, by hovering over the data in the 'Total leave taken by Division and Branch (days)' chart you can obtain information on the division, branch, total leave days and the number of employees from the branch who accumulated those total leave days.

Employee List

1. Back to Dossier button

This button will take you directly to the 'Case Management Dossier' dashboard for aggregated statistics.

Note: due to dashboard design and data complexity the button may not always be responsive.

2. Case list

Case list contains the following fields:

- Employment status
- AGSN
- Employee name
- Division
- Branch
- Case type
- Case/Injury ID
- Case status
- Date of case referral
- Date case closed (if available)
- Days since case referral to today/case closed date
- Case manager name
- Comment
- Leave taken
- Leave remaining

By hovering over the leave records you can view a summary of all fields, including comments.

Some employees may have records of multiple cases.

Data metrics

- Case type – includes compensation, non-compensation, performance and workplace behaviours cases
- Cases by type and Group/Division/Branch – above cases broken down by hierarchy
- Case status – current status of cases (as at data date)
- Rehab category status – a split between assigned and not assigned rehab cases
- Assigned rehab category – further details on the rehabilitation provision category
- Type of injury – rehab injury types
- Classification – actual employee classification level
- State – location of employees
- Outcome by case type – additional information on the outcome of workplace behaviours and performance cases
- Case type (secondary) – additional information on the nature of workplace behaviours and performance cases
- Leave liability (remaining) – remaining leave which is available to employees, broken down into the below types:
 - Note: Annual and Personal leave is in hours, while Long service leave (both full time and part time) is in days.*
 - Annual leave (hours)
 - Personal leave (hours)
 - Long service leave – full time (days)
 - Long service leave – part time (days)
- Leave taken by type – leave categories (days)
- Total leave taken by group, division and branch (days)
- WHS incidents – an aggregate number of WHS incidents for the 2017-18 financial year to date, broken down by the nature of injury.

s22(1)(a)(ii)

s22(1)(a)(ii)

From: Allison DENNY-COLLINS
Sent: Friday, 25 May 2018 9:21 AM
To: ^{s47E(c)}

Released by Department of Home Affairs
under the Freedom of Information Act 1982

s47E(c)

Subject: The Case Management Dossier (NOT TO BE DISTRIBUTED) [SEC=PROTECTED, DLM=Sensitive:Personal]

PROTECTED, Sensitive:Personal

Hi all

In my email to you yesterday morning I said I would send the Case Management Dossier to you all.

I apologise that the email is a bit long. It does provide you with all the relevant information to support you in understanding the journey we are on.

During ^{s47E(c)} mine, and Murali's travels we have either discussed it or showed it to you. The Dossier brings together all the cases (rehab, behaviour and performance) you are all managing as a section.

I have attached the February Department Dossier and the guide on how to use it – you will find the Dossier is an interactive tool.

Please note: as this version is from February there is data missing. We did it as a first cut to gain feedback from the Secretary, Commissioner, Deputies and the Band 2s. To ensure the privacy of the staff, the Senior Executive only received the information regarding the staff in their reporting line - this enables them to understand where a case is at, the issues and gives them an understanding on how their managers need to be more proactive and work with us.

Given we are moving towards a whole-of-case model, and you are a national team that can work on any of the cases, I am sharing the Department (inc ABF) Dossier with you all. Given the sensitive and personal nature of this information please **do not email it to anybody else.**

The Dossier could only come about by the work you have done to initially place the information in the WHS Case Management system in SAP or for performance and behaviour the updated excel spreadsheet. **I thank you all** for doing this work and for continuing to update the information when you work on your cases.

A key piece of feedback that you provided to the ELs and I was that managers in business lines expect you to do the work that they as a manager should do. The aim of the Dossier is to change the behaviour of managers. By providing them with the relevant information means they have no excuses to not be involved. The Dossier will help you work with the management team in the business lines to proactively manage cases.

Yesterday, I visited the Secretary's office and his Executive Officer feedback was very positive and she mentioned how the Secretary will use it to ensure business areas support the management of their staff. ^{s47E(c)}, and I have also met some Band 2s and they are already working with us and the relevant manager in their business line. The Group HR Business Partners are also calling to say that more Band 2s want us to meet with them and their Branch Heads.

The Dossier will also help us all to understand the case load of each Case Manager to ensure we are distributing the cases appropriately. Some other feedback from you was that some Case Managers feel they have too many cases. To ensure we manage caseloads appropriately, I asked Comcare what was a reasonable caseload for rehabilitation (comp and non-comp) and they advised between 25 and 30 open/active cases. We will be aligning the workload to this.

The Workforce Reporting Team are currently finalising the end of March data to create the next report for business lines. They are also building one slightly differently for the Case Management Section to enable all of us to understand the workload and resources.

As part of the March report the Workforce Reporting Team checked the contents and structure of the comments. From this check they provided me with the following feedback to pass on to you all:

1. There has been follow-up on active cases. They compared comment contents between February and end of March 2018 on a case-by-case basis and confirmed that comments have been updated with the latest information;
2. Comment structure, however, is not consistent with the request made by the ELs when recording new information. They found inconsistencies of what is required in the structure of information (i.e. TRIM Reference, Treatment, Next Steps, Date of follow up etc.). In some cases, they found email correspondence included as a comment. They checked this for both old cases as well as new referrals in April and May 2018;
3. All cases now have case managers assigned to them, to enable us to do a 'Case Manager workload' Dossier for the Case Management Section.

This is the first iteration of our journey and there is more to come. There will be an upgrade to the SAP Incident management and WHS Case Management system. ICT are also working with WHS to develop a SAP WHS Risk/Hazard Case system. I have been advised that by January 2019 these upgrades should be finalised. Murali and all of the AS' in People Division will then work towards influencing the Executive Office that we need to invest more and add the underperformance and behaviour cases modules into the new system. With the development of the Dossier and how people are taking an interest I think we will be able to achieve this.

If you have any questions regarding any of the above please do not hesitate to reach out to your ELs or me.

The work you all do is critical to the Department. It is only together, as a national case management team, that you can enable managers in the Department to have a respectful, inclusive, performing and productive workforce that delivers the Department's outcomes – To have prosperous, secure and united Australia.

Please ensure the confidentiality of this information

Please note the Dossier has **sensitive personal information** and is to be used strictly on a 'genuine need to know' basis and are 'In-confidence'. As the release or discussion of this material enlivens medical and other privacy considerations, the detailed personal information of staff is not to be distributed.

Kind regards

Alli

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s22(1)(a)(ii)

s22(1)(a)(ii)

From: Allison DENNY-COLLINS
Sent: Tuesday, 5 June 2018 1:53 PM
To: grp-Branch-PEOPLE SERVICES <gb-learning.development@homeaffairs.gov.au>;

s47E(c)

Released by Department of Home Affairs
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under the *Freedom of Information Act 1982*

s47E(c)

Subject: The Dossier [DLM=For-Official-Use-Only]

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Kind regards

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