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**Department of Defence**

**RE-THINKING INQUIRIES**

**SURVEY REPORT**

DIRECTORATE OF STRATEGIC PERSONNEL POLICY RESEARCH

The findings and views expressed in this report are the results of the author's research and are not to be taken as the official opinion of the Department of Defence.

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## 1. Executive Summary

The Re-Thinking Inquiries survey was administered by the Directorate of Strategic Personnel Policy Research (DSPPR) on behalf of Head Defence Legal, the Chief Audit Executive, and Head People Capability. The Re-Thinking Inquiries survey was designed to collect information about the attitudes and opinions of ADF and APS members regarding Defence inquiry, investigation, and review (IIR) processes in 2012.

Three thousand and nine hundred members were sent the survey. From this sample, a total of 1678 responses were received. Respondents were most likely to have managed or overseen the following matters: personnel disputes and conflicts (39%), and poor work performance (39%). Respondents were least likely to have managed and overseen the following matters: significant procurement complaints (12%), fraud (10%), decisions to raise or write off debts (10%), and operational incidents (9%).

Respondents were evenly split as to whether they thought IIR processes in Defence are easy to apply. Forty percent (n=506) of respondents indicated that IIR processes were easy to apply while 40% (n=508) of respondents indicated they were not easy to apply.

Fifty percent (n=633) of respondents indicated that IIR processes supported effective decision making while 28% (n=359) of respondents indicated processes did not support effective decision making.

Respondents identified the following five qualities as being most important in an optimal system of IIR: simplicity, timeliness, transparency, fairness, and consistency.

Respondents were asked how well four areas of IIR processes functioned. The four areas were resource availability, restrictiveness, timeliness, and usefulness. Overall, processes tended to function better in regards to resource availability and usefulness than in restrictiveness and timeliness.

IIR processes into safety accidents / incidents and security incidents functioned well in all areas compared to other processes. ADF health care complaint processes functioned worse than other processes.

Information specific to each matter can be found in Section 4. A further breakdown of the processes used for each matter can be found in Annex C.

## 2. Project Overview

### Background

The Re-Thinking Inquiries survey was administered by the Directorate of Strategic Personnel Policy Research (DSPPR) on behalf of Head Defence Legal, the Chief Audit Executive, and Head People Capability. The findings of this survey are intended to be used to analyse the strengths and weaknesses of the system to identify the essential components of an optimal system.

The project aims to develop models for a system that is fair, timely, simple to implement, provides whole of Defence outcomes, and which takes into account legislative requirements.

### Aim and Scope

The Re-Thinking Inquiries survey was designed to collect information about the attitudes and opinions of Australian Defence Force (ADF) and Australian Public Service (APS) members regarding the inquiry, investigation, and review (IIR) processes in place in 2012.

The scope of this research was to collect information from ADF and APS members who had been involved in managing or overseeing IIRs.

### Participants

The target population for the survey was ADF and APS members who have been involved in managing or overseeing IIRs. A 25% random sample was drawn from members at ranks and classifications most likely to be involved in the management and oversight of relevant processes. This sample was stratified by rank and classification. RAAF ranks spanned: GPCAPT, WGCDR, SQNLDR, and WOFF. Army ranks were: COL, LTCOL, MAJ, and WO1. Navy ranks were: CAPT, CMDR, LCDR, and WO. APS classifications were: EL2, and EL1. Overall, 3900 members were sent the survey.

From this sample, a total of 1678 responses were received (43% response rate). Of these responses, 398 were not analysed for the majority of responses as they had no experience in managing or overseeing IIRs<sup>i</sup>. The number of responses analysed throughout the report varied depending on the number of members with experience in the matter under discussion.

Detailed demographic information for the survey respondents is provided in Annex B.

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<sup>i</sup> Participants that indicated they have had no experience managing or overseeing inquiries, investigations, and reviews were given the opportunity to comment on the processes. Their comments were retained for future analysis.

## Questionnaire

The Re-thinking inquiries survey questionnaire was developed by members of Head Defence Legal review team in consultation with DSPPR and was administered online via email. The survey comprised two main sections. The first section contained demographic items on Service, workplace environment, and workplace role. The second section contained items related to specific types of IIR processes as well as processes overall. Attitudinal responses were given on a 5-point scale: Strongly Disagree, Disagree, Don't Know, Agree, Strongly Agree. Data was analysed and reported on a 3-point scale to allow consistency across analysis (Strongly Disagree/Disagree, Don't Know, Agree/Strongly Agree). The full survey instrument is available in Annex A.

## Procedure

The survey questionnaire was distributed by email invitation using the online survey application Opinio. The survey opened for participation on 25 May 2012 and closed on 6 June 2012.

## Analysis

Data analysis was performed using the Chi-square statistic to measure association between survey items and demographic variables.<sup>ii</sup> The strength of association was measured using Cramer's V.<sup>iii</sup>

This report presents overall responses and a breakdown for each survey item. Where a significant and meaningful difference was identified, a further breakdown by Service, workplace environment, and workplace role was provided. The total number of responses varied between items as participants only responded to questions that were relevant to their experience.

To aid quick interpretation of data the report was produced in a factsheet format. Factsheets have been provided for overall data as well as data on specifics types of IIRs.

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<sup>ii</sup> The Chi Square statistic enables identification of statistically significant associations between two different variables; that is, the probability that the association is not occurring by chance. For example, a statistically significant association between Service and adequacy of resources means the association is unlikely to be occurring by chance. The criterion of  $p < 0.05$  was used to determine a significant association.

<sup>iii</sup> Cramer's V is a measure of strength of the Chi Square association, and is used to determine whether a significant association is actually meaningful. The criterion of Cramer's  $V > 0.1$  was used to determine whether an association was meaningful.

### 3. Overall Results

#### 3.1 Inquiries, Investigations, and Reviews overall

Figure 1 displays the proportion of respondents that managed or oversaw inquiries, investigations, and reviews (IIRs) in each type of matter in the 12 months to May 2012. Table 1 provides a further breakdown of the quantity of matters respondents have managed or oversaw in each type of matter.

Figure 1. Proportion of respondents that have overseen or managed matters

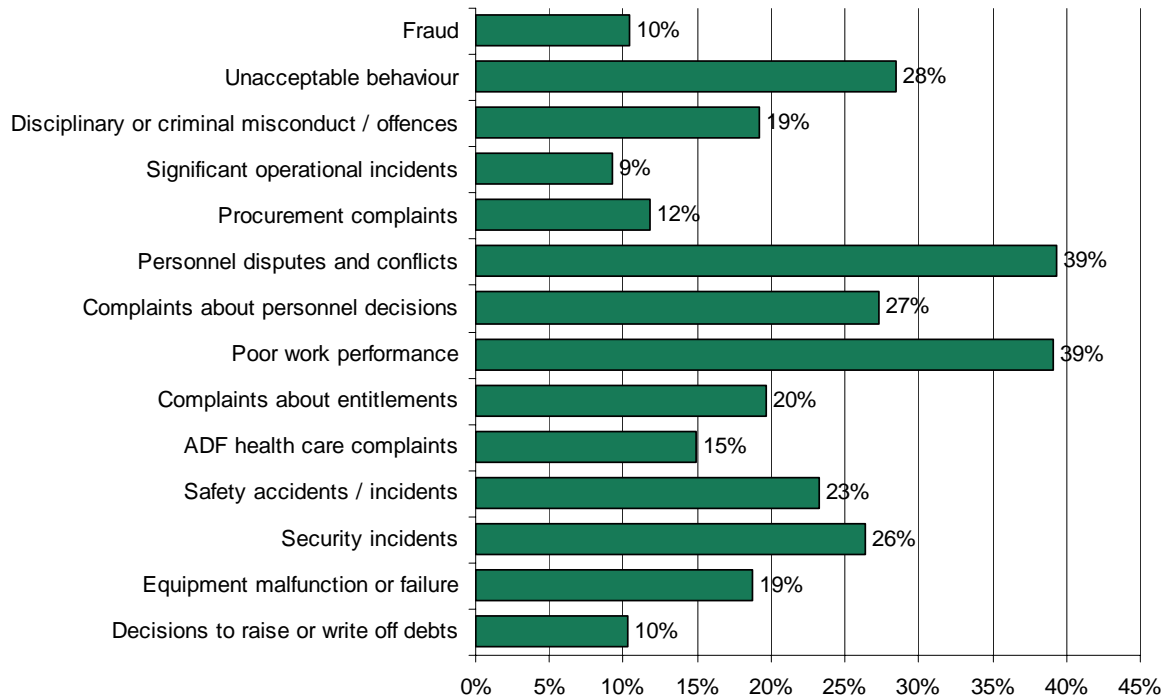


Table 1. Matters respondents have managed or overseen

Matter	Number of matters in 12 months				
	0 n	1-2 n	3-10 n	11-50 n	More than 50 n
Fraud	1503	138	29	7	1
Unacceptable behaviour	1201	327	129	16	5
Disciplinary or criminal misconduct / offences	1355	185	93	38	7
Significant operational incidents	1523	88	45	18	4
Procurement complaints	1480	134	56	7	1
Personnel disputes and conflicts	1018	439	188	31	2
Complaints about personnel decisions	1219	288	125	36	10
Poor work performance	1021	492	144	21	-
Complaints about entitlements	1348	201	99	24	6
ADF health care complaints	1427	160	65	22	4
Safety accidents / incidents	1287	206	119	49	17
Security incidents	1235	315	109	13	6
Equipment malfunction or failure	1363	154	104	39	18
Decisions to raise or write off debts	1506	106	51	11	4

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A larger proportion of ADF respondents were likely to have dealt with most matters in the last 12 months when compared to APS respondents<sup>1</sup>. Exceptions were fraud, procurement complaints, and personnel dispute and conflict matters which had a similar proportion of members dealing with them across ADF and APS respondents.

The proportion of respondents that dealt with all types of matters was similar within integrated environments as it was outside of integrated environments.

Respondents working in an environment where the primary function was the conduct and processing of IIRs were more likely to have dealt with the following matters in the 12 months to May 2012<sup>2</sup>:

- fraud (inquiry related n=36, 21%; non-inquiry related n=139, 9%),
- significant operational incidents (inquiry related n=35, 21%; non-inquiry related n=120, 8%),
- complaints about personnel decisions (inquiry related n=69, 41%; non-inquiry related n=390, 26%), and
- equipment malfunction or failure (inquiry related n=54, 32%; non-inquiry related n=261, 17%).

A full breakdown of processes used to deal with each type of matter can be found in Annex C.



### 3.2 Applying inquiry, investigation, and review processes

Respondents were evenly split as to whether they thought inquiry, investigation, and review (IIR) processes in Defence were easy to apply. Forty percent (n=506) of respondents indicated that IIR processes were easy to apply while 40% (n=508) of respondents indicated they were *not* easy to apply. APS respondents were almost twice as likely to indicate they were uncertain whether IIR processes in Defence were easy to apply when compared to ADF respondents (ADF n=143, 29%; APS n=123, 16%;)<sup>3</sup>.

Fifty percent (n=633) of respondents indicated that IIR processes supported effective decision making. 28% (n=359) of respondents indicated that IIR processes did *not* support effective decision making. ADF respondents were more likely to indicate that IIR processes supported effective decision making (ADF n=426, 54%; APS n=207, 42%). APS respondents were more likely to indicate uncertainty regarding whether processes supported effective decision making (APS n=140, 29%; ADF n=148, 19%)<sup>4</sup>.

Participants that indicated IIR processes in Defence were easy to apply were more likely to also indicate that processes support effect decision making. Similarly, participants that indicated IIR processes in Defence are *not* easy to apply were more likely to indicate that processes did *not* support effect decision making<sup>5</sup>.

### 3.3 Important qualities of inquiry, investigation, and review

Fifteen qualities were identified as being important in an optimal system of inquiry, investigation, and review (IIR)<sup>iv</sup>. Table 2 displays the number of respondents that selected each quality as being important in IIRs.

Table 2. Qualities in an optimal system of inquiry, investigation, and review

Qualities	n
Simplicity	505
Timeliness	496
Transparency	435
Fairness	429
Consistency	426
Impartiality and independence	350
Capable of withstanding independent review	253
Allows commanders / managers to assess and balance risk	234
Meets legal requirements	190
Well-resourced	139
Availability of skilled personnel	138
Flexibility	93
Operates in an integrated environment	48
Sufficient legal authority	35
Cost-effective	19

ADF respondents were more likely than APS respondents to select “Allows commanders / managers to assess and balance risk” as an important quality in an optimal system of IIR (ADF n=173, 22%; APS n=61, 12%)<sup>6</sup>. No other meaningful differences in perceived important qualities existed across services, workplace environment, and workplace function.

<sup>iv</sup> Participants were provided with a list of 15 qualities from which they could choose up to 3 qualities they consider most important in an optimal system.

### 3.4 Resources for Inquiries, Investigations, and Reviews

Inquiry, investigation, and review (IIR) processes into security incidents, safety accidents / incidents, and personnel disputes and conflicts functioned the best in regards to availability of resources. IIRs processes into ADF health care complaints and procurement complaints functioned the worst in regard to availability of resources. Table 3 displays whether IIRs into various matters functioned well in regard to availability of resources.

Table 3. Process functioning in regards to availability of resources

Matter	Functioned well		Uncertain		Did not function well	
	n	%	n	%	n	%
Fraud	105	60%	22	13%	48	27%
Unacceptable behaviour	346	73%	29	6%	102	21%
Disciplinary or criminal misconduct / offences	209	65%	29	9%	85	26%
Significant operational incidents	103	66%	22	14%	30	19%
Procurement complaints	107	54%	38	19%	53	27%
Personnel disputes and conflicts	492	75%	56	8%	112	17%
Complaints about personnel decisions	335	73%	39	8%	85	19%
Poor work performance	448	68%	68	10%	140	21%
Complaints about entitlements	221	67%	34	10%	75	23%
ADF health care complaints	122	49%	46	18%	83	33%
Safety accidents / incidents	296	76%	29	7%	66	17%
Security incidents	344	78%	43	10%	56	13%
Equipment malfunction or failure	203	64%	53	17%	59	19%
Decisions to raise or write off debts	122	71%	22	13%	28	16%

Compared to APS respondents, ADF respondents were more likely to indicate there were adequate resources to conduct IIRs into<sup>7</sup>:

- personnel disputes and conflicts (ADF n=319, 78%; APS n=173, 69%),
- complaints about personnel decisions (ADF n=280, 76%; APS n=55, 61%),
- poor work performance (ADF n=297, 73%; APS n=151, 61%), and
- equipment malfunction or failure (ADF n=148, 69%; APS n=55, 55%).

Compared to respondents that worked in an integrated environment, respondents that worked in non-integrated environments were more likely to indicate there were adequate resources to conduct IIRs into<sup>8</sup>:

- disciplinary or criminal misconduct / offences (non-integrated n=47, 78%; integrated n=162, 62%), and
- equipment malfunction or failure (non-integrated n=37, 74%; integrated n=166, 63%).

Respondents whose workplaces' primary function was to conduct or process IIRs were less likely to indicate that adequate resources were available for security incidents when compared to respondents from other workplaces (inquiry related n=37, 62%; non-inquiry related n=307, 80%)<sup>9</sup>.

### 3.5 Restrictiveness of Inquiry, Investigation, and Review processes

Defence's policies and procedures regarding inquiries, investigations, and reviews (IIRs) were least restrictive when dealing with safety accidents / incidents and security incidents matters. Table 4 displays how well IIRs into various matters functioned in regard to the restrictiveness of Defence's policies and procedures.

Table 4. Process functioning in regards to restrictiveness

Matter	Functioned well		Uncertain		Did not function well	
	n	%	n	%	n	%
Fraud	81	46%	55	31%	39	22%
Unacceptable behaviour	225	47%	108	23%	144	30%
Disciplinary or criminal misconduct / offences	140	43%	66	20%	117	36%
Significant operational incidents	61	39%	44	28%	50	32%
Procurement complaints	87	44%	68	34%	43	22%
Personnel disputes and conflicts	322	49%	154	23%	184	28%
Complaints about personnel decisions	206	45%	122	27%	131	29%
Poor work performance	261	40%	140	21%	255	39%
Complaints about entitlements	140	42%	91	28%	99	30%
ADF health care complaints	80	32%	74	29%	97	39%
Safety accidents / incidents	227	58%	79	20%	85	22%
Security incidents	237	53%	116	26%	90	20%
Equipment malfunction or failure	139	44%	94	30%	82	26%
Decisions to raise or write off debts	79	46%	46	27%	47	27%

Compared to APS respondents, ADF respondents were more likely to indicate that Defence's policies and procedures regarding IIRs into significant operational incidents were too restrictive (ADF n=45, 35%; APS n=5, 18%)<sup>10</sup>.

Compared to ADF respondents, APS respondents were more likely to indicate they were uncertain whether Defence's policies and procedures regarding IIRs into the following matters were too restrictive<sup>11</sup>:

- personnel disputes and conflicts (APS n=83, 33%; ADF n=71, 17%),
- complaints about personnel decisions (APS n=40, 44%; ADF n=82, 22%), and
- security incidents (APS n=47, 34%; ADF n=69, 23%).

Respondents whose workplaces' primary function was to conduct or process IIRs were less likely to indicate that Defence's policies and procedures regarding security incidents were *not* restrictive when compared to respondents from other workplaces (inquiry related n=22, 37%; non-inquiry related n=215, 56%)<sup>12</sup>.

### 3.6 Timeliness of Inquiry, Investigation, and Review processes

Inquiry, investigation, and review (IIR) processes into safety accidents / incidents, and security incidents functioned best in regards to allowing decisions to be made and actioned in a timely manner. Table 5 displays whether IIRs into various matters functioned well in regard to allowing decisions to be made and actioned in a timely manner.

Table 5. Process functioning in regards to timeliness

Matter	Functioned well		Uncertain		Did not function well	
	n	%	n	%	n	%
Fraud	66	38%	28	16%	81	46%
Unacceptable behaviour	199	42%	63	13%	215	45%
Disciplinary or criminal misconduct / offences	118	37%	42	13%	163	50%
Significant operational incidents	63	41%	36	23%	56	36%
Procurement complaints	78	39%	60	30%	60	30%
Personnel disputes and conflicts	303	46%	137	21%	220	33%
Complaints about personnel decisions	202	44%	79	17%	178	39%
Poor work performance	265	40%	109	17%	282	43%
Complaints about entitlements	147	45%	62	19%	121	37%
ADF health care complaints	76	30%	62	25%	113	45%
Safety accidents / incidents	237	61%	55	14%	99	25%
Security incidents	271	61%	75	17%	97	22%
Equipment malfunction or failure	153	49%	65	21%	97	31%
Decisions to raise or write off debts	92	53%	38	22%	42	24%

Compared to APS respondents, ADF respondents were more likely to indicate that IIRs into the following matters allowed decisions to be made and actioned in a timely manner<sup>13</sup>:

- unacceptable behaviour (ADF n=146, 45%; APS n=53, 34%), and
- disciplinary or criminal misconduct / offences (ADF n=109, 39%; APS n=9, 20%).

Compared to APS respondents, ADF respondents were more likely to indicate that IIRs into fraud did *not* allow decisions to be made and actioned in a timely manner (ADF n=62, 51%; APS n=19, 35%)<sup>14</sup>.

Compared to ADF respondents, APS respondents were twice as likely to indicate they were uncertain whether IIRs into the following matters allow decisions to be made and actioned in a timely manner<sup>15</sup>:

- personnel disputes and conflicts (APS n=76, 30%; ADF n=61, 15%), and
- complaints about personnel decisions (APS n=27, 30%; ADF n=52, 14%).

Respondents whose workplaces' primary function was to conduct or process IIRs were less likely to indicate that IIR processes into security incidents allowed decisions to be made and actioned in a timely manner when compared to respondents from other workplaces (inquiry related n=26, 43%; non-inquiry related n=245, 64%)<sup>16</sup>.

### 3.7 Usefulness of Inquiry, Investigation, and Review processes

Inquiry, investigation, and review (IIR) processes into safety accidents / incidents, and security incidents functioned best in regards to usefulness while processes regarding ADF health care complaints functioned the worst. Table 6 displays whether IIRs into various matters functioned well in regard to their usefulness.

Table 6. Process functioning in regards to usefulness

Matter	Functioned well		Uncertain		Did not function well	
	n	%	n	%	n	%
Fraud	107	61%	44	25%	24	14%
Unacceptable behaviour	293	61%	101	21%	83	17%
Disciplinary or criminal misconduct / offences	210	65%	53	16%	60	19%
Significant operational incidents	91	59%	43	28%	21	14%
Procurement complaints	97	49%	73	37%	28	14%
Personnel disputes and conflicts	388	59%	170	26%	102	15%
Complaints about personnel decisions	264	58%	122	27%	73	16%
Poor work performance	325	50%	158	24%	173	26%
Complaints about entitlements	180	55%	87	26%	63	19%
ADF health care complaints	111	44%	77	31%	63	25%
Safety accidents / incidents	259	66%	79	20%	53	14%
Security incidents	295	67%	99	22%	49	11%
Equipment malfunction or failure	175	56%	94	30%	46	15%
Decisions to raise or write off debts	103	60%	39	23%	30	17%

Compared to APS respondents, ADF respondents were more likely to indicate that formal IIR processes were useful when dealing with<sup>17</sup>:

- unacceptable behaviour (ADF n=209, 65%; APS n=84, 55%),
- personnel disputes and conflicts (ADF n=271, 66%; APS n=117, 46%), and
- equipment malfunction or failure (ADF n=130, 61%; APS n=45, 45%).

Compared to respondents that worked in an integrated environment, respondents that worked in non-integrated environments were more likely to indicate that formal processes were useful when dealing with<sup>18</sup>:

- unacceptable behaviour (non-integrated n=54, 75%; integrated n=239, 59%), and
- complaints about personnel decisions (non-integrated n=48, 68%; integrated n=216, 56%).

Respondents whose workplaces' primary function was to conduct or process IIRs were less likely to indicate that formal processes into security incidents were useful compared to respondents from other workplaces (non-inquiry related n=263, 69%; inquiry related n=32, 53%)<sup>19</sup>.

Respondents whose workplaces' primary function was to conduct or process IIRs were less likely to be uncertain about whether formal processes into poor work performance were useful when compared to respondents from other workplaces (non-inquiry related n=150, 26%; inquiry related n=8, 10%)<sup>20</sup>.

## 4.1 Fraud

### Demographics of members managing and overseeing fraud inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	138	79%	29	17%	7	4%	1	1%
ADF members	101	83%	17	14%	3	2%	0	0%
APS members	37	69%	12	22%	4	7%	1	2%
Integrated work environment	116	81%	24	17%	4	3%	0	0%
Non-integrated work environment	22	71%	5	16%	3	10%	1	3%
Inquiry related primary role	18	50%	12	33%	5	14%	1	3%
Non-inquiry related primary role	120	86%	17	12%	2	1%	0	0%

### Processes most commonly used to resolve fraud matters

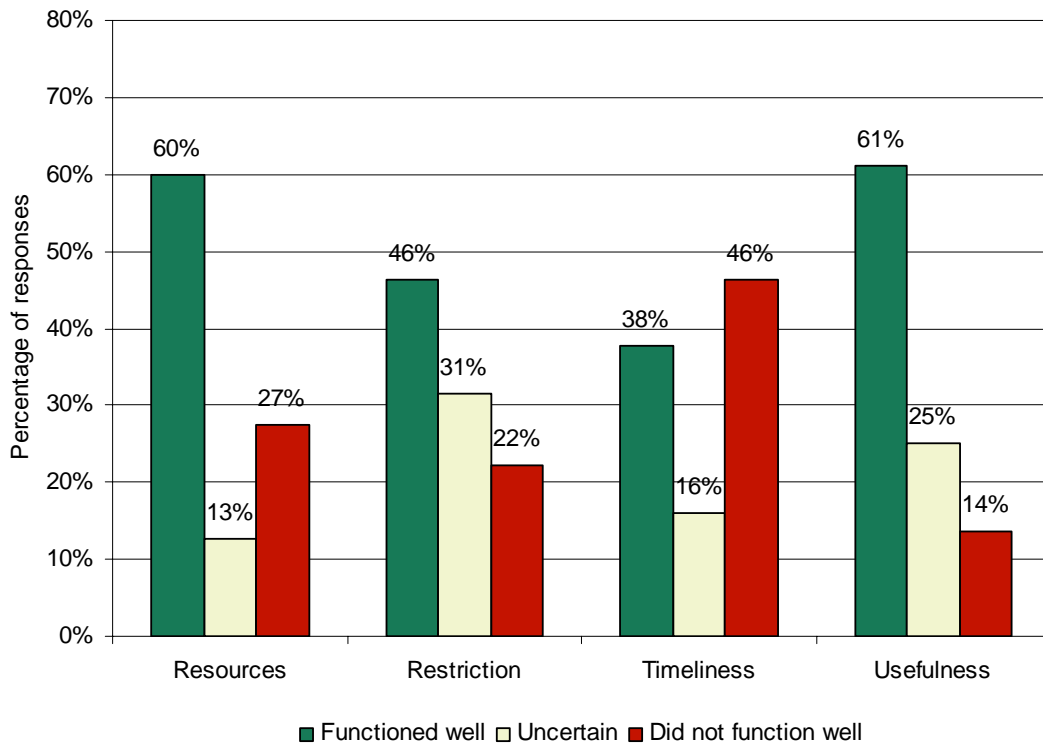
Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	145	83%
APS Code of Conduct investigation	38	22%
DFDA investigation (conducted by ADFIS)	92	53%
DFDA investigation (conducted at unit level)	44	25%
Routine inquiry	57	33%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	22	13%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	1	1%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Aircraft Accident Investigation Team	2	1%
Informal fact finding	52	30%
Whistleblower scheme	33	19%
<b>Internal Defence review processes</b>		
APS review of action	17	10%
CDDA scheme (compensation for detriment due to defective administration)	5	3%
Redress of grievance (Commanding officer level)	31	18%
Redress of grievance (Service Chief and CDF levels)	18	10%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	13	7%
Informal review of a decision	24	14%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	17	10%
Civilian police investigation	26	15%
Coronial inquests / investigations	6	3%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	2	1%
Review by Privacy Commissioner	1	1%
Review by Commonwealth Ombudsman	5	3%
Review by Defence Force Ombudsman	10	6%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	1	1%
Review by a professional body (eg medical board/law society)	6	3%
Review by Administrative Appeals Tribunal	1	1%
Review by a Court	10	6%
<b>Other</b>		
Alternative dispute resolution	18	10%
Informal workplace problem solving	39	22%

<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.

### Functionality of fraud processes

The functionality of processes that dealt with fraud matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Approximately 60% of respondents who indicated they managed and oversaw fraud matters indicated the processes functioned well in regard to usefulness (61%, n=107) and resources (60%, n=105). Respondents were less likely to indicate the processes functioned well in regards to restriction (46%, n=81) and timeliness (38%, n=66).

Compared to APS respondents, ADF respondents were more likely to indicate that inquiries, investigations, and reviews into fraud did *not* allow decisions to be made and actioned in a timely manner (ADF n=62, 51%; APS n=19, 35%)<sup>21</sup>.



## 4.2 Unacceptable Behaviour

### Demographics of members managing and overseeing unacceptable behaviour inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	327	69%	129	27%	16	3%	5	1%
ADF members	211	65%	98	30%	13	4%	1	0%
APS members	116	75%	31	20%	3	2%	4	3%
Integrated work environment	281	69%	107	26%	13	3%	4	1%
Non-integrated work environment	46	64%	22	31%	3	4%	1	1%
Inquiry related primary role	35	53%	21	32%	6	9%	4	6%
Non-inquiry related primary role	292	71%	108	26%	10	2%	1	0%

### Processes most commonly used to resolve unacceptable behaviour matters

Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	427	90%
APS Code of Conduct investigation	122	26%
DFDA investigation (conducted by ADFIS)	110	23%
DFDA investigation (conducted at unit level)	122	26%
Routine inquiry	188	39%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	79	17%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	6	1%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	3	1%
Aircraft Accident Investigation Team	3	1%
Informal fact finding	136	29%
Whistleblower scheme	37	8%
<b>Internal Defence review processes</b>		
APS review of action	51	11%
CDDA scheme (compensation for detriment due to defective administration)	2	0%
Redress of grievance (Commanding officer level)	82	17%
Redress of grievance (Service Chief and CDF levels)	41	9%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	31	6%
Informal review of a decision	74	16%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	52	11%
Civilian police investigation	50	10%
Coronial inquests / investigations	7	1%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	8	2%
Review by Privacy Commissioner	4	1%
Review by Commonwealth Ombudsman	7	1%
Review by Defence Force Ombudsman	18	4%
Review by APS Commissioner	1	0%
Review by Merits Commissioner	4	1%
Review by a professional body (eg medical board/law society)	7	1%
Review by Administrative Appeals Tribunal	6	1%
Review by a Court	13	3%
<b>Other</b>		
Alternative dispute resolution	141	30%
Informal workplace problem solving	216	45%

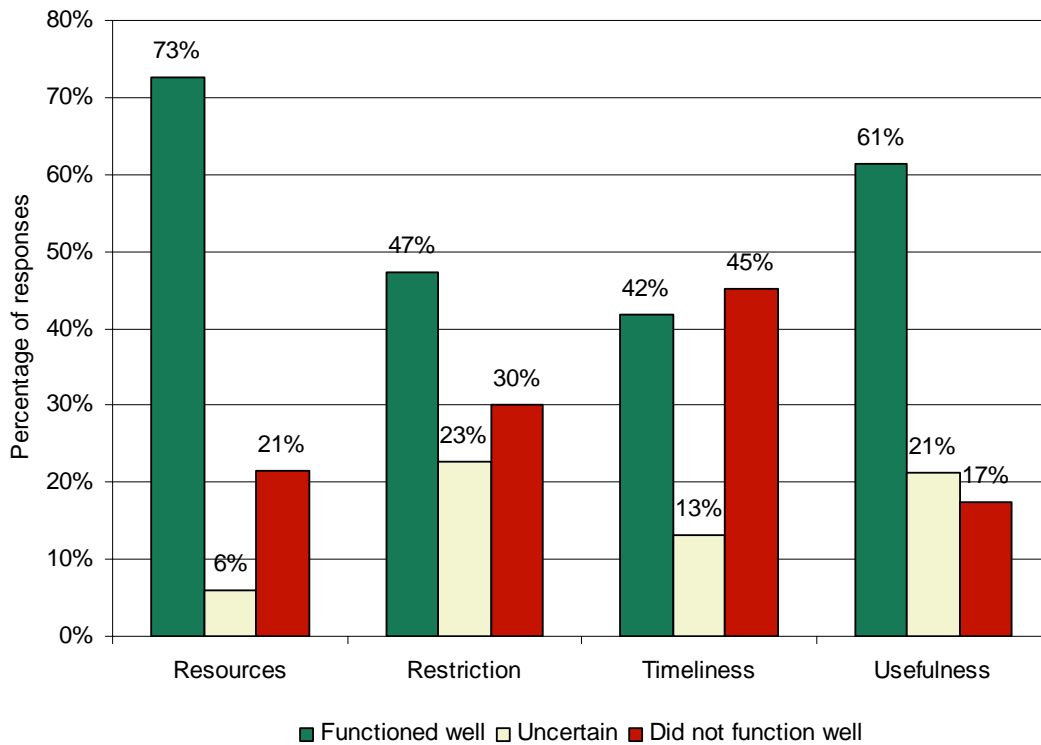
<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.



### Functionality of unacceptable behaviour processes

The functionality of processes that dealt with unacceptable behaviour matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Inquiry, investigation, and review (IIR) processes into unacceptable behaviour functioned well in regard to resources (73%, n=346 indicated functioned well) and moderately well in regards to usefulness (61%, n=293). Less than half of respondents indicated the processes functioned well in regards to restriction (47%, n=225) and timeliness (42%, n=199).

Compared to APS respondents, ADF respondents were more likely to indicate that IIR processes into unacceptable behaviour allowed decisions to be made and actioned in a timely manner (ADF n=146, 45%; APS n=53, 34%)<sup>22</sup>.

Compared to APS respondents, ADF respondents were more likely to indicate that formal IIR processes were useful when dealing with unacceptable behaviour (ADF n=209, 65%; APS n=84, 55%)<sup>23</sup>.

Compared to respondents that work in an integrated environment, respondents that work in non-integrated environments were more likely to indicate that formal processes were useful when dealing with unacceptable behaviour (non-integrated n=54, 75%; integrated n=239, 59%)<sup>24</sup>.

### 4.3 Disciplinary or Criminal Misconduct / Offences

#### Demographics of members managing and overseeing disciplinary or misconduct / offence inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	185	57%	93	29%	38	12%	7	2%
ADF members	154	55%	84	30%	35	13%	5	2%
APS members	31	69%	9	20%	3	7%	2	4%
Integrated work environment	162	62%	69	26%	26	10%	6	2%
Non-integrated work environment	23	38%	24	40%	12	20%	1	2%
Inquiry related primary role	22	45%	11	22%	14	29%	2	4%
Non-inquiry related primary role	163	59%	82	30%	24	9%	5	2%

#### Processes most commonly used to resolve disciplinary or misconduct / offence matters

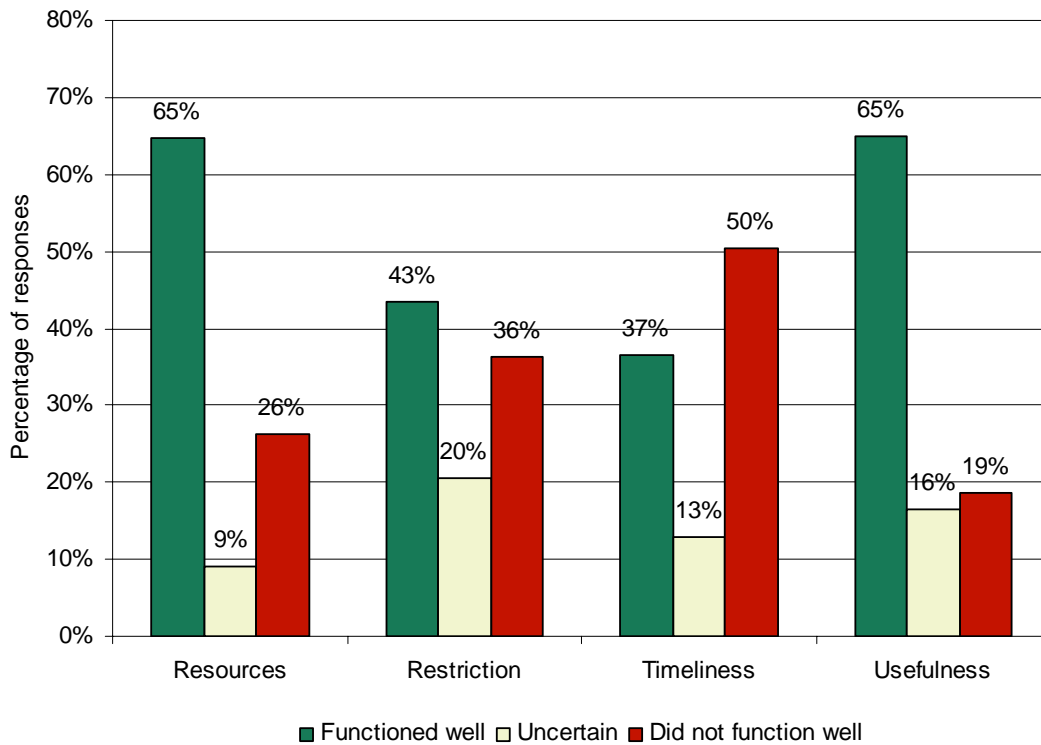
Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	259	80%
APS Code of Conduct investigation	53	16%
DFDA investigation (conducted by ADFIS)	150	46%
DFDA investigation (conducted at unit level)	191	59%
Routine inquiry	110	34%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	29	9%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	6	2%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	3	1%
Aircraft Accident Investigation Team	0	0%
Informal fact finding	66	20%
Whistleblower scheme	17	5%
<b>Internal Defence review processes</b>		
APS review of action	19	6%
CDDA scheme (compensation for detriment due to defective administration)	2	1%
Redress of grievance (Commanding officer level)	46	14%
Redress of grievance (Service Chief and CDF levels)	22	7%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	16	5%
Informal review of a decision	35	11%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	20	6%
Civilian police investigation	65	20%
Coronial inquests / investigations	7	2%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	3	1%
Review by Privacy Commissioner	0	0%
Review by Commonwealth Ombudsman	2	1%
Review by Defence Force Ombudsman	7	2%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	1	0%
Review by a professional body (eg medical board/law society)	4	1%
Review by Administrative Appeals Tribunal	5	2%
Review by a Court	15	5%
<b>Other</b>		
Alternative dispute resolution	33	10%
Informal workplace problem solving	72	22%

<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.

**Functionality of disciplinary or misconduct / offence processes**

The functionality of processes that dealt with disciplinary or misconduct / offence matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Sixty five percent of respondents who indicated they managed and oversaw disciplinary or criminal misconduct / offences matters indicated the processes functioned well in regard to usefulness (n=210) and resources (n=209). Respondents were less likely to indicate the processes functioned well in regards to restriction (43%, n=140) and timeliness (37%, n=118).

Compared to respondents that worked in an integrated environment, respondents that worked in non-integrated environments were more likely to indicate there were adequate resources to conduct inquiries, investigations, and reviews (IIR) into disciplinary or criminal misconduct / offences (non-integrated n=47, 78%; integrated n=162, 62%)<sup>25</sup>.

Compared to APS respondents, ADF respondents were more likely to indicate that IIRs into disciplinary or criminal misconduct / offences allowed decisions to be made and actioned in a timely manner (ADF n=109, 39%; APS n=9, 20%)<sup>26</sup>.

## 4.4 Significant Operational Incidents

### Demographics of members managing and overseeing significant operational incident inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	88	57%	45	29%	18	12%	4	3%
ADF members	72	57%	37	29%	15	12%	3	2%
APS members	16	57%	8	29%	3	11%	1	4%
Integrated work environment	80	57%	39	28%	17	12%	4	3%
Non-integrated work environment	8	53%	6	40%	1	7%	0	0%
Inquiry related primary role	16	46%	9	26%	8	23%	2	6%
Non-inquiry related primary role	72	60%	36	30%	10	8%	2	2%

### Processes most commonly used to resolve significant operational incident matters

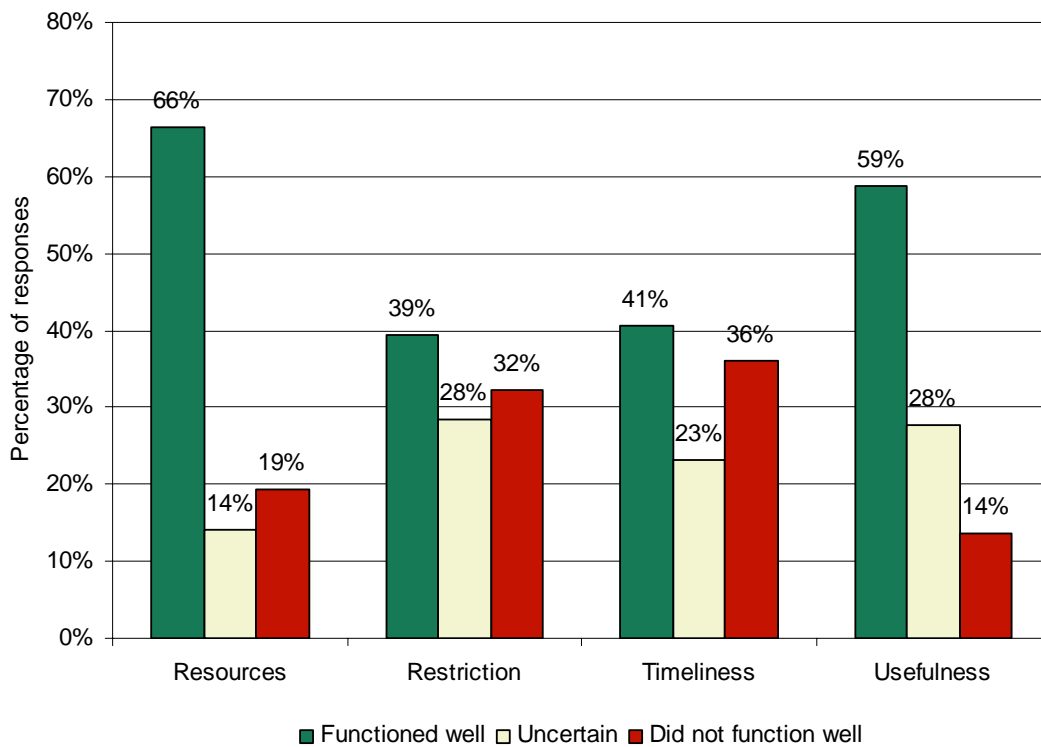
Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	111	72%
APS Code of Conduct investigation	9	6%
DFDA investigation (conducted by ADFIS)	34	22%
DFDA investigation (conducted at unit level)	16	10%
Routine inquiry	63	41%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	45	29%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	26	17%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	13	8%
Aircraft Accident Investigation Team	21	14%
Informal fact finding	41	26%
Whistleblower scheme	5	3%
<b>Internal Defence review processes</b>		
APS review of action	2	1%
CDDA scheme (compensation for detriment due to defective administration)	0	0%
Redress of grievance (Commanding officer level)	9	6%
Redress of grievance (Service Chief and CDF levels)	5	3%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	12	8%
Informal review of a decision	18	12%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	26	17%
Civilian police investigation	5	3%
Coronial inquests / investigations	20	13%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	1	1%
Review by Privacy Commissioner	1	1%
Review by Commonwealth Ombudsman	2	1%
Review by Defence Force Ombudsman	4	3%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	0	0%
Review by a professional body (eg medical board/law society)	1	1%
Review by Administrative Appeals Tribunal	1	1%
Review by a Court	1	1%
<b>Other</b>		
Alternative dispute resolution	6	4%
Informal workplace problem solving	30	19%

<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.

### Functionality of significant operational incident processes

The functionality of processes that dealt with significant operational incident matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Inquiry, investigation, and review (IIR) processes into operational incidents functioned moderately well in regard to resources (66%, n=103 indicated functioned well) and usefulness (59%, n=91). Less than half of respondents indicated the processes functioned well in regards to restriction (39%, n=61) and timeliness (41%, n=63).

Compared to APS respondents, ADF respondents were more likely to indicate that Defence's policies and procedures regarding IIRs into significant operational incidents were too restrictive (ADF n=45, 35%; APS n=5, 18%)<sup>27</sup>.

## 4.5 Procurement Complaints

### Demographics of members managing and overseeing procurement complaint inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	134	68%	56	28%	7	4%	1	1%
ADF members	58	67%	26	30%	2	2%	1	1%
APS members	76	68%	30	27%	5	5%	0	0%
Integrated work environment	111	67%	48	29%	5	3%	1	1%
Non-integrated work environment	23	70%	8	24%	2	6%	0	0%
Inquiry related primary role	16	48%	14	42%	3	9%	0	0%
Non-inquiry related primary role	118	72%	42	25%	4	2%	1	1%

### Processes most commonly used to resolve procurement complaint matters

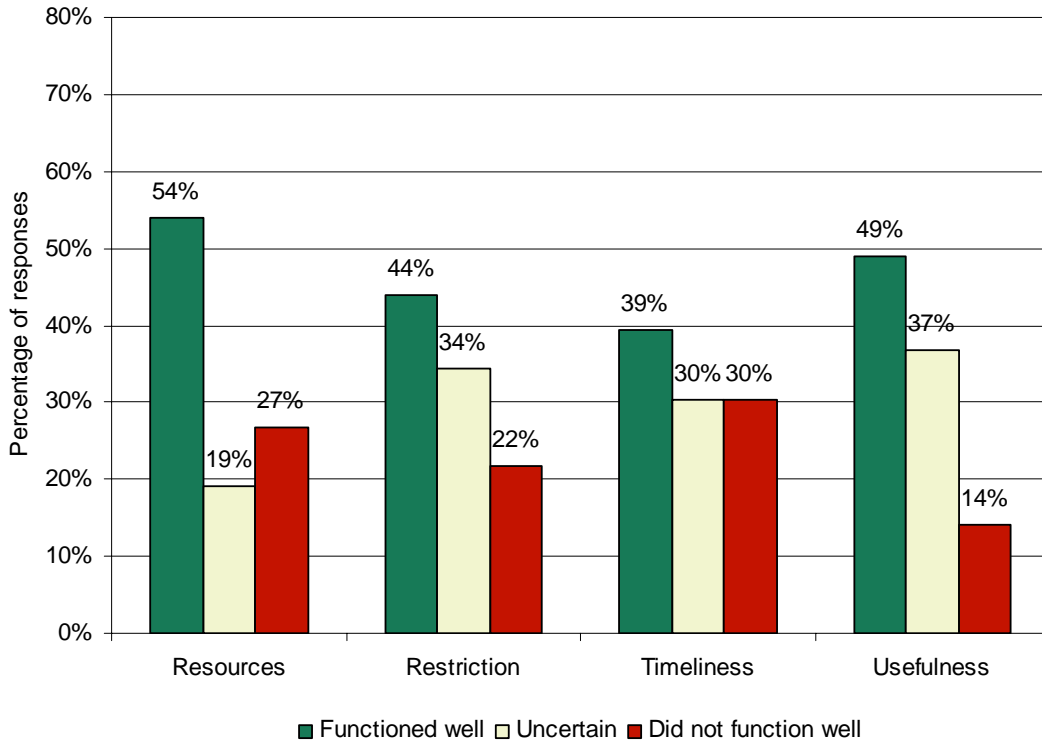
Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	111	56%
APS Code of Conduct investigation	21	11%
DFDA investigation (conducted by ADFIS)	8	4%
DFDA investigation (conducted at unit level)	4	2%
Routine inquiry	80	40%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	5	3%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	1	1%
Aircraft Accident Investigation Team	0	0%
Informal fact finding	93	47%
Whistleblower scheme	15	8%
<b>Internal Defence review processes</b>		
APS review of action	19	10%
CDDA scheme (compensation for detriment due to defective administration)	2	1%
Redress of grievance (Commanding officer level)	8	4%
Redress of grievance (Service Chief and CDF levels)	4	2%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	2	1%
Informal review of a decision	48	24%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	3	2%
Civilian police investigation	1	1%
Coronial inquests / investigations	0	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	1	1%
Review by Privacy Commissioner	1	1%
Review by Commonwealth Ombudsman	3	2%
Review by Defence Force Ombudsman	2	1%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	0	0%
Review by a professional body (eg medical board/law society)	4	2%
Review by Administrative Appeals Tribunal	1	1%
Review by a Court	0	0%
<b>Other</b>		
Alternative dispute resolution	24	12%
Informal workplace problem solving	87	44%

<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.

**Functionality of procurement complaint processes**

The functionality of processes that dealt with procurement complaint matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Overall, inquiry, investigation, and review processes into procurement complaints functioned relatively poorly in all areas under investigation. Fifty four percent of respondents who indicated they had managed and oversaw procurement complaint matters indicated they had adequate resources available to them (n=107). Less than half of respondents indicated the processes functioned well in regards to usefulness (49%, n=97), restriction (44%, n=87) and timeliness (39%, n=78).

## 4.6 Personnel Disputes and Conflicts

### Demographics of members managing and overseeing personnel dispute and conflict inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	439	67%	188	28%	31	5%	2	0%
ADF members	265	65%	125	31%	17	4%	1	0%
APS members	174	69%	63	25%	14	6%	1	0%
Integrated work environment	379	68%	148	27%	25	5%	2	0%
Non-integrated work environment	60	57%	40	38%	6	6%	0	0%
Inquiry related primary role	47	56%	27	32%	9	11%	1	1%
Non-inquiry related primary role	392	68%	161	28%	22	4%	1	0%

### Processes most commonly used to resolve personnel dispute and conflict matters

Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	430	65%
APS Code of Conduct investigation	126	19%
DFDA investigation (conducted by ADFIS)	34	5%
DFDA investigation (conducted at unit level)	51	8%
Routine inquiry	169	26%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	30	5%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	3	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	3	0%
Aircraft Accident Investigation Team	0	0%
Informal fact finding	255	39%
Whistleblower scheme	35	5%
<b>Internal Defence review processes</b>		
APS review of action	57	9%
CDDA scheme (compensation for detriment due to defective administration)	2	0%
Redress of grievance (Commanding officer level)	67	10%
Redress of grievance (Service Chief and CDF levels)	35	5%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	13	2%
Informal review of a decision	115	17%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	23	3%
Civilian police investigation	14	2%
Coronial inquests / investigations	2	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	8	1%
Review by Privacy Commissioner	6	1%
Review by Commonwealth Ombudsman	8	1%
Review by Defence Force Ombudsman	13	2%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	2	0%
Review by a professional body (eg medical board/law society)	7	1%
Review by Administrative Appeals Tribunal	6	1%
Review by a Court	2	0%
<b>Other</b>		
Alternative dispute resolution	206	31%
Informal workplace problem solving	397	60%

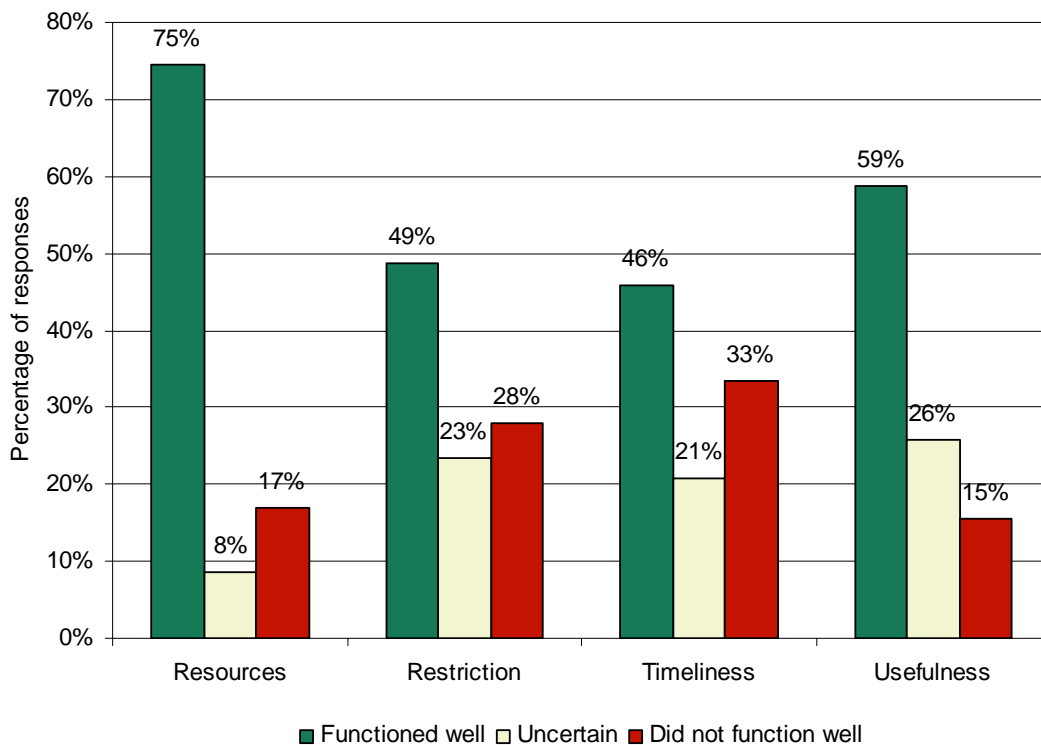
<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.



### Functionality of personnel dispute and conflict processes

The functionality of processes that dealt with personnel dispute and conflict matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Inquiry, investigation, and review (IIR) processes into personnel disputes and conflicts functioned well in regard to resources (75%, n=492 indicated functioned well) and moderately well in regards to usefulness (59%, n=388). Less than half of respondents indicated the processes functioned well in regards to restriction (49%, n=322) and timeliness (46%, n=303).

Compared to APS respondents, ADF respondents were more likely to indicate there were adequate resources to conduct IIRs into personnel disputes and conflicts (ADF n=319, 78%; APS n=173, 69%)<sup>28</sup>.

Compared to ADF respondents, APS respondents were twice as likely to indicate they were uncertain whether Defence's policies and procedures regarding IIRs into personnel disputes and conflicts:

- were too restrictive (APS n=83, 33%; ADF n=71, 17%)<sup>29</sup>, and
- allowed decisions to be made and actioned in a timely manner (APS n=76, 30%; ADF n=61, 15%)<sup>30</sup>.

Compared to APS respondents, ADF respondents were more likely to indicate that formal IIR processes were useful when dealing with personnel disputes and conflicts (ADF n=271, 66%; APS n=117, 46%)<sup>31</sup>.

## 4.7 Complaints about Personnel Decisions

### Demographics of members managing and overseeing complaints about personnel decision inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	288	63%	125	27%	36	8%	10	2%
ADF members	228	62%	102	28%	30	8%	9	2%
APS members	60	67%	23	26%	6	7%	1	1%
Integrated work environment	245	63%	103	27%	30	8%	10	3%
Non-integrated work environment	43	61%	22	31%	6	8%	0	0%
Inquiry related primary role	38	55%	21	30%	9	13%	1	1%
Non-inquiry related primary role	250	64%	104	27%	27	7%	9	2%

### Processes most commonly used to resolve complaints about personnel decision matters

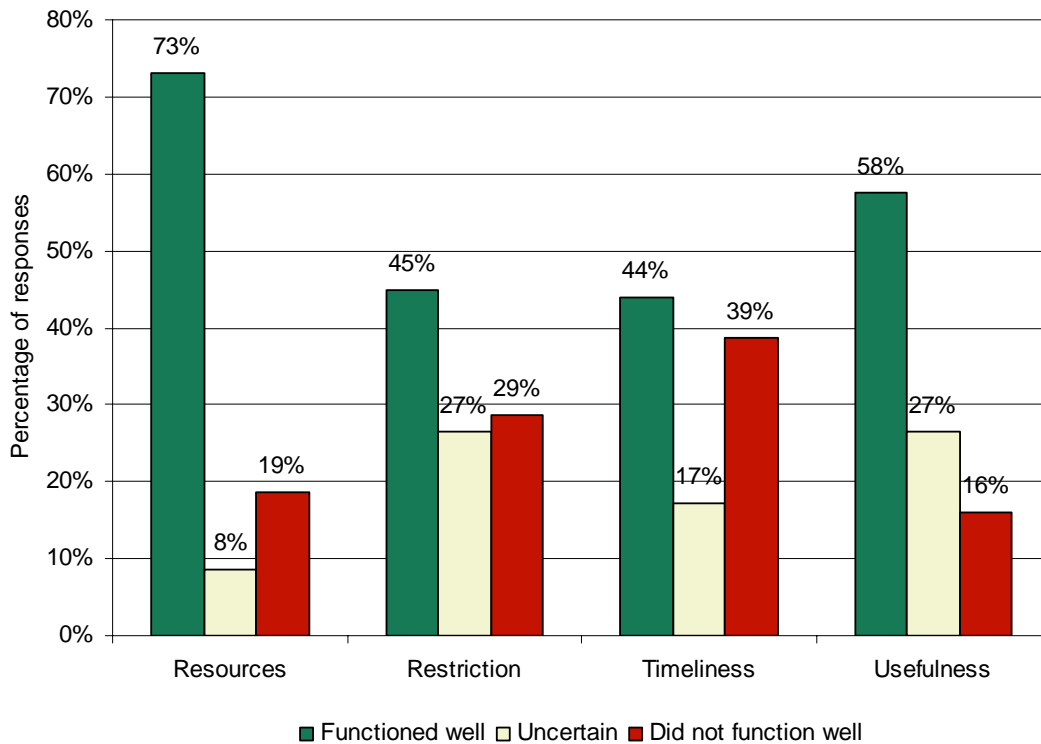
Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	232	51%
APS Code of Conduct investigation	39	8%
DFDA investigation (conducted by ADFIS)	11	2%
DFDA investigation (conducted at unit level)	17	4%
Routine inquiry	96	21%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	24	5%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	3	1%
Aircraft Accident Investigation Team	0	0%
Informal fact finding	219	48%
Whistleblower scheme	12	3%
<b>Internal Defence review processes</b>		
APS review of action	20	4%
CDDA scheme (compensation for detriment due to defective administration)	6	1%
Redress of grievance (Commanding officer level)	108	24%
Redress of grievance (Service Chief and CDF levels)	57	12%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	10	2%
Informal review of a decision	132	29%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	9	2%
Civilian police investigation	2	0%
Coronial inquests / investigations	0	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	6	1%
Review by Privacy Commissioner	1	0%
Review by Commonwealth Ombudsman	4	1%
Review by Defence Force Ombudsman	10	2%
Review by APS Commissioner	1	0%
Review by Merits Commissioner	1	0%
Review by a professional body (eg medical board/law society)	8	2%
Review by Administrative Appeals Tribunal	2	0%
Review by a Court	0	0%
<b>Other</b>		
Alternative dispute resolution	91	20%
Informal workplace problem solving	236	51%

<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.

### Functionality of complaints about personnel decision processes

The functionality of processes that dealt with complaints about personnel decision matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Inquiry, investigation, and review (IIR) processes into complaints about personnel decisions functioned well in regard to resources (73%, n=335 indicated functioned well) and moderately well in regards to usefulness (58%, n=264). Less than half of respondents indicated the processes functioned well in regards to restriction (45%, n=206) and timeliness (44%, n=202).

Compared to APS respondents, ADF respondents were more likely to indicate there were adequate resources to conduct IIRs into complaints about personnel decisions (ADF n=280, 76%; APS n=55, 61%)<sup>32</sup>.

Compared to ADF respondents, APS respondents were twice as likely to indicate they were uncertain whether Defence's policies and procedures regarding IIRs into complaints about personnel decisions are too restrictive (APS n=40, 44%; ADF n=82, 22%)<sup>33</sup>.

Compared to ADF respondents, APS respondents were twice as likely to indicate they were uncertain whether IIRs into complaints about personnel decisions allowed decisions to be made and actioned in a timely manner (APS n=27, 30%; ADF n=52, 14%)<sup>34</sup>.

Compared to respondents that worked in an integrated environment, respondents that worked in non-integrated environments were more likely to indicate that formal processes were useful when dealing with complaints about personnel decisions (non-integrated n=48, 68%; integrated n=216, 56%)<sup>35</sup>.

## 4.8 Poor Work Performance

### Demographics of members managing and overseeing poor work performance inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	492	75%	144	22%	21	3%	0	0%
ADF members	295	72%	99	24%	13	3%	0	0%
APS members	197	79%	45	18%	8	3%	0	0%
Integrated work environment	413	76%	114	21%	17	3%	0	0%
Non-integrated work environment	79	70%	30	27%	4	4%	0	0%
Inquiry related primary role	46	59%	23	29%	9	12%	0	0%
Non-inquiry related primary role	446	77%	121	21%	12	2%	0	0%

### Processes most commonly used to resolve poor work performance matters

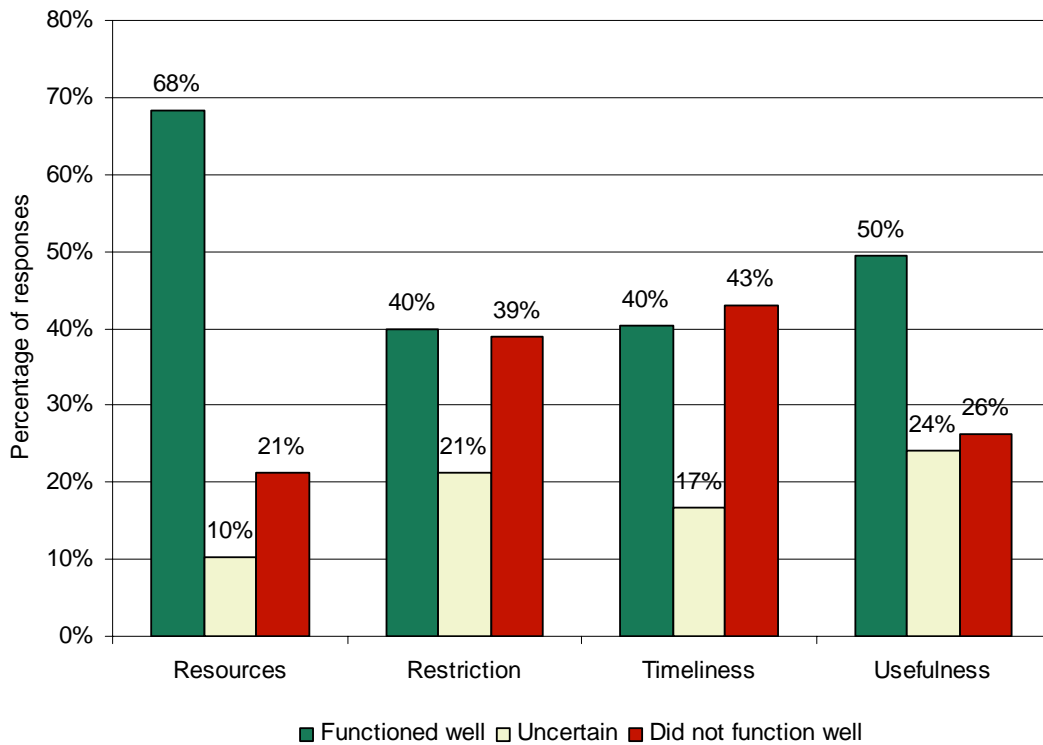
Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	232	35%
APS Code of Conduct investigation	100	15%
DFDA investigation (conducted by ADFIS)	14	2%
DFDA investigation (conducted at unit level)	29	4%
Routine inquiry	120	18%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	7	1%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Aircraft Accident Investigation Team	0	0%
Informal fact finding	292	44%
Whistleblower scheme	10	2%
<b>Internal Defence review processes</b>		
APS review of action	70	11%
CDDA scheme (compensation for detriment due to defective administration)	0	0%
Redress of grievance (Commanding officer level)	49	7%
Redress of grievance (Service Chief and CDF levels)	18	3%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	3	0%
Informal review of a decision	136	21%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	12	2%
Civilian police investigation	0	0%
Coronial inquests / investigations	0	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	4	1%
Review by Privacy Commissioner	1	0%
Review by Commonwealth Ombudsman	2	0%
Review by Defence Force Ombudsman	4	1%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	2	0%
Review by a professional body (eg medical board/law society)	4	1%
Review by Administrative Appeals Tribunal	1	0%
Review by a Court	0	0%
<b>Other</b>		
Alternative dispute resolution	117	18%
Informal workplace problem solving	402	61%

<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.

**Functionality of poor work performance processes.**

The functionality of processes that dealt with poor work performance matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Inquiry, investigation, and review (IIR) processes into poor work performance functioned well in regard to resources (68%, n=448 indicated functioned well). Half of respondents indicated the processes functioned well in regard to usefulness (50%, n=325). Only 40% indicated they functioned well in regard to restriction (n=261) and timeliness (n=265).

Compared to APS respondents, ADF respondents were more likely to indicate there were adequate resources to conduct IIRs into poor work performance (ADF n=297, 73%; APS n=151, 61%)<sup>36</sup>.

Respondents whose workplaces' primary function was to conduct or process IIRs were less likely to be uncertain about whether formal processes into poor work performance were useful when compared to respondents from other workplaces (non-inquiry related n=150, 26%; inquiry related n=8, 10%)<sup>37</sup>.

## 4.9 Complaints about Entitlements

### Demographics of members managing and overseeing complaints about entitlement inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	201	61%	99	30%	24	7%	6	2%
ADF members	180	63%	86	30%	19	7%	3	1%
APS members	21	50%	13	31%	5	12%	3	7%
Integrated work environment	174	62%	81	29%	21	8%	4	1%
Non-integrated work environment	27	54%	18	36%	3	6%	2	4%
Inquiry related primary role	23	55%	12	29%	5	12%	2	5%
Non-inquiry related primary role	178	62%	87	30%	19	7%	4	1%

### Processes most commonly used to resolve complaints about entitlement matters

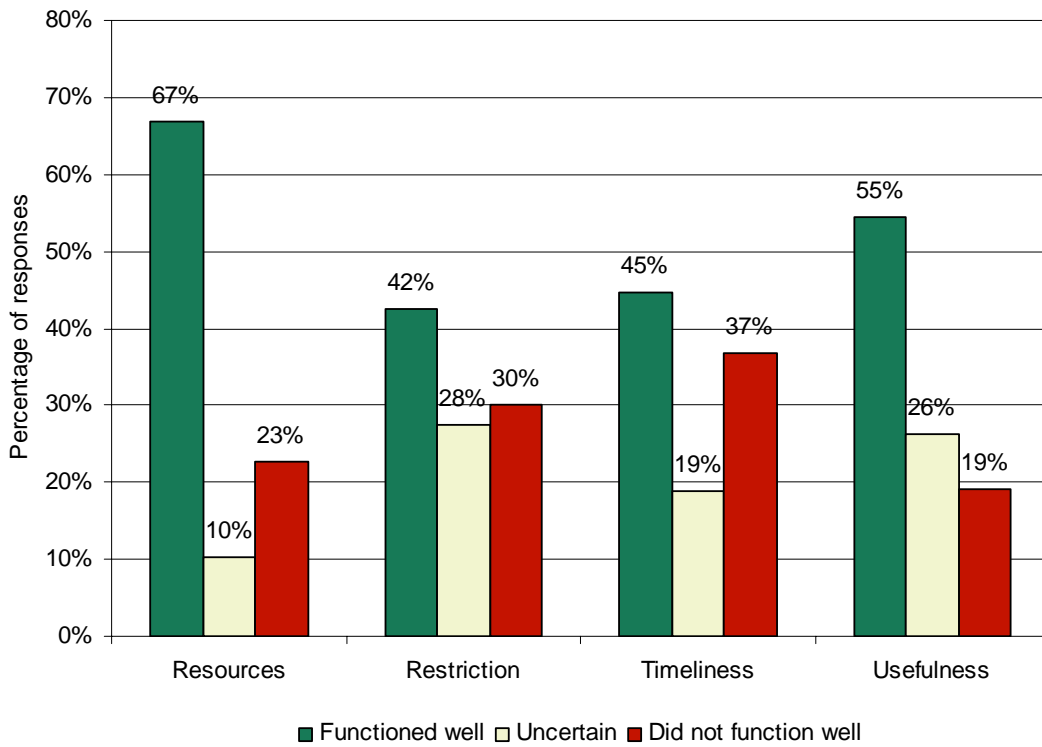
Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	116	35%
APS Code of Conduct investigation	9	3%
DFDA investigation (conducted by ADFIS)	10	3%
DFDA investigation (conducted at unit level)	10	3%
Routine inquiry	49	15%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	12	4%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Aircraft Accident Investigation Team	0	0%
Informal fact finding	180	55%
Whistleblower scheme	14	4%
<b>Internal Defence review processes</b>		
APS review of action	4	1%
CDDA scheme (compensation for detriment due to defective administration)	11	3%
Redress of grievance (Commanding officer level)	71	22%
Redress of grievance (Service Chief and CDF levels)	38	12%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	6	2%
Informal review of a decision	99	30%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	2	1%
Civilian police investigation	3	1%
Coronial inquests / investigations	1	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	3	1%
Review by Privacy Commissioner	1	0%
Review by Commonwealth Ombudsman	5	2%
Review by Defence Force Ombudsman	7	2%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	1	0%
Review by a professional body (eg medical board/law society)	2	1%
Review by Administrative Appeals Tribunal	2	1%
Review by a Court	1	0%
<b>Other</b>		
Alternative dispute resolution	50	15%
Informal workplace problem solving	163	49%

<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.

**Functionality of complaints about entitlement processes**

The functionality of processes that dealt with complaints about entitlement matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Inquiry, investigation, and review processes into complaints about entitlements functioned well in regard to resources (67%, n=221 indicated functioned well) and moderately well in regards to usefulness (55%, n=180). Less than half of respondents indicated the processes functioned well in regards to restriction (42%, n=140) and timeliness (45%, n=147).

## 4.10 ADF Health Care Complaints

### Demographics of members managing and overseeing ADF health care complaint inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	160	64%	65	26%	22	9%	4	2%
ADF members	149	63%	63	27%	22	9%	3	1%
APS members	11	79%	2	14%	0	0%	1	7%
Integrated work environment	136	64%	53	25%	20	9%	4	2%
Non-integrated work environment	24	63%	12	32%	2	5%	0	0%
Inquiry related primary role	18	56%	7	22%	6	19%	1	3%
Non-inquiry related primary role	142	65%	58	26%	16	7%	3	1%

### Processes most commonly used to resolve ADF health care complaint matters

Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	101	40%
APS Code of Conduct investigation	2	1%
DFDA investigation (conducted by ADFIS)	4	2%
DFDA investigation (conducted at unit level)	3	1%
Routine inquiry	38	15%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	13	5%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	2	1%
Aircraft Accident Investigation Team	0	0%
Informal fact finding	138	55%
Whistleblower scheme	5	2%
<b>Internal Defence review processes</b>		
APS review of action	3	1%
CDDA scheme (compensation for detriment due to defective administration)	2	1%
Redress of grievance (Commanding officer level)	30	12%
Redress of grievance (Service Chief and CDF levels)	18	7%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	5	2%
Informal review of a decision	66	26%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	12	5%
Civilian police investigation	0	0%
Coronial inquests / investigations	0	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	3	1%
Review by Privacy Commissioner	1	0%
Review by Commonwealth Ombudsman	4	2%
Review by Defence Force Ombudsman	6	2%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	0	0%
Review by a professional body (eg medical board/law society)	25	10%
Review by Administrative Appeals Tribunal	1	0%
Review by a Court	1	0%
<b>Other</b>		
Alternative dispute resolution	29	12%
Informal workplace problem solving	115	46%

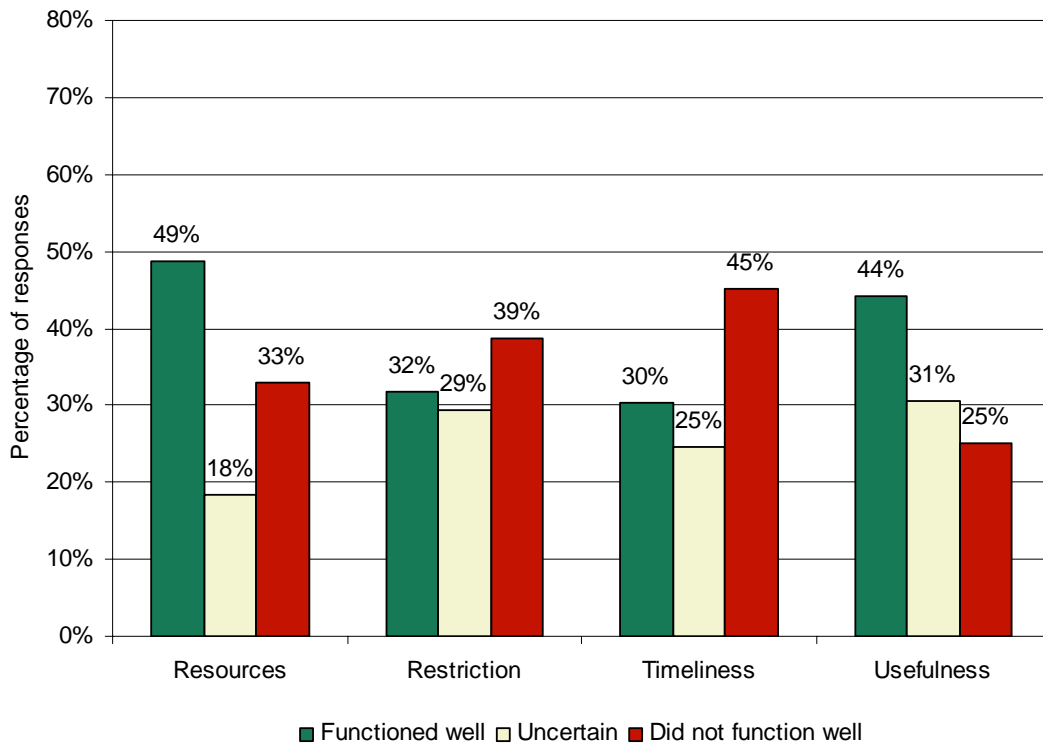
<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.



**Functionality of ADF health care complaint processes**

The functionality of processes that dealt with ADF health care complaint matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Overall, inquiry, investigation, and review processes into ADF health care complaints functioned relatively poorly in all areas under investigation. Less than half of respondents indicated the processes functioned well in regards to resources (49%, n=122) and usefulness (44%, n=111). Only approximately one third of respondents indicated the processes functioned well in regards to restriction (32%, n=80) and timeliness (30%, n=76).

## 4.11 Safety Accidents / Incidents

### Demographics of members managing and overseeing safety accident / incident inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	206	53%	119	30%	49	13%	17	4%
ADF members	131	47%	92	33%	42	15%	15	5%
APS members	75	68%	27	24%	7	6%	2	2%
Integrated work environment	172	53%	99	31%	36	11%	16	5%
Non-integrated work environment	34	50%	20	29%	13	19%	1	1%
Inquiry related primary role	22	42%	19	37%	7	13%	4	8%
Non-inquiry related primary role	184	54%	100	29%	42	12%	13	4%

### Processes most commonly used to resolve safety accident / incident matters

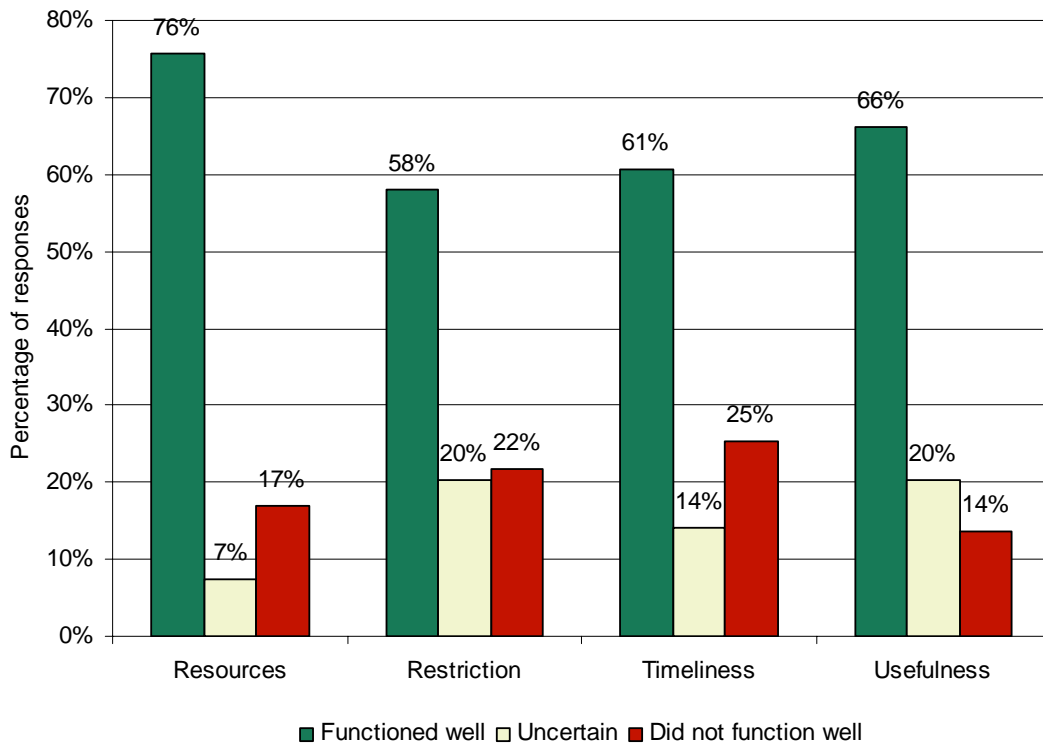
Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	258	66%
APS Code of Conduct investigation	11	3%
DFDA investigation (conducted by ADFIS)	29	7%
DFDA investigation (conducted at unit level)	36	9%
Routine inquiry	131	34%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	30	8%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	9	2%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	7	2%
Aircraft Accident Investigation Team	29	7%
Informal fact finding	168	43%
Whistleblower scheme	5	1%
<b>Internal Defence review processes</b>		
APS review of action	9	2%
CDDA scheme (compensation for detriment due to defective administration)	0	0%
Redress of grievance (Commanding officer level)	6	2%
Redress of grievance (Service Chief and CDF levels)	3	1%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	3	1%
Informal review of a decision	53	14%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	102	26%
Civilian police investigation	17	4%
Coronial inquests / investigations	13	3%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	0	0%
Review by Privacy Commissioner	0	0%
Review by Commonwealth Ombudsman	1	0%
Review by Defence Force Ombudsman	2	1%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	0	0%
Review by a professional body (eg medical board/law society)	2	1%
Review by Administrative Appeals Tribunal	0	0%
Review by a Court	1	0%
<b>Other</b>		
Alternative dispute resolution	15	4%
Informal workplace problem solving	123	31%

<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.

**Functionality of safety accident / incident processes**

The functionality of processes that dealt with safety accident / incident matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Overall, inquiry, investigation, and review processes for safety accidents / incidents functioned relatively well in all areas under investigation. The processes functioned well in regards to resources (76%, n=296 indicated functioned well) and usefulness (66%, n=259). The processes functioned moderately well in regards to restriction (58%, n=227) and timeliness (61%, n=237).

## 4.12 Security Incidents

### Demographics of members managing and overseeing security incident inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	315	71%	109	25%	13	3%	6	1%
ADF members	216	71%	79	26%	8	3%	1	0%
APS members	99	71%	30	22%	5	4%	5	4%
Integrated work environment	277	72%	92	24%	12	3%	4	1%
Non-integrated work environment	38	66%	17	29%	1	2%	2	3%
Inquiry related primary role	34	57%	21	35%	3	5%	2	3%
Non-inquiry related primary role	281	73%	88	23%	10	3%	4	1%

### Processes most commonly used to resolve security incident matters

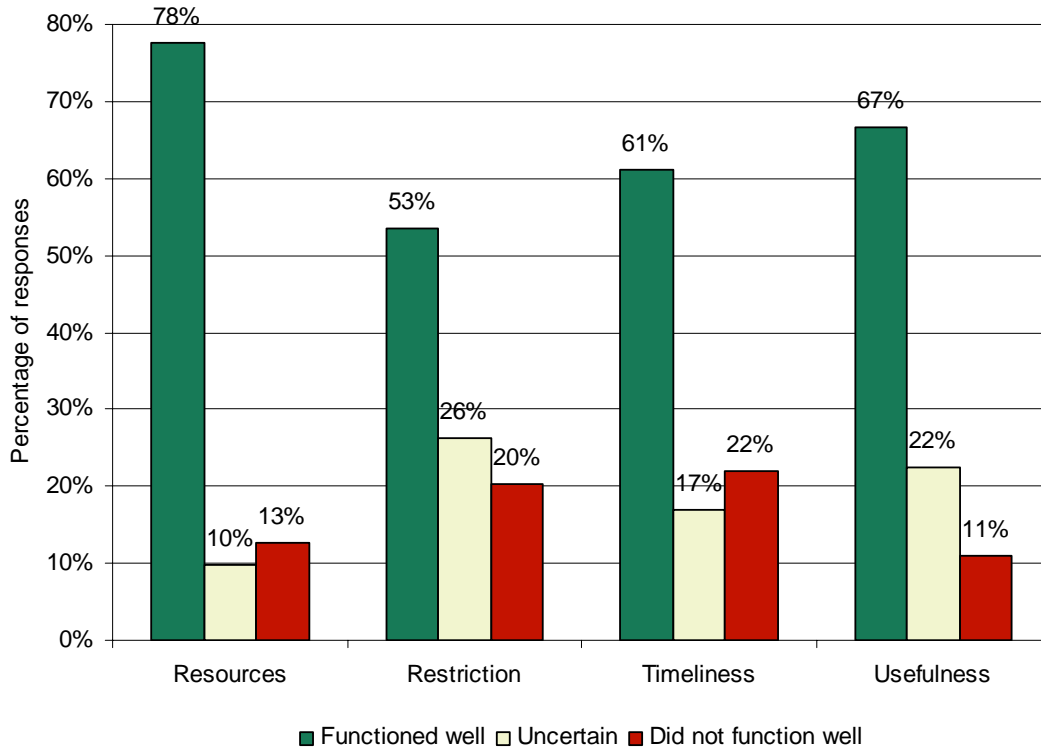
Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	331	75%
APS Code of Conduct investigation	26	6%
DFDA investigation (conducted by ADFIS)	51	12%
DFDA investigation (conducted at unit level)	67	15%
Routine inquiry	139	31%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	16	4%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Aircraft Accident Investigation Team	0	0%
Informal fact finding	167	38%
Whistleblower scheme	5	1%
<b>Internal Defence review processes</b>		
APS review of action	16	4%
CDDA scheme (compensation for detriment due to defective administration)	1	0%
Redress of grievance (Commanding officer level)	7	2%
Redress of grievance (Service Chief and CDF levels)	4	1%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	2	0%
Informal review of a decision	50	11%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	5	1%
Civilian police investigation	16	4%
Coronial inquests / investigations	1	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	0	0%
Review by Privacy Commissioner	0	0%
Review by Commonwealth Ombudsman	2	0%
Review by Defence Force Ombudsman	1	0%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	0	0%
Review by a professional body (eg medical board/law society)	2	0%
Review by Administrative Appeals Tribunal	0	0%
Review by a Court	1	0%
<b>Other</b>		
Alternative dispute resolution	16	4%
Informal workplace problem solving	144	33%

<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.

## Functionality of security incident processes

The functionality of processes that dealt with security incident matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Overall, inquiry, investigation, and review (IIR) processes into security incidents functioned relatively well. The processes functioned well in regards to resources (78%, n=344 indicated functioned well). The processes functioned moderately well in regards to usefulness (67%, n=295), restriction (53%, n=237), and timeliness (61%, n=271).

Compared to ADF respondents, APS respondents were more likely to indicate they were uncertain whether Defences' policies and procedures regarding IIRs into security incidents were too restrictive (APS n=47, 34%; ADF n=69, 23%)<sup>38</sup>.

Compared to respondents from other workplaces', respondents whose workplaces' primary function was to conduct or process IIRs were less likely to indicate that:

- adequate resources were available for security incidents (inquiry related n=37, 62%; non-inquiry related n=307, 80%)<sup>39</sup>,
- Defence's policies and procedures regarding security incidents were *not* restrictive (inquiry related n=22, 37%; non-inquiry related n=215, 56%)<sup>40</sup>,
- processes into security incidents allowed decisions to be made and actioned in a timely manner (inquiry related n=26, 43%; non-inquiry related n=245, 64%)<sup>41</sup>, and
- formal processes into security incidents were useful (inquiry related n=32, 53%; non-inquiry related n=263, 69%)<sup>42</sup>.

## 4.13 Equipment Malfunction or Failure

### Demographics of members managing and overseeing equipment malfunction or failure inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	154	49%	104	33%	39	12%	18	6%
ADF members	103	48%	74	34%	27	13%	11	5%
APS members	51	51%	30	30%	12	12%	7	7%
Integrated work environment	127	48%	87	33%	36	14%	15	6%
Non-integrated work environment	27	54%	17	34%	3	6%	3	6%
Inquiry related primary role	21	39%	20	37%	9	17%	4	7%
Non-inquiry related primary role	133	51%	84	32%	30	11%	14	5%

### Processes most commonly used to resolve equipment malfunction or failure matters

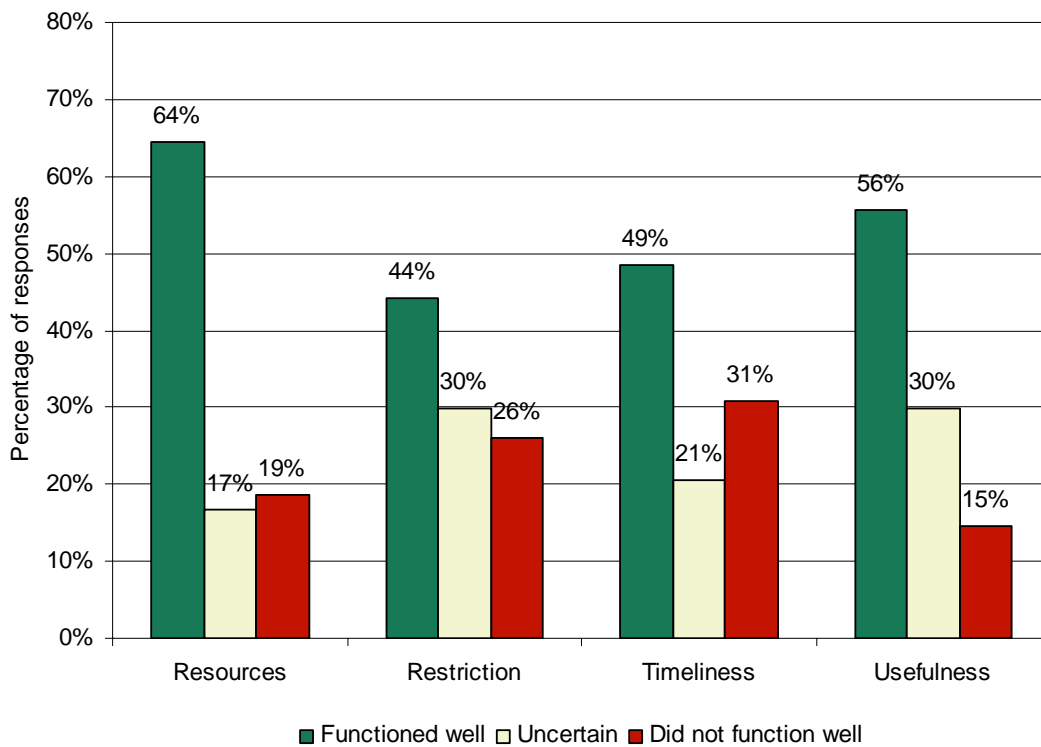
Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	161	51%
APS Code of Conduct investigation	7	2%
DFDA investigation (conducted by ADFIS)	5	2%
DFDA investigation (conducted at unit level)	9	3%
Routine inquiry	102	32%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	11	3%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	1	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	3	1%
Aircraft Accident Investigation Team	6	2%
Informal fact finding	134	43%
Whistleblower scheme	1	0%
<b>Internal Defence review processes</b>		
APS review of action	6	2%
CDDA scheme (compensation for detriment due to defective administration)	0	0%
Redress of grievance (Commanding officer level)	3	1%
Redress of grievance (Service Chief and CDF levels)	2	1%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Informal review of a decision	45	14%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	20	6%
Civilian police investigation	1	0%
Coronial inquests / investigations	1	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	0	0%
Review by Privacy Commissioner	0	0%
Review by Commonwealth Ombudsman	1	0%
Review by Defence Force Ombudsman	2	1%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	0	0%
Review by a professional body (eg medical board/law society)	4	1%
Review by Administrative Appeals Tribunal	1	0%
Review by a Court	1	0%
<b>Other</b>		
Alternative dispute resolution	20	6%
Informal workplace problem solving	123	39%

<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.

### Functionality of equipment malfunction or failure processes

The functionality of processes that dealt with equipment malfunction or failure matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Inquiry, investigation, and review (IIR) processes into equipment malfunction or failure functioned moderately well in regards to resources (64%, n=203 indicated functioned well) and usefulness (56%, n=175). Approximately half of respondents indicated the processes functioned well in regards to timeliness (49%, n=153) while less than half indicated they functioned well in regards to restriction (44%, n=139).

Compared to APS respondents, ADF respondents were more likely to indicate there were adequate resources to conduct IIRs into equipment malfunction or failure (ADF n=148, 69%; APS n=55, 55%)<sup>43</sup>.

Compared to respondents that worked in an integrated environment, respondents that worked in non-integrated environments were more likely to indicate there were adequate resources to conduct IIRs into equipment malfunction or failure (non-integrated n=37, 74%; integrated n=166, 63%)<sup>44</sup>.

Compared to APS respondents, ADF respondents were more likely to indicate that formal IIR processes were useful when dealing with equipment malfunction or failure (ADF n=130, 61%; APS n=45, 45%)<sup>45</sup>.

## 4.14 Decisions to Raise or Write Off Debt

### Demographics of members managing and overseeing decisions to raise and write off debt inquiries, investigations and reviews

Demographic group	Number of matters in 12 months							
	1-2		3-10		11-50		More than 50	
	n	%	n	%	n	%	n	%
Overall	106	62%	51	30%	11	6%	4	2%
ADF members	75	61%	38	31%	9	7%	1	1%
APS members	31	63%	13	27%	2	4%	3	6%
Integrated work environment	90	63%	38	27%	11	8%	3	2%
Non-integrated work environment	16	53%	13	43%	0	0%	1	3%
Inquiry related primary role	11	39%	14	50%	2	7%	1	4%
Non-inquiry related primary role	95	66%	37	26%	9	6%	3	2%

### Processes most commonly used to resolve decisions to raise and write off debt matters

Process	Frequency used	
	n	% <sup>1</sup>
<b>Internal Defence inquiry / investigation processes</b>		
Quick Assessment	95	55%
APS Code of Conduct investigation	4	2%
DFDA investigation (conducted by ADFIS)	11	6%
DFDA investigation (conducted at unit level)	8	5%
Routine inquiry	47	27%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	5	3%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%
Aircraft Accident Investigation Team	0	0%
Informal fact finding	78	45%
Whistleblower scheme	2	1%
<b>Internal Defence review processes</b>		
APS review of action	4	2%
CDDA scheme (compensation for detriment due to defective administration)	4	2%
Redress of grievance (Commanding officer level)	10	6%
Redress of grievance (Service Chief and CDF levels)	7	4%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	2	1%
Informal review of a decision	38	22%
<b>External inquiry, investigation and review processes</b>		
Comcare investigation	2	1%
Civilian police investigation	3	2%
Coronial inquests / investigations	0	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	0	0%
Review by Privacy Commissioner	0	0%
Review by Commonwealth Ombudsman	0	0%
Review by Defence Force Ombudsman	1	1%
Review by APS Commissioner	0	0%
Review by Merits Commissioner	0	0%
Review by a professional body (eg medical board/law society)	0	0%
Review by Administrative Appeals Tribunal	1	1%
Review by a Court	1	1%
<b>Other</b>		
Alternative dispute resolution	12	7%
Informal workplace problem solving	52	30%

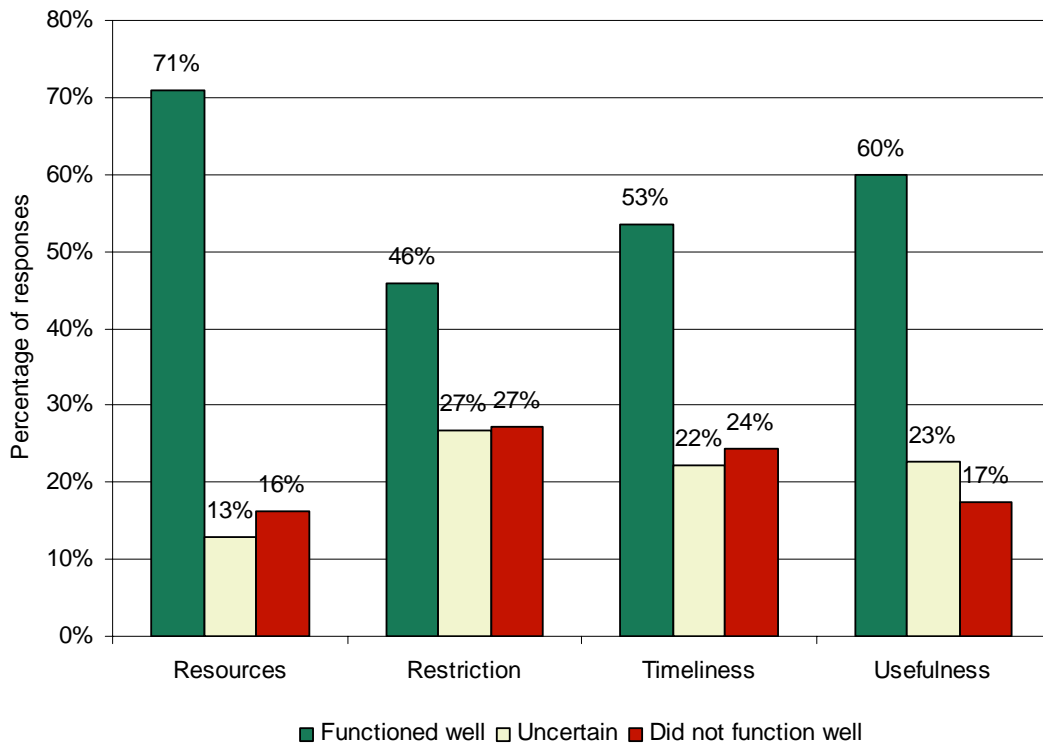
<sup>1</sup>The proportion of respondents that used the process while dealing with the matter under discussion.



**Functionality of decisions to raise and write off debt processes.**

The functionality of processes that dealt with decisions to raise and write off debt matters were evaluated in the following areas:

- the availability of adequate resources to deal with the matter,
- the restrictiveness of policies and procedures,
- the timeliness of processes, and
- the usefulness of processes.



Inquiry, investigation, and review processes into decisions to raise and write off debt functioned well in regard to resources (71%, n=122 indicated functioned well) and moderately well in regards to usefulness (60%, n=103). Approximately half of respondents indicated the processes functioned well in regards to restriction (46%, n=79) and timeliness (53%, n=92).

## Annex A - Survey instrument

**Re-thinking inquiries survey**

**General Information:**  
 The Re-thinking inquiries survey is being conducted as part of a project to re-think systems of inquiry, investigation, review, and audit in Defence. This survey provides the opportunity for you to give feedback on the current systems.

The survey will be available online until COB 6 June 2012 and should take between 5 and 20 minutes to complete.

You are able to save your responses and resume the survey at another time by clicking the 'SAVE' button. You will receive a new email link from which you can continue the survey. Your progress will automatically be saved when you click the 'NEXT' button to progress through the survey.

This survey is administered under the provisions of the Privacy Act 1998. Data collected from this survey will be treated as strictly "In-Confidence" and will be stored by DSPPR. The data will only be used for research purposes.

Results will be used to inform the 'Re-thinking systems of inquiry, investigation, review and audit in Defence' project. Under no circumstances will data be provided that allows the identification of any respondent.

**Start**

**Re-thinking inquiries survey**

**Introductory questions**

1. What service are you employed within?

Navy  
 Army  
 Air Force  
 Australian Public Service

2. Do you work within an integrated environment (i.e. where ADF, APS, and/or contractors work together)?

Yes  
 No

3. Is the conduct or processing of inquiries, investigations, or reviews the primary function of your section / unit?

Yes  
 No

**Back Save Next**

**Re-thinking inquiries survey**

**Types of inquiries, investigations and reviews**

4. In the last 12 months, approximately how many of the following matters have you been involved in managing or overseeing?

	0	1-2	3-10	11-50	More than 50
Fraud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unacceptable behaviour (including unacceptable sexual behaviour)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disciplinary or criminal misconduct / offences (other than fraud and unacceptable behaviour)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Significant operational incidents (including combat-related)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procurement complaints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personnel disputes and conflict	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complaints about personnel decisions (eg postings, promotions, duties)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor work performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complaints about entitlements (including housing related complaints)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADF health care complaints (including complaints about MEC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety accidents / incidents (including aircraft incidents)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security incidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equipment malfunction or failure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decisions to raise or write off debts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Back Save Next**

Have you ever had any involvement in managing or overseeing inquiries, investigations, or reviews?

- Yes
- No

Back Save Next

Re-thinking inquiries survey

Fraud inquiries, investigations, and reviews

5. You listed fraud as something that you have been involved in managing or overseeing in the last 12 months. To your knowledge, which of the following processes were used in attempting to resolve the matter(s)?

**Internal Defence inquiry / investigation processes**

- Quick Assessment
- APS Code of Conduct investigation
- DFDA investigation (conducted by ADFIS)
- DFDA investigation (conducted at unit level)
- Routine inquiry
- Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985
- CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985
- Board of Inquiry under the Defence (Inquiry) Regulations 1985
- Aircraft Accident Investigation Team
- Informal fact finding
- Whistleblower scheme

**Internal Defence review processes**

- APS review of action
- CDDA scheme (compensation for detriment due to defective administration)
- Redress of grievance (Commanding officer level)
- Redress of grievance (Service Chief and CDF levels)
- IGADF inquiry under the Defence (Inquiry) Regulations 1985
- Informal review of a decision

**External inquiry, investigation and review processes**

- Comcare investigation
- Civilian police investigation
- Coronial inquests / investigations
- Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)
- Review by Privacy Commissioner
- Review by Commonwealth Ombudsman
- Review by Defence Force Ombudsman
- Review by APS Commissioner
- Review by Merits Commissioner
- Review by a professional body (eg medical board/law society)
- Review by Administrative Appeals Tribunal
- Review by a Court

**Other**

- Alternative dispute resolution
- Informal workplace problem solving

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**Re-thinking inquiries survey**

**Fraud inquiries, investigations, and reviews**

Please provide your opinion regarding the following statements:

6. There are adequate **resources** available to me in relation to fraud inquiries, investigations, and reviews. (including skilled personnel, support and training)

Strongly agree  
 Agree  
 Uncertain  
 Disagree  
 Strongly disagree

7. Defence's policies and procedures regarding inquiry, investigation and review processes are **too restrictive** when dealing with fraud.

Strongly agree  
 Agree  
 Uncertain  
 Disagree  
 Strongly disagree

8. Inquiry, investigation and review processes in relation to fraud allow decisions to be made and actioned in a **timely** manner.

Strongly agree  
 Agree  
 Uncertain  
 Disagree  
 Strongly disagree

9. When dealing with fraud, Defence's formal inquiry, investigation and review processes are **useful**.

Strongly agree  
 Agree  
 Uncertain  
 Disagree  
 Strongly disagree

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**Re-thinking inquiries survey**

**Inquiries, investigations, and reviews overall**

Please provide your opinion regarding the following statements:

10. Overall, inquiry, investigation and review processes in Defence are **easy to apply**.

Strongly agree  
 Agree  
 Uncertain  
 Disagree  
 Strongly disagree

11. Overall, inquiry, investigation and review processes in Defence **support effective decision-making**.

Strongly agree  
 Agree  
 Uncertain  
 Disagree  
 Strongly disagree

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Re-thinking inquiries survey

12.

The following qualities have been identified as important in a system of inquiry, investigation and review. Identify which three qualities you consider would be the **most important in an optimal system** of inquiry, investigation and review in Defence.

- Simplicity
- Consistency
- Transparency
- Timeliness
- Flexibility
- Fairness
- Impartiality and independence
- Well-resourced
- Meets legal requirements
- Operates in an integrated environment
- Availability of skilled personnel
- Sufficient legal authority
- Cost-effective
- Allows commanders / managers to assess and balance risk
- Capable of withstanding independent review

13. Do you have any further comments regarding inquiries, investigations, and reviews?

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Re-thinking inquiries survey

Thank you for contributing to the development of inquiry, investigation, and review processes.

Note: A version of questions numbered 5 through 9 were presented for each matter selected in question 4.

## Annex B – Respondent demographics

	Survey Population <sup>1</sup>	Responses	Response Rate
<b>Service</b>			
Navy	432	224	52%
Army	964	403	42%
Air Force	702	307	44%
Australian Public Service	1802	744	41%
<b>Integrated Environment</b>			
Integrated	-	1387	-
Non Integrated	-	291	-
<b>Primary function of section / unit</b>			
Inquiries, investigations, and reviews	-	169	-
Other	-	1509	-

<sup>1</sup>Number of members the survey was sent to.

## Annex C - Processes used for dealing with matters

Process	Fraud		Unacceptable behaviour		Disciplinary or criminal misconduct / offences	
<b>Internal Defence inquiry / investigation processes</b>						
Quick Assessment	145	83%	427	90%	259	80%
APS Code of Conduct investigation	38	22%	122	26%	53	16%
DFDA investigation (conducted by ADFIS)	92	53%	110	23%	150	46%
DFDA investigation (conducted at unit level)	44	25%	122	26%	191	59%
Routine inquiry	57	33%	188	39%	110	34%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	22	13%	79	17%	29	9%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	1	1%	6	1%	6	2%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%	3	1%	3	1%
Aircraft Accident Investigation Team	2	1%	3	1%	0	0%
Informal fact finding	52	30%	136	29%	66	20%
Whistleblower scheme	33	19%	37	8%	17	5%
<b>Internal Defence review processes</b>						
APS review of action	17	10%	51	11%	19	6%
CDDA scheme (compensation for detriment due to defective administration)	5	3%	2	0%	2	1%
Redress of grievance (Commanding officer level)	31	18%	82	17%	46	14%
Redress of grievance (Service Chief and CDF levels)	18	10%	41	9%	22	7%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	13	7%	31	6%	16	5%
Informal review of a decision	24	14%	74	16%	35	11%
<b>External inquiry, investigation and review processes</b>						
Comcare investigation	17	10%	52	11%	20	6%
Civilian police investigation	26	15%	50	10%	65	20%
Coronial inquests / investigations	6	3%	7	1%	7	2%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	2	1%	8	2%	3	1%
Review by Privacy Commissioner	1	1%	4	1%	0	0%
Review by Commonwealth Ombudsman	5	3%	7	1%	2	1%
Review by Defence Force Ombudsman	10	6%	18	4%	7	2%
Review by APS Commissioner	0	0%	1	0%	0	0%
Review by Merits Commissioner	1	1%	4	1%	1	0%
Review by a professional body (eg medical board/law society)	6	3%	7	1%	4	1%
Review by Administrative Appeals Tribunal	1	1%	6	1%	5	2%
Review by a Court	10	6%	13	3%	15	5%
<b>Informal processes</b>						
Alternative dispute resolution	18	10%	141	30%	33	10%
Informal workplace problem solving	39	22%	216	45%	72	22%

## UNCLASSIFIED

Process	Significant operational incidents		Procurement complaints		Personnel disputes and conflicts	
<b>Internal Defence inquiry / investigation processes</b>						
Quick Assessment	111	72%	111	56%	430	65%
APS Code of Conduct investigation	9	6%	21	11%	126	19%
DFDA investigation (conducted by ADFIS)	34	22%	8	4%	34	5%
DFDA investigation (conducted at unit level)	16	10%	4	2%	51	8%
Routine inquiry	63	41%	80	40%	169	26%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	45	29%	5	3%	30	5%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	26	17%	0	0%	3	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	13	8%	1	1%	3	0%
Aircraft Accident Investigation Team	21	14%	0	0%	0	0%
Informal fact finding	41	26%	93	47%	255	39%
Whistleblower scheme	5	3%	15	8%	35	5%
<b>Internal Defence review processes</b>						
APS review of action	2	1%	19	10%	57	9%
CDDA scheme (compensation for detriment due to defective administration)	0	0%	2	1%	2	0%
Redress of grievance (Commanding officer level)	9	6%	8	4%	67	10%
Redress of grievance (Service Chief and CDF levels)	5	3%	4	2%	35	5%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	12	8%	2	1%	13	2%
Informal review of a decision	18	12%	48	24%	115	17%
<b>External inquiry, investigation and review processes</b>						
Comcare investigation	26	17%	3	2%	23	3%
Civilian police investigation	5	3%	1	1%	14	2%
Coronial inquests / investigations	20	13%	0	0%	2	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	1	1%	1	1%	8	1%
Review by Privacy Commissioner	1	1%	1	1%	6	1%
Review by Commonwealth Ombudsman	2	1%	3	2%	8	1%
Review by Defence Force Ombudsman	4	3%	2	1%	13	2%
Review by APS Commissioner	0	0%	0	0%	0	0%
Review by Merits Commissioner	0	0%	0	0%	2	0%
Review by a professional body (eg medical board/law society)	1	1%	4	2%	7	1%
Review by Administrative Appeals Tribunal	1	1%	1	1%	6	1%
Review by a Court	1	1%	0	0%	2	0%
<b>Informal processes</b>						
Alternative dispute resolution	6	4%	24	12%	206	31%
Informal workplace problem solving	30	19%	87	44%	397	60%



Process	Complaints about personnel decisions		Poor work performance		Complaints about entitlements	
<b>Internal Defence inquiry / investigation processes</b>						
Quick Assessment	232	51%	232	35%	116	35%
APS Code of Conduct investigation	39	8%	100	15%	9	3%
DFDA investigation (conducted by ADFIS)	11	2%	14	2%	10	3%
DFDA investigation (conducted at unit level)	17	4%	29	4%	10	3%
Routine inquiry	96	21%	120	18%	49	15%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	24	5%	7	1%	12	4%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%	0	0%	0	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	3	1%	0	0%	0	0%
Aircraft Accident Investigation Team	0	0%	0	0%	0	0%
Informal fact finding	219	48%	292	44%	180	55%
Whistleblower scheme	12	3%	10	2%	14	4%
<b>Internal Defence review processes</b>						
APS review of action	20	4%	70	11%	4	1%
CDDA scheme (compensation for detriment due to defective administration)	6	1%	0	0%	11	3%
Redress of grievance (Commanding officer level)	108	24%	49	7%	71	22%
Redress of grievance (Service Chief and CDF levels)	57	12%	18	3%	38	12%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	10	2%	3	0%	6	2%
Informal review of a decision	132	29%	136	21%	99	30%
<b>External inquiry, investigation and review processes</b>						
Comcare investigation	9	2%	12	2%	2	1%
Civilian police investigation	2	0%	0	0%	3	1%
Coronial inquests / investigations	0	0%	0	0%	1	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	6	1%	4	1%	3	1%
Review by Privacy Commissioner	1	0%	1	0%	1	0%
Review by Commonwealth Ombudsman	4	1%	2	0%	5	2%
Review by Defence Force Ombudsman	10	2%	4	1%	7	2%
Review by APS Commissioner	1	0%	0	0%	0	0%
Review by Merits Commissioner	1	0%	2	0%	1	0%
Review by a professional body (eg medical board/law society)	8	2%	4	1%	2	1%
Review by Administrative Appeals Tribunal	2	0%	1	0%	2	1%
Review by a Court	0	0%	0	0%	1	0%
<b>Informal processes</b>						
Alternative dispute resolution	91	20%	117	18%	50	15%
Informal workplace problem solving	236	51%	402	61%	163	49%

## UNCLASSIFIED

Process	ADF health care complaints		Safety accidents / incidents		Security incidents	
<b>Internal Defence inquiry / investigation processes</b>						
Quick Assessment	101	40%	258	66%	331	75%
APS Code of Conduct investigation	2	1%	11	3%	26	6%
DFDA investigation (conducted by ADFIS)	4	2%	29	7%	51	12%
DFDA investigation (conducted at unit level)	3	1%	36	9%	67	15%
Routine inquiry	38	15%	131	34%	139	31%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	13	5%	30	8%	16	4%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%	9	2%	0	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	2	1%	7	2%	0	0%
Aircraft Accident Investigation Team	0	0%	29	7%	0	0%
Informal fact finding	138	55%	168	43%	167	38%
Whistleblower scheme	5	2%	5	1%	5	1%
<b>Internal Defence review processes</b>						
APS review of action	3	1%	9	2%	16	4%
CDDA scheme (compensation for detriment due to defective administration)	2	1%	0	0%	1	0%
Redress of grievance (Commanding officer level)	30	12%	6	2%	7	2%
Redress of grievance (Service Chief and CDF levels)	18	7%	3	1%	4	1%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	5	2%	3	1%	2	0%
Informal review of a decision	66	26%	53	14%	50	11%
<b>External inquiry, investigation and review processes</b>						
Comcare investigation	12	5%	102	26%	5	1%
Civilian police investigation	0	0%	17	4%	16	4%
Coronial inquests / investigations	0	0%	13	3%	1	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	3	1%	0	0%	0	0%
Review by Privacy Commissioner	1	0%	0	0%	0	0%
Review by Commonwealth Ombudsman	4	2%	1	0%	2	0%
Review by Defence Force Ombudsman	6	2%	2	1%	1	0%
Review by APS Commissioner	0	0%	0	0%	0	0%
Review by Merits Commissioner	0	0%	0	0%	0	0%
Review by a professional body (eg medical board/law society)	25	10%	2	1%	2	0%
Review by Administrative Appeals Tribunal	1	0%	0	0%	0	0%
Review by a Court	1	0%	1	0%	1	0%
<b>Informal processes</b>						
Alternative dispute resolution	29	12%	15	4%	16	4%
Informal workplace problem solving	115	46%	123	31%	144	33%

## UNCLASSIFIED

Process	Equipment malfunction or failure		Decisions to raise or write off debts	
<b>Internal Defence inquiry / investigation processes</b>				
Quick Assessment	161	51%	95	55%
APS Code of Conduct investigation	7	2%	4	2%
DFDA investigation (conducted by ADFIS)	5	2%	11	6%
DFDA investigation (conducted at unit level)	9	3%	8	5%
Routine inquiry	102	32%	47	27%
Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	11	3%	5	3%
CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	1	0%	0	0%
Board of Inquiry under the Defence (Inquiry) Regulations 1985	3	1%	0	0%
Aircraft Accident Investigation Team	6	2%	0	0%
Informal fact finding	134	43%	78	45%
Whistleblower scheme	1	0%	2	1%
<b>Internal Defence review processes</b>				
APS review of action	6	2%	4	2%
CDDA scheme (compensation for detriment due to defective administration)	0	0%	4	2%
Redress of grievance (Commanding officer level)	3	1%	10	6%
Redress of grievance (Service Chief and CDF levels)	2	1%	7	4%
IGADF inquiry under the Defence (Inquiry) Regulations 1985	0	0%	2	1%
Informal review of a decision	45	14%	38	22%
<b>External inquiry, investigation and review processes</b>				
Comcare investigation	20	6%	2	1%
Civilian police investigation	1	0%	3	2%
Coronial inquests / investigations	1	0%	0	0%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents)	0	0%	0	0%
Review by Privacy Commissioner	0	0%	0	0%
Review by Commonwealth Ombudsman	1	0%	0	0%
Review by Defence Force Ombudsman	2	1%	1	1%
Review by APS Commissioner	0	0%	0	0%
Review by Merits Commissioner	0	0%	0	0%
Review by a professional body (eg medical board/law society)	4	1%	0	0%
Review by Administrative Appeals Tribunal	1	0%	1	1%
Review by a Court	1	0%	1	1%
<b>Informal processes</b>				
Alternative dispute resolution	20	6%	12	7%
Informal workplace problem solving	123	39%	52	30%

## Annex D – Statistical Analysis

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<sup>1</sup> ADF respondents were significantly more likely to have dealt with unacceptable behaviour ( $X^2(1)=39.233$ ,  $p<.001$ , Cramer's  $V=.153$ ), significant operational incidents ( $X^2(1)=47.768$ ,  $p<.001$ , Cramer's  $V=.169$ ), disciplinary or criminal misconduct / offences ( $X^2(1)=149.849$ ,  $p<.001$ , Cramer's  $V=.299$ ), complaints about personnel decisions ( $X^2(1)=156.580$ ,  $p<.001$ , Cramer's  $V=.305$ ), poor work performance ( $X^2(1)=17.292$ ,  $p<.001$ , Cramer's  $V=.102$ ), complaints about entitlements ( $X^2(1)=166.327$ ,  $p<.001$ , Cramer's  $V=.315$ ), ADF health care complaints ( $X^2(1)=179.677$ ,  $p<.001$ , Cramer's  $V=.327$ ), safety accidents / incidents ( $X^2(1)=52.549$ ,  $p<.001$ , Cramer's  $V=.177$ ), security incidents ( $X^2(1)=40.974$ ,  $p<.001$ , Cramer's  $V=.156$ ), equipment malfunction or failure ( $X^2(1)=24.917$ ,  $p<.001$ , Cramer's  $V=.122$ ), and decisions to raise or write off debts ( $X^2(1)=19.509$ ,  $p<.001$ , Cramer's  $V=.108$ ) in the last 12 months when compared to APS respondents.

<sup>2</sup> Respondents working in an environment where the primary function is the conduct and processing of inquiries, investigations, and reviews were significantly more likely to have dealt with fraud ( $X^2(1)=23.782$ ,  $p<.001$ , Cramer's  $V=.119$ ), significant operational incidents ( $X^2(1)=29.504$ ,  $p<.001$ , Cramer's  $V=.133$ ), complaints about personnel decisions ( $X^2(1)=17.170$ ,  $p<.001$ , Cramer's  $V=.101$ ), equipment malfunction or failure ( $X^2(1)=21.410$ ,  $p<.001$ , Cramer's  $V=.113$ ), in the last 12 months when compared to respondents working in non-inquiry, investigation, and review related environments.

<sup>3</sup> APS respondents were significantly more likely to indicate they were uncertain whether inquiry, investigation, and review processes are easy to apply when compared to ADF respondents ( $X^2(2)=34.418$ ,  $p<.001$ , Cramer's  $V=.164$ ).

<sup>4</sup> ADF respondents were significantly more likely to indicate that inquiry, investigation, and review processes support effective decision making while APS respondents were more likely to indicate uncertainty ( $X^2(2)=21.837$ ,  $p<.001$ , Cramer's  $V=.131$ ).

<sup>5</sup> Responses to whether inquiry, investigation, and review processes in Defence are easy to apply were significantly correlated to whether processes support effective decision making ( $X^2(4)=693.867$ ,  $p<.001$ , Cramer's  $V=.521$ ).

<sup>6</sup> ADF respondents were significantly more likely to indicate that *Allows commanders / managers to assess and balance risk* is an important quality in an optimal system of inquiry, investigation, and review when compared to APS respondents ( $X^2(1)=18.295$ ,  $p<.001$ , Cramer's  $V=.120$ ).

<sup>7</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that there were adequate resources to conduct inquiries, investigations, and reviews, into personnel disputes and conflicts ( $X^2(2)=11.109$ ,  $p=.004$ , Cramer's  $V=.130$ ), complaints about personnel decisions ( $X^2(2)=16.525$ ,  $p<.001$ , Cramer's  $V=.190$ ), poor work performance ( $X^2(2)=10.947$ ,  $p=.004$ , Cramer's  $V=.129$ ), and equipment malfunction or failure ( $X^2(2)=7.498$ ,  $p=.024$ , Cramer's  $V=.154$ ).

<sup>8</sup> Compared to respondents that work in an integrated environment, respondents that work in non-integrated environments were significantly more likely to indicate there were adequate resources to conduct inquiries, investigations, and reviews, into disciplinary or criminal misconduct / offences ( $X^2(2)=6.514$ ,  $p=.038$ , Cramer's  $V=.142$ ), and equipment malfunction or failure ( $X^2(2)=6.340$ ,  $p=.042$ , Cramer's  $V=.142$ ).

<sup>9</sup> Respondents who work in inquiry, investigation, and review related workplaces were significantly less likely to indicate that adequate resources are available for security incidents when compared to respondents from other workplaces ( $X^2(2)=10.564$ ,  $p=.005$ , Cramer's  $V=.154$ ).

<sup>10</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that inquiry, investigation, and review processes into significant operational incidents are too restrictive ( $X^2(2)=6.230$ ,  $p=.044$ , Cramer's  $V=.200$ ).

<sup>11</sup> Compared to ADF respondents, APS respondents were significantly more likely to indicate they were uncertain whether inquiry, investigation, and review processes into personnel disputes and conflicts ( $X^2(2)=21.026$ ,  $p<.001$ , Cramer's  $V=.178$ ), complaints about personnel decisions ( $X^2(2)=18.334$ ,  $p<.001$ , Cramer's  $V=.200$ ), and security incidents ( $X^2(2)=6.481$ ,  $p=.039$ , Cramer's  $V=.121$ ) are too restrictive.

<sup>12</sup> Respondents who work in inquiry, investigation, and review related workplaces were significantly less likely to indicate that processes into security incidents are not restrictive

when compared to respondents from other workplaces ( $X^2(2)=9.849$ ,  $p=.007$ , Cramer's  $V=.149$ ).

<sup>13</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that inquiry, investigation, and review processes into unacceptable behaviour ( $X^2(2)=8.496$ ,  $p=.014$ , Cramer's  $V=.133$ ) and disciplinary or criminal misconduct / offences ( $X^2(2)=11.504$ ,  $p=.003$ , Cramer's  $V=.189$ ) allow decisions to be made in a timely manner.

<sup>14</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that inquiry, investigation, and review processes into fraud ( $X^2(2)=6.917$ ,  $p=.031$ , Cramer's  $V=.199$ ) do not allow decisions to be made in a timely manner.

<sup>15</sup> Compared to ADF respondents, APS respondents were significantly more likely to indicate they were uncertain whether inquiry, investigation, and review processes into personnel disputes & conflicts ( $X^2(2)=23.086$ ,  $p<.001$ , Cramer's  $V=.187$ ), and complaints about personnel decisions ( $X^2(2)=14.214$ ,  $p=.001$ , Cramer's  $V=.176$ ) allow decisions to be made in a timely manner.

<sup>16</sup> Respondents who work in inquiry, investigation, and review related workplaces were significantly less likely to indicate that security incident processes allow decisions to be made and actioned in a timely manner when compared to respondents from other workplaces ( $X^2(2)=9.578$ ,  $p=.008$ , Cramer's  $V=.147$ ).

<sup>17</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that formal processes were useful when dealing with unacceptable behaviour ( $X^2(2)=6.646$ ,  $p=.036$ , Cramer's  $V=.118$ ), personnel disputes and conflicts ( $X^2(2)=36.294$ ,  $p<.001$ , Cramer's  $V=.235$ ), and equipment malfunction or failure ( $X^2(2)=8.918$ ,  $p=.012$ , Cramer's  $V=.168$ ).

<sup>18</sup> Compared to respondents that work in an integrated environment, respondents that work in non-integrated environments were significantly more likely to indicate that formal processes were useful when dealing with unacceptable behaviour ( $X^2(2)=6.597$ ,  $p=.037$ , Cramer's  $V=.118$ ) and complaints about personnel decisions ( $X^2(2)=7.058$ ,  $p=.029$ , Cramer's  $V=.124$ ).

<sup>19</sup> Respondents who work in inquiry, investigation, and review related workplaces were significantly less likely to indicate that formal processes into security incidents were useful compared to respondents from other workplaces ( $X^2(2)=9.108$ ,  $p=.011$ , Cramer's  $V=.143$ ).

<sup>20</sup> Respondents who work in inquiry, investigation, and review related workplaces were significantly less likely to be uncertain about whether formal processes into poor work performance were useful when compared to respondents from other workplaces ( $X^2(2)=9.868$ ,  $p=.007$ , Cramer's  $V=.123$ ).

<sup>21</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that inquiry, investigation, and review processes into fraud ( $X^2(2)=6.917$ ,  $p=.031$ , Cramer's  $V=.199$ ) do not allow decisions to be made in a timely manner.

<sup>22</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that inquiry, investigation, and review processes into unacceptable behaviour ( $X^2(2)=8.496$ ,  $p=.014$ , Cramer's  $V=.133$ ) allow decisions to be made in a timely manner.

<sup>23</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that formal processes were useful when dealing with unacceptable behaviour ( $X^2(2)=6.646$ ,  $p=.036$ , Cramer's  $V=.118$ ).

<sup>24</sup> Compared to respondents that work in an integrated environment, respondents that work in non-integrated environments were significantly more likely to indicate that formal processes were useful when dealing with unacceptable behaviour ( $X^2(2)=6.597$ ,  $p=.037$ , Cramer's  $V=.118$ ).

<sup>25</sup> Compared to respondents that work in an integrated environment, respondents that work in non-integrated environments were significantly more likely to indicate there were adequate resources to conduct inquiries, investigations, and reviews, into disciplinary or criminal misconduct / offences ( $X^2(2)=6.514$ ,  $p=.038$ , Cramer's  $V=.142$ ).

<sup>26</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that inquiry, investigation, and review processes into disciplinary or criminal misconduct / offences ( $X^2(2)=11.504$ ,  $p=.003$ , Cramer's  $V=.189$ ) allow decisions to be made in a timely manner.

<sup>27</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that inquiry, investigation, and review processes into significant operational incidents are too restrictive ( $X^2(2)=6.230$ ,  $p=.044$ , Cramer's  $V=.200$ ).

<sup>28</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that there were adequate resources to conduct inquiries, investigations, and reviews, into personnel disputes and conflicts ( $X^2(2)=11.109$ ,  $p=.004$ , Cramer's  $V=.130$ ).

<sup>29</sup> Compared to ADF respondents, APS respondents were significantly more likely to indicate they were uncertain whether inquiry, investigation, and review processes into personnel disputes and conflicts ( $X^2(2)=21.026$ ,  $p<.001$ , Cramer's  $V=.178$ ) are too restrictive.

<sup>30</sup> Compared to ADF respondents, APS respondents were significantly more likely to indicate they were uncertain whether inquiry, investigation, and review processes into personnel disputes & conflicts ( $X^2(2)=23.086$ ,  $p<.001$ , Cramer's  $V=.187$ ) allow decisions to be made in a timely manner.

<sup>31</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that formal processes were useful when dealing with personnel disputes and conflicts ( $X^2(2)=36.294$ ,  $p<.001$ , Cramer's  $V=.235$ ).

<sup>32</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that there were adequate resources to conduct inquiries, investigations, and reviews, into complaints about personnel decisions ( $X^2(2)=16.525$ ,  $p<.001$ , Cramer's  $V=.190$ ).

<sup>33</sup> Compared to ADF respondents, APS respondents were significantly more likely to indicate they were uncertain whether inquiry, investigation, and review processes into complaints about personnel decisions ( $X^2(2)=18.334$ ,  $p<.001$ , Cramer's  $V=.200$ ) are too restrictive.

<sup>34</sup> Compared to ADF respondents, APS respondents were significantly more likely to indicate they were uncertain whether inquiry, investigation, and review processes into complaints about personnel decisions ( $X^2(2)=14.214$ ,  $p=.001$ , Cramer's  $V=.176$ ) allow decisions to be made in a timely manner.

<sup>35</sup> Compared to respondents that work in an integrated environment, respondents that work in non-integrated environments were significantly more likely to indicate that formal processes were useful when dealing with complaints about personnel decisions ( $X^2(2)=7.058$ ,  $p=.029$ , Cramer's  $V=.124$ ).

<sup>36</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that there were adequate resources to conduct inquiries, investigations, and reviews, into poor work performance ( $X^2(2)=10.947$ ,  $p=.004$ , Cramer's  $V=.129$ ).

<sup>37</sup> Respondents who work in inquiry, investigation, and review related workplaces were significantly less likely to be uncertain about whether formal processes into poor work performance were useful when compared to respondents from other workplaces ( $X^2(2)=9.868$ ,  $p=.007$ , Cramer's  $V=.123$ ).

<sup>38</sup> Compared to ADF respondents, APS respondents were significantly more likely to indicate they were uncertain whether inquiry, investigation, and review processes into security incidents ( $X^2(2)=6.481$ ,  $p=.039$ , Cramer's  $V=.121$ ) are too restrictive.

<sup>39</sup> Respondents who work in inquiry, investigation, and review related workplaces were significantly less likely to indicate that adequate resources are available for security incidents when compared to respondents from other workplaces ( $X^2(2)=10.564$ ,  $p=.005$ , Cramer's  $V=.154$ ).

<sup>40</sup> Respondents who work in inquiry, investigation, and review related workplaces were significantly less likely to indicate that processes into security incidents are not restrictive when compared to respondents from other workplaces ( $X^2(2)=9.849$ ,  $p=.007$ , Cramer's  $V=.149$ ).

<sup>41</sup> Respondents who work in inquiry, investigation, and review related workplaces were significantly less likely to indicate that security incident processes allow decisions to be made and actioned in a timely manner when compared to respondents from other workplaces ( $X^2(2)=9.578$ ,  $p=.008$ , Cramer's  $V=.147$ ).

<sup>42</sup> Respondents who work in inquiry, investigation, and review related workplaces were significantly less likely to indicate that formal processes into security incidents were useful compared to respondents from other workplaces ( $X^2(2)=9.108$ ,  $p=.011$ , Cramer's  $V=.143$ ).

<sup>43</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that there were adequate resources to conduct inquiries, investigations, and reviews, into equipment malfunction or failure ( $X^2(2)=7.498$ ,  $p=.024$ , Cramer's  $V=.154$ ).

<sup>44</sup> Compared to respondents that work in an integrated environment, respondents that work in non-integrated environments were significantly more likely to indicate there were adequate resources to conduct inquiries, investigations, and reviews, into equipment malfunction or failure ( $X^2(2)=6.340$ ,  $p=.042$ , Cramer's  $V=.142$ ).

<sup>45</sup> Compared to APS respondents, ADF respondents were significantly more likely to indicate that formal processes were useful when dealing with equipment malfunction or failure ( $X^2(2)=8.918$ ,  $p=.012$ , Cramer's  $V=.168$ ).