

RE-THINKING INQUIRIES SURVEY REPORT

DIRECTORATE OF STRATEGIC PERSONNEL POLICY RESEARCH

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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 then 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 IIRsⁱ. 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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¹ 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. The strength of association was measured using Cramer's V.

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.

ⁱⁱⁱ 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.

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.

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.

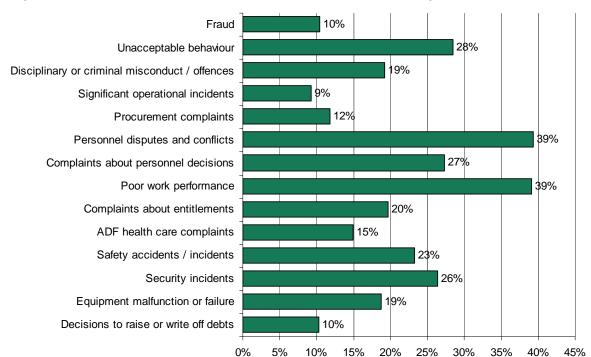


Figure 1. Proportion of respondents that have overseen or managed matters

Table 1. Matters respondents have managed or overseen

rasie ii makere respendente nave	Number of matters in 12 months							
Matter	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			

A larger proportion of ADF respondents were likely to have dealt with most matters in the last 12 months when compared to APS respondents¹. 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 2012²:

- 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%;)³.

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%)⁴.

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 making⁵.

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)^{iv}. 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%)⁶. No other meaningful differences in perceived important qualities existed across services, workplace environment, and workplace function.

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		tioned ell	Uncertain n %		Did not function well	
	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 into⁷:

- 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 into⁸:

- 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%)⁹.

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		tioned ell	Unce	ertain %	Did not function well	
	n %		"	/0	n w	% %
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%)¹⁰.

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 restrictive¹¹:

- 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%)¹².

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		ertain %	Did not function well	
	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 manner¹³:

- 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%)¹⁴.

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 manner¹⁵:

- 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%)¹⁶.

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		tioned ell %	Unce n	ertain %	Did not function well		
	n	70			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 with¹⁷:

- 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 18:

- 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%)¹⁹.

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%)²⁰.

4.1 Fraud

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

	Number of matters in 12 months								
Demographic group	1 n	-2 %	3- n	·10 %	11 n	- 50 %		ore n 50 %	
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

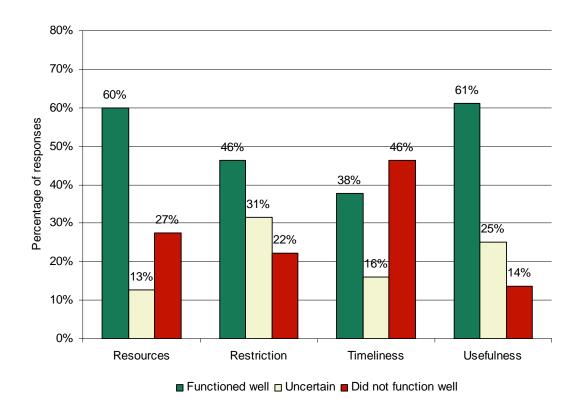
Internal Defence inquiry / investigation processes Quick Assessment APS Code of Conduct investigation DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) Routine inquiry Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 Aircraft Accident Investigation Team Informal fact finding Whistleblower scheme Internal Defence review processes
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Internal Defence review processes
•
ADO mariant of action 42 400/
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%
External inquiry, investigation and review processes
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%
Other
Alternative dispute resolution 18 10%
Informal workplace problem solving 39 22%

¹The 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%)²¹.

4.2 Unacceptable Behaviour

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

	Number of matters in 12 months							
Demographic group	1-2 3-		3-10 11-50		-50		ore	
3 . 3 .	n	%	n	%	n	%	tha n	n 50 %
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

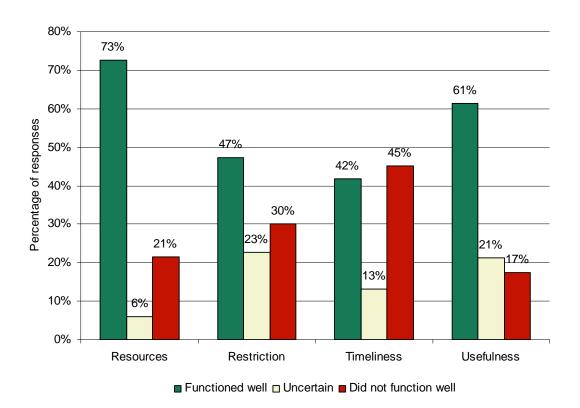
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Quick Assessment 427 90% APS Code of Conduct investigation 122 26% DFDA investigation (conducted by ADFIS) 110 23% DFDA investigation (conducted at unit level) 122 26% Routine inquiry 188 39% Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 6 1% Board 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% Internal Defence review processes 37 8% 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 r		n	% ¹
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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% Internal Defence review processes 8 11% 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 7 16% External inquiry, investigation 52 11%			
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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% Internal Defence review processes 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% External inquiry, investigation and review processes Comcare investigation 50 10% Coronial inquests / investigations 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 Privacy Commissioner 4 1% Review by Aps Commissioner 1 0% Review by Aps Commissioner 1 1 0% Review by Aps Commissioner 4 1% Review by Administrative Appeals Tribunal 6 1% Review by Administrative Appeals Tribunal 70ther	Routine inquiry	188	39%
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 Atternal 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 Defence Force Ombudsman Review by Defence Force Ombudsman Review by APS Commissioner Review by Administrative Appeals Tribunal Review by Aps Court Other	Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	79	17%
Aircraft Accident Investigation Team Informal fact finding Whistleblower scheme 37 8% 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) Redress of grievance (Service Chief and CDF levels) Al 9% IGADF inquiry under the Defence (Inquiry) Regulations 1985 Al 6% Informal review of a decision Rexternal 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 Aeview by Privacy Commissioner Review by Commonwealth Ombudsman Review by Defence Force Ombudsman Review by Merits Commissioner Review by APS Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by Atministrative Appeals Tribunal Review by Atministrative Appeals Tribunal Review by Atministrative Appeals Tribunal		6	1%
Informal fact finding 136 29% Whistleblower scheme 37 8% Internal Defence review processes 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% External inquiry, investigation and review processes Comcare investigation 50 10% 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 4 10% Review by Merits Commissioner 4 1% Review by Merits Commissioner 4 1% Review by Aps Commissioner 4 1% Review by Administrative Appeals Tribunal 6 1% Review by Administrative Appeals Tribunal 70ther	Board of Inquiry under the Defence (Inquiry) Regulations 1985	3	1%
Whistleblower scheme378%Internal Defence review processes11%APS review of action5111%CDDA scheme (compensation for detriment due to defective administration)20%Redress of grievance (Commanding officer level)8217%Redress of grievance (Service Chief and CDF levels)419%IGADF inquiry under the Defence (Inquiry) Regulations 1985316%Informal review of a decision7416%External inquiry, investigation and review processes5211%Comcare investigation5211%Civilian police investigations71%Coronial inquests / investigations71%Review of discrimination complaint by Australian Human Rights82%Commission (and State-based equivalents)82%Review by Privacy Commissioner41%Review by Commonwealth Ombudsman71%Review by Defence Force Ombudsman184%Review by APS Commissioner41%Review by Merits Commissioner41%Review by Administrative Appeals Tribunal61%Review by a Court133%Other	Aircraft Accident Investigation Team	3	1%
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 Civilian police investigations Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Commonwealth Ombudsman Review by APS Commissioner Review by APS Commissioner Review by Merits Commissioner Review by Merits Commissioner Review by APS commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by A Court	Informal fact finding	136	29%
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 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 APS Commissioner Review by APS Commissioner Review by Merits Commissioner Review by Merits Commissioner Review by A professional body (eg medical board/law society) Review by A Court Review by a Court Other	Whistleblower scheme	37	8%
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 investigations Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Pefence Force Ombudsman Review by APS Commissioner Review by Merits Commissioner Review by Merits Commissioner Review by Administrative Appeals Tribunal Review by a Court Other	Internal Defence review processes		
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 Privacy Commissioner Review by Defence Force Ombudsman Review by APS Commissioner Review by Merits Commissioner Review by Merits Commissioner Review by APS Commissioner APS Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by a Court Other	APS review of action	51	11%
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 Privacy Commissioner Review by Defence Force Ombudsman Review by APS Commissioner Review by Merits Commissioner Review by APS Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by a Court Other	CDDA scheme (compensation for detriment due to defective		
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 Privacy Commissioner 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 A Court Other	administration)	2	0%
IGADF inquiry under the Defence (Inquiry) Regulations 1985 Informal review of a decision 74 16% External inquiry, investigation and review processes 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% Other	Redress of grievance (Commanding officer level)	82	17%
IGADF inquiry under the Defence (Inquiry) Regulations 1985 Informal review of a decision 74 16% External inquiry, investigation and review processes 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% Other	Redress of grievance (Service Chief and CDF levels)	41	9%
External inquiry, investigation and review processes 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% Other		31	6%
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 1 1 0% 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% Other	Informal review of a decision	74	16%
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 1 1 0% 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% Other	External inquiry, investigation and review processes		
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 Merits Commissioner Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other		52	11%
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	Civilian police investigation	50	10%
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	Coronial inquests / investigations	7	1%
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			
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% Other	Commission (and State-based equivalents)	8	2%
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% Other	Review by Privacy Commissioner	4	1%
Review by APS Commissioner 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% Other		7	1%
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% Other	Review by Defence Force Ombudsman	18	4%
Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other 7 1% 6 1% 3% 0	Review by APS Commissioner	1	0%
Review by Administrative Appeals Tribunal 6 1% Review by a Court 13 3% Other	Review by Merits Commissioner	4	1%
Review by Administrative Appeals Tribunal 6 1% Review by a Court 13 3% Other	Review by a professional body (eg medical board/law society)	7	1%
Review by a Court 13 3% Other		6	1%
Other		13	3%
Alternative dispute resolution 141 30%			
7 110 110 110 110 110 110 110 110 110 11	Alternative dispute resolution	141	30%
Informal workplace problem solving 216 45%		216	45%

¹The 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%)²².

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%)²³.

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%)²⁴.

4.3 Disciplinary or Criminal Misconduct / Offences

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

	Number of matters in 12 months								
Demographic group	1-2		3.	3-10 11-50		-50	More		
3 . 3 .	n	%	n	%	n	%	tha n	n 50 %	
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

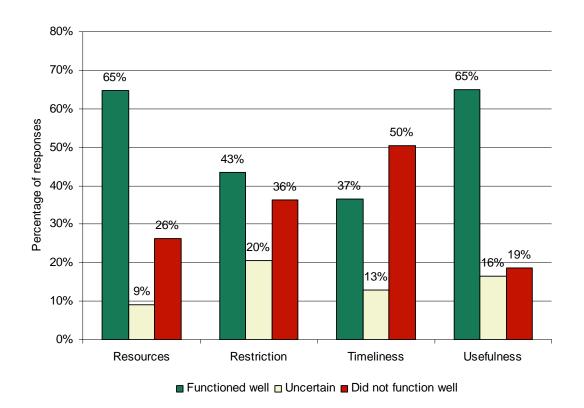
Process	Frequer	ncy used
	n	% ¹
Internal Defence inquiry / investigation processes		
Quick Assessment	259	80%
APS Code of Conduct investigation	53	16%
DFDA investigation (conducted by ADFIS)	150	46%
DFDA investigation (conducted at unit level)	191	59%
Routine inquiry	110	34%
Inquiry Officer inquiry under 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%
Internal Defence review processes		
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%
External inquiry, investigation and review processes		
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%
Other		
Alternative dispute resolution	33	10%
Informal workplace problem solving	72	22%
¹ The proportion of reapendants that used the process while dealing with the		

¹The 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%)²⁵.

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%)²⁶.

4.4 Significant Operational Incidents

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

	12 mont	hs						
Demographic group	1	-2	3-10		11-50			ore
3 1 3 1	n	%	n	%	n	%	tha n	n 50 %
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

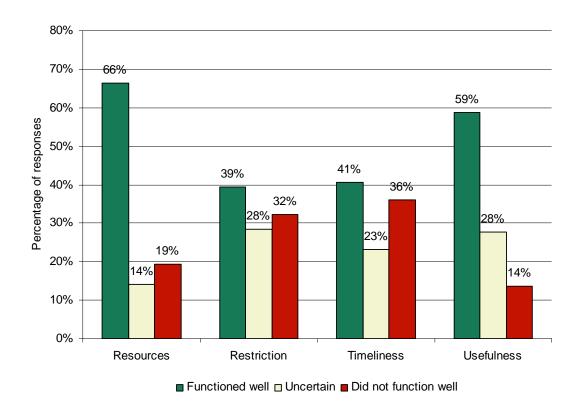
Process	Freque	ncy used
	n	% ¹
Internal Defence inquiry / investigation processes		
Quick Assessment	111	72%
APS Code of Conduct investigation	9	6%
DFDA investigation (conducted by ADFIS)	34	22%
DFDA investigation (conducted at unit level)	16	10%
Routine inquiry	63	41%
Inquiry Officer inquiry under the 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%
Internal Defence review processes		
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%
External inquiry, investigation and review processes		
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%
Other		
Alternative dispute resolution	6	4%
Informal workplace problem solving	30	19%
¹ The proportion of respondents that used the propose while dealing with the		

¹The 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%)²⁷.

4.5 Procurement Complaints

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

	Number of matters in 12 months										
Demographic group	1	-2	3.	-10	11	-50		ore			
3 . 3 .	n	%	n	%	n	%	tha n	n 50 %			
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

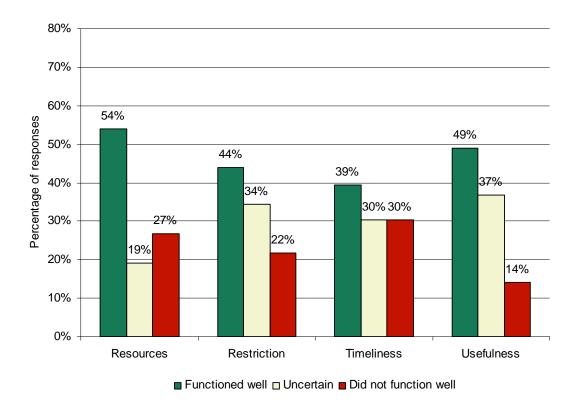
Internal Defence inquiry / investigation processes Quick Assessment APS Code of Conduct investigation DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) Routine inquiry Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 Deard of Inquiry und	Process	Frequen	cy used
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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%	Informal review of a decision	48	24%
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%	External inquiry, investigation and review processes		
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%		3	2%
Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) 1 1% Review by Privacy Commissioner 1 1%	Civilian police investigation	1	1%
Commission (and State-based equivalents) Review by Privacy Commissioner 1 1% 1%	Coronial inquests / investigations	0	0%
Review by Privacy Commissioner 1 1%	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 Commonwealth Ombudsman	3	2%
Review by Defence Force Ombudsman 2 1%	Review by Defence Force Ombudsman	2	1%
Review by APS Commissioner 0 0%	Review by APS Commissioner	0	0%
Review by Merits Commissioner 0 0%	Review by Merits Commissioner	0	0%
Review by a professional body (eg medical board/law society) 4 2%	Review by a professional body (eg medical board/law society)	4	2%
Review by Administrative Appeals Tribunal 1 1%		1	1%
Review by a Court 0 0%		0	0%
Other	Other		
Alternative dispute resolution 24 12%	Alternative dispute resolution	24	12%
Informal workplace problem solving 87 44%		87	44%

¹The 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

	12 mont	hs						
Demographic group	1	-2	3-	10	11	-50		ore
3 . 3 .	n	%	n	%	n	%	tha n	n 50 %
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

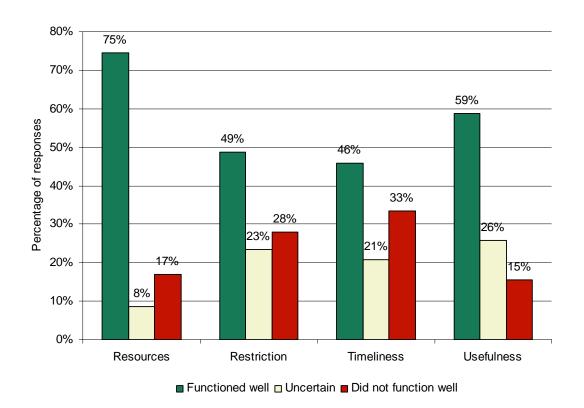
Internal Defence inquiry / investigation processes Quick Assessment 430 65% APS Code of Conduct investigation 126 19% DFDA investigation (conducted by ADFIS) 34 5% DFDA investigation (conducted at unit level) 51 8% Routine inquiry 169 26% Inquiry Officer inquiry under the Defence (Inquiry) Regulations 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% Aircraft Accident Investigation Team 0 0% Internal Defence review processes 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 15 17% External inquiry, investigation and review processes Comcare investigation 2 3 3% Civilian police investigation 14 2% Coronial inquests / investigations 1980 14 2% Coronial inquests / investigations 1980 14 2% Review by Privacy Commissioner 6 1% Review by Privacy Commissioner 6 1% Review by Privacy Commissioner 7 2 0% Review by Privacy Commissioner 9 0 0% Review by APS Commissioner 11 2 0% Review by Administrative Appeals Tribunal 16 1% Review by Administrative Appeals Tribunal 17 18 Review by ACD Cont 1900 15 18 18	Process	Frequer	ncy used
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External inquiry, investigation and review processes 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% Other Alternative dispute resolution 206 31%		13	2%
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% Other Alternative dispute resolution 206 31%	Informal review of a decision	115	17%
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% Other Alternative dispute resolution 206 31%	External inquiry, investigation and review processes		
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 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% Other Alternative dispute resolution 206 31%		23	3%
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 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	Civilian police investigation	14	2%
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 8 1% 1% 2% 1% 1% 1% 1% 1% 1% 1%		2	0%
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 8 1% 1% 2% 1% 1% 1% 1% 1% 1% 1%			
Review by Privacy Commissioner Review by Commonwealth Ombudsman Review by Defence Force Ombudsman Review by APS Commissioner Review by Merits 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 6 1% Review by a Court 2 0% 7 20% 8 20% 7 31%		8	1%
Review by Commonwealth Ombudsman Review by Defence Force Ombudsman Review by APS Commissioner Review by Merits 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 8 1% 2 0% 0 0% 0 0% 2 0% 2 0% 3 1%		6	1%
Review by Defence Force Ombudsman Review by APS Commissioner Review by Merits 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 13 2% 00% 01% 01% 020% 031%			
Review by APS Commissioner Review by Merits Commissioner Review by Merits Commissioner Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court 2 0% Other Alternative dispute resolution 206 31%		13	2%
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 2 0% 07 1% 6 1% 2 0% 31%			
Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other Alternative dispute resolution 7 1% 6 1% 2 0% 0 31%			
Review by Administrative Appeals Tribunal 6 1% Review by a Court 2 0% Other Alternative dispute resolution 206 31%			1%
Review by a Court 2 0% Other Alternative dispute resolution 206 31%		6	
Other Alternative dispute resolution 206 31%			
Alternative dispute resolution 206 31%			
		206	31%
	Informal workplace problem solving		

¹The 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%)²⁸.

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%)²⁹, and
- allowed decisions to be made and actioned in a timely manner (APS n=76, 30%; ADF n=61, 15%)³⁰.

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%)³¹.

4.7 Complaints about Personnel Decisions

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

	2 mont	hs						
Demographic group	1	-2	3-	10	11-50			ore
	n	%	n	%	n	%	tna n	n 50 %
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

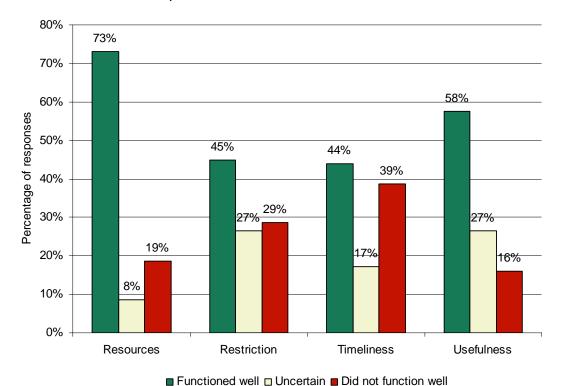
Process	i requei	ncy used
1,1,1,1,1	n	¹ % ¹
Internal Defence inquiry / investigation processes		
Quick Assessment	232	51%
APS Code of Conduct investigation	39	8%
DFDA investigation (conducted by ADFIS)	11	2%
DFDA investigation (conducted at unit level)	17	4%
Routine inquiry	96	21%
Inquiry Officer inquiry 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%
Internal Defence review processes		
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%
External inquiry, investigation and review processes		
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%
Other		
Alternative dispute resolution	91	20%
Informal workplace problem solving	236	51%

¹The 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%)³².

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%)³³.

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%)³⁴.

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%)³⁵.

4.8 Poor Work Performance

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

Number of matters in 12 months									
Demographic group	1	-2	3-	10	11	-50		ore	
	n	%	n	%	n	%	tna n	n 50 %	
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

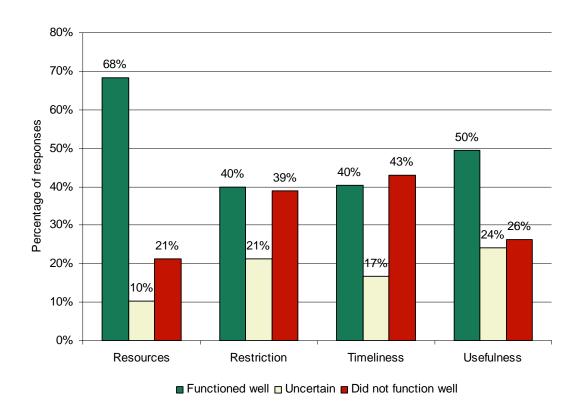
Internal Defence inquiry / investigation processes Quick Assessment 232 35% APS Code of Conduct investigation 100 15% DFDA investigation (conducted by ADFIS) 14 2% DFDA investigation (conducted at unit level) 29 4% Routine inquiry 120 18%
Quick Assessment23235%APS Code of Conduct investigation10015%DFDA investigation (conducted by ADFIS)142%DFDA investigation (conducted at unit level)294%
APS Code of Conduct investigation 100 15% DFDA investigation (conducted by ADFIS) 14 2% DFDA investigation (conducted at unit level) 29 4%
DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) 14 2% 29 4%
DFDA investigation (conducted at unit level) 29 4%
Pouting inquiry 120 100/
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%
Internal Defence review processes
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%
External inquiry, investigation and review processes
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%
Other
Alternative dispute resolution 117 18%
Informal workplace problem solving 402 61%

¹The 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%)³⁶.

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%)³⁷.

4.9 Complaints about Entitlements

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

Number of matters in 12 month								
Demographic group	1	-2	3-	-10	11-50			ore
	n	%	n	%	n	%	tna n	n 50 %
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

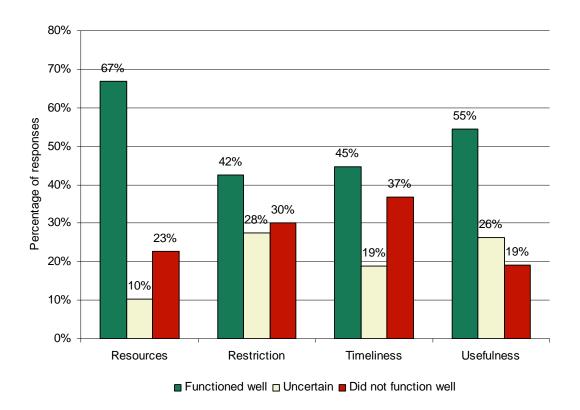
Process	Frequer	ncy used
	n	% ¹
Internal Defence inquiry / investigation processes		
Quick Assessment	116	35%
APS Code of Conduct investigation	9	3%
DFDA investigation (conducted by ADFIS)	10	3%
DFDA investigation (conducted at unit level)	10	3%
Routine inquiry	49	15%
Inquiry Officer inquiry under the 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%
Internal Defence review processes		
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%
External inquiry, investigation and review processes		
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%
Other		
Alternative dispute resolution	50	15%
Informal workplace problem solving	163	49%
¹ The proportion of reprondents that used the propose while dealing with the		

¹The 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

	Number of matters in 12 months											
Demographic group	1-2 3-10 11-50		1-2		1-2		3-10		11-50		Moi	
3 . 3 .	n	%	n	%	n	%	tha n	n 50 %				
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

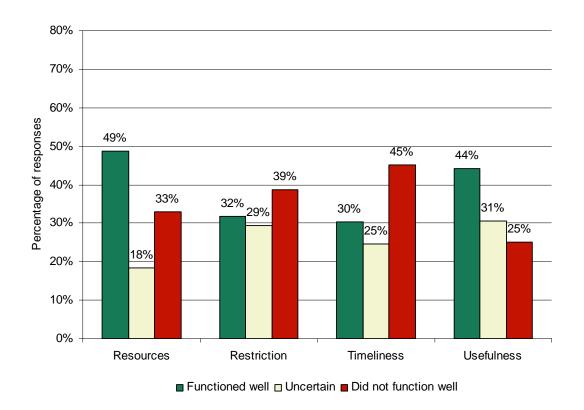
Internal Defence inquiry / investigation processes Quick Assessment APS Code of Conduct investigation APS Code of Conduct investigation APS Code of Conduct investigation DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) 3 11% Routine inquiry Routine inquiry Routine inquiry under the Defence (Inquiry) Regulations 1985 13 5% Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 13 5% Board of Inquiry under the Defence (Inquiry) Regulations 1985 10 0% Board of Inquiry under the Defence (Inquiry) Regulations 1985 2 11% Aircraft Accident Investigation Team 0 0% Informal fact finding 138 55% Whistleblower scheme 5 2% Internal Defence review processes APS review of action CDDA scheme (compensation for detriment due to defective administration) 2 11% 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 External inquiry, investigation and review processes Comcare investigation 0 0% Coronial inquests / investigations Areview of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by APS Commissioner Review by Apministrative Appeals Tribunal Review by Administrative Appeals Tribunal Review disputire resolution	Process	Frequer	ncy used
Quick Assessment10140%APS Code of Conduct investigation21%DFDA investigation (conducted by ADFIS)42%DFDA investigation (conducted at unit level)31%Routine inquiry3815%Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985135%CDF Commission of Inquiry under the Defence (Inquiry) Regulations 198500%Board of Inquiry under the Defence (Inquiry) Regulations 198521%Informal fact finding13855%Whistleblower scheme52%Internal Defence review processes31%APS review of action31%CDDA scheme (compensation for detriment due to defective312%Redress of grievance (Service Chief and CDF levels)187%IGADF inquiry under the Defence (Inquiry) Regulations 198552%Informal review of a decision6626%External inquiry, investigation and review processes52%Comcare investigation00%Coronial inquests / investigations00%Commission (and State-based equivalents)31%Review by Privacy Commissioner10%Review by Privacy Commissioner10%Review by APS Commissioner00%Review by APS Commissioner00%Review by APS Commissioner00%Review by APS Commissioner00%Review by APS Commissioner00%<		n	% ¹
APS Code of Conduct investigation DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) Routine inquiry Routine inquiry Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 Dard of Inquiry under the Defence (Inquiry) Regulations 1985 OW Board of Inquiry under the Defence (Inquiry) Regulations 1985 OW Aircraft Accident Investigation Team OW Informal fact finding 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) Redress of grievance (Service Chief and CDF levels) Redress of grievance (Service Chief and CDF levels) Reformal review of a decision Formal review of a decision Civilian police investigation and review processes Comcare investigation Civilian police investigation Ow Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Privacy Commissioner Review by APS Commissioner Review by APS Commissioner Review by APS Commissioner Review by APS Commissioner Review by Merits Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Alternative dispute resolution 2 12% Reternative dispute resolution Alternative dispute resolution			
DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) Routine inquiry Routine inquiry Uniter the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission (Inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission (Commission of Commission of			
DFDA investigation (conducted at unit level) Routine inquiry Regulations 1985 Routine inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard at Indiang Roard	APS Code of Conduct investigation		
Routine inquiry Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 O % Board of Inquiry under the Defence (Inquiry) Regulations 1985 2 1% Aircraft Accident Investigation Team O 0% Informal fact finding Induiry Officer Inquiry Inder the Defence (Inquiry) Regulations 1985 O 0% Informal fact finding Induiry Officer Inquiry Inder Inquiry	DFDA investigation (conducted by ADFIS)		2%
Inquiry Officer 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 138 55% Whistleblower scheme 5 2% Internal Defence review processes APS review of action 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% Internal review of a decision 5 2 1% 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 5 2% Comcare investigation 12 5% Civilian police investigation 12 5% Civilian police investigation 12 5% Coronial inquests / investigations 9 0 0% Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) 3 1% Review by Privacy Commissioner 1 0 0% Review by Defence Force Ombudsman 4 2% Review by Defence Force Ombudsman 6 2% Review by APS Commissioner 0 0 0% Review by APS Commissioner 1 0 0% Review by APS Commissioner 2 0 0% Review by APS Commissioner 3 0 0% Review by APS Commission	DFDA investigation (conducted at unit level)		
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% Internal Defence review processes 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% External inquiry, investigation and review processes Comcare investigation 12 5% Civilian police investigation 0 0% Coronial inquests / investigations Privacy Commission (and State-based equivalents) 3 1% Review by Privacy Commissioner 1 0% Review by Defence Force Ombudsman 4 2% Review by Defence Force Ombudsman 6 2% Review by Merits Commissioner 0 0% Review by Merits Commissioner 0 0% Review by APS Commissioner 0 0% Review by Merits Commissioner 0 0% Review by APS Commissioner 0 0% Review by APS Commissioner 0 0% Review by APS Commissioner 0 0% Review by Merits Commissioner 0 0% Review by APS Commissioner 0 0% Re	Routine inquiry	38	15%
Board of Inquiry under the Defence (Inquiry) Regulations 1985 Aircraft Accident Investigation Team 0 0% Informal fact finding 138 55% Whistleblower scheme 5 2% Internal Defence review processes 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% External inquiry, investigation and review processes Comcare investigation 12 5% Civilian police investigation Coronial inquests / investigations Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner 1 0% Review by Privacy Commissioner 1 0% Review by Defence Force Ombudsman Review by Defence Force Ombudsman Review by APS Commissioner 0 0% Review by APS Commissioner	Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	13	5%
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 Coronial inquests / investigations Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Privacy Commissioner Review by Defence Force Ombudsman Review by Pefence Force Ombudsman Review by APS Commissioner		0	0%
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) Redress of grievance (Service Chief and CDF levels) Redress of grievance (Inquiry) Regulations 1985 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 APS Commissioner Review by A professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other Alternative dispute resolution	Board of Inquiry under the Defence (Inquiry) Regulations 1985	2	1%
Whistleblower scheme52%Internal Defence review processesInternal Defence review processesAPS review of action31%CDDA scheme (compensation for detriment due to defective administration)21%Redress of grievance (Commanding officer level)3012%Redress of grievance (Service Chief and CDF levels)187%IGADF inquiry under the Defence (Inquiry) Regulations 198552%Informal review of a decision6626%External inquiry, investigation and review processes52%Comcare investigation125%Civilian police investigations00%Coronial inquests / investigations00%Coronial inquests / investigations31%Review of discrimination complaint by Australian Human Rights31%Commission (and State-based equivalents)31%Review by Privacy Commissioner10%Review by Commonwealth Ombudsman42%Review by APS Commissioner00%Review by Merits Commissioner00%Review by Administrative Appeals Tribunal10%Review by a Court10%Other410%Alternative dispute resolution2912%	Aircraft Accident Investigation Team	0	0%
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 Merits Commissioner Review by APS Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by ACOURT Other Alternative dispute resolution	Informal fact finding	138	55%
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) Result inquiry under the Defence (Inquiry) Regulations 1985 Section of a decision External inquiry, investigation and review processes Comcare investigation and review processes Comcare investigation of	Whistleblower scheme	5	2%
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administration) Redress of grievance (Commanding officer level) Redress of grievance (Service Chief and CDF levels) ISADF inquiry under the Defence (Inquiry) Regulations 1985 IGADF inquiry under the Defence (Inquiry) Regulations 1985 Informal review of a decision Retremal inquiry, investigation and review processes Comcare investigation Civilian police investigation OOONG 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 Aceview by APS Commissioner Review by APS Commissioner OOONG Review by Merits Commissioner OOONG Review by Administrative Appeals Tribunal Review by a Court Other Alternative dispute resolution	APS review of action	3	1%
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 Merits Commissioner Review by APS Commissioner	CDDA scheme (compensation for detriment due to defective		
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 Privacy Commissioner Review by Defence Force Ombudsman Review by APS Commissioner Review by Merits Commissioner Review by APS Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by a Court Other Alternative dispute resolution 29 12%	administration)	2	1%
IGADF inquiry under the Defence (Inquiry) Regulations 1985 Informal review of a decision External inquiry, investigation and review processes Comcare investigation 12 5% Civilian police investigation 0 0% Coronial inquests / investigations Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) 3 1% Review by Privacy Commissioner Review by Privacy Commissioner 1 0% Review by Defence Force Ombudsman 4 2% Review by APS Commissioner Review by Merits Commissioner Review by A professional body (eg medical board/law society) 25 10% Review by A dministrative Appeals Tribunal Review by a Court Other Alternative dispute resolution	Redress of grievance (Commanding officer level)	30	12%
IGADF inquiry under the Defence (Inquiry) Regulations 1985 Informal review of a decision External inquiry, investigation and review processes Comcare investigation 12 5% Civilian police investigation 0 0% Coronial inquests / investigations Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) 3 1% Review by Privacy Commissioner Review by Privacy Commissioner 1 0% Review by Defence Force Ombudsman 4 2% Review by APS Commissioner Review by Merits Commissioner Review by A professional body (eg medical board/law society) Review by A dministrative Appeals Tribunal Review by a Court Other Alternative dispute resolution 29 12%	Redress of grievance (Service Chief and CDF levels)	18	7%
External inquiry, investigation and review processes 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% Other Alternative dispute resolution 29 12%		5	2%
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 Merits Commissioner 1 0 0% Review by Administrative Appeals Tribunal 1 0% Review by a Court 1 0% Other Alternative dispute resolution 29 12%	Informal review of a decision	66	26%
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 Merits Commissioner 1 0 0% Review by a professional body (eg medical board/law society) 25 10% Review by Administrative Appeals Tribunal 1 0% Other Alternative dispute resolution 29 12%	External inquiry, investigation and review processes		
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 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		12	5%
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 3 1% 0% 0% 2% 1 0% 0% 1 0% 0% 1	Civilian police investigation	0	0%
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 3 1% 0% 0% 2% 1 0% 0% 1 0% 0% 1	Coronial inquests / investigations	0	0%
Review by Privacy Commissioner Review by Commonwealth Ombudsman 4 2% Review by Defence Force Ombudsman 6 2% Review by APS Commissioner 7 0 0% Review by Merits Commissioner 8 0 0% Review by a professional body (eg medical board/law society) 8 25 10% Review by Administrative Appeals Tribunal 8 27 10% Review by a Court 9 1 0% Other Alternative dispute resolution 9 12%			
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 4 2% 2% 10% 2% 10% 10% 10% 10% 10%	Commission (and State-based equivalents)	3	1%
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 4 2% 6 2% 0 0% Review by APS Commissioner 0 0% Review by Aerits Commissioner 1 0% 0 0% 1 0%	Review by Privacy Commissioner	1	0%
Review by APS Commissioner Review by Merits 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 0 0% 0 0% 1 0% 0 10% 2 10% 2 12%		4	2%
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% Other Alternative dispute resolution 29 12%	Review by Defence Force Ombudsman	6	2%
Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other Alternative dispute resolution 25 10% 1 0% 0% 25 12%	Review by APS Commissioner	0	0%
Review by Administrative Appeals Tribunal 1 0% Review by a Court 1 0% Other Alternative dispute resolution 29 12%	Review by Merits Commissioner	0	0%
Review by Administrative Appeals Tribunal 1 0% Review by a Court 1 0% Other Alternative dispute resolution 29 12%	Review by a professional body (eg medical board/law society)	25	10%
Review by a Court 1 0% Other Alternative dispute resolution 29 12%		1	0%
Other Alternative dispute resolution 29 12%		1	0%
	Alternative dispute resolution	29	12%
	Informal workplace problem solving	115	46%

¹The 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

	Number of matters in 12 months								
Demographic group	1-2		3-	10	11	-50		ore	
3 . 3 .	n	%	n	%	n	%	thai n	n 50 %	
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

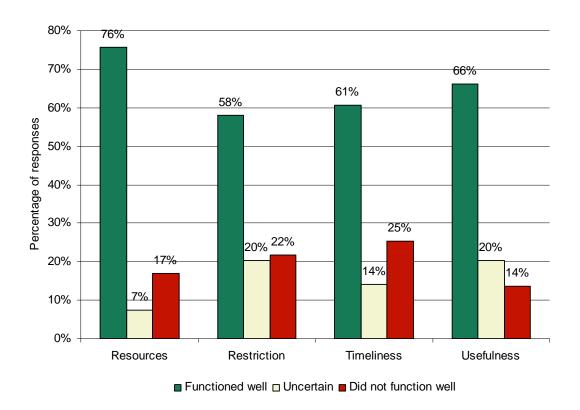
Internal Defence inquiry / investigation processes Quick Assessment APS Code of Conduct investigation APS Code of Conduct investigation APS Code of Conduct investigation APS Investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) AROutine inquiry Routine inquiry AROutine inquiry under the Defence (Inquiry) Regulations 1985 AROUTINE ARO	Process	Frequer	ncy used
Quick Assessment APS Code of Conduct investigation DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) 36 PS BOFDA investigation (conducted at unit level) 36 Routine inquiry Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry under the Defence (Inquiry) Regulations 1985 PS Board of Inquiry Investigation PS Board of Inquiry Investigation Inquiry Inquiry Input Inquiry Inqu		n	% ¹
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DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) Routine inquiry 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 Informal fact finding 168 43% Whistleblower scheme 5 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) Informal review of a decision External inquiry, investigation and review processes Comcare investigation 102 26% Civilian police investigation 17 4% Coronial inquests / investigations 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 Privacy Commissioner 0 0 0 0 Review by APS Commissioner 0 0 0 0 0 Review by APS Commissioner 0 0 0 0 0 Review by APS Commissioner 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0			
DFDA investigation (conducted at unit level) Routine inquiry Routine inquiry Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 Personal of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard Informal fact finding Redress of grievance (Compensation for detriment due to defective administration) Redress of grievance (Commanding officer level) Redress of grievance (Service Chief and CDF levels) Roard Inquiry under the Defence (Inquiry) Regulations 1985 Roard Informal review of a decision External inquiry, investigation and review processes Comcare investigation Roard Inquiry, investigation Roard Inquiry, investigation Roard Inquiry, investigation Roard Inquiry Investigation Roard I			
Routine inquiry 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 29% Aircraft Accident Investigation Team 29 7% Informal fact finding 8 168 43% Whistleblower scheme 9 29% 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) Informal review of a decision External inquiry, investigation and review processes Comcare investigation 102 26% Civilian police investigation Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Privacy Commissioner Review by Defence Force Ombudsman Review by Aps Commissioner Review by Aps Commissioner Review by Aprofessional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review Other	DFDA investigation (conducted by ADFIS)	29	7%
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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% Internal Defence review processes 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% Informal review of a decision 53 14% External inquiry under the Defence (Inquiry) Regulations 1985 3 1% Informal review of a decision 53 14% External inquiry, investigation and review processes Comcare 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 Privacy Commissioner 0 0% Review by Aps Commonwealth Ombudsman 1 0% Review by Aps Commissioner 0 0% Review by Administrative Appeals Tribunal 0 0% Review by Administrative Appeals Tribunal 0 0% Review by Administrative Appeals Tribunal 0 0% Other	Routine inquiry	131	
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% Internal Defence review processes 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% Informal review of a decision 53 14% Informal review of a decision 53 14% External inquiry, investigation and review processes Comcare investigation 17 4% Coronial inquests / investigations 1985 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 Defence Force Ombudsman 1 0% Review by ApS Commissioner 0 0% Review by ApS Commissioner 0 0 0% Review by Applications 1 0 0% Review by Administrative Appeals Tribunal 0 0% Review by Administrative Appeals Tribunal 0 0% Other	Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985	30	8%
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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 Industry investigation	Board of Inquiry under the Defence (Inquiry) Regulations 1985	7	2%
Whistleblower scheme51%Internal Defence review processes1%APS review of action92%CDDA scheme (compensation for detriment due to defective administration)00%Redress of grievance (Commanding officer level)62%Redress of grievance (Service Chief and CDF levels)31%IGADF inquiry under the Defence (Inquiry) Regulations 198531%Informal review of a decision5314%External inquiry, investigation and review processes5314%Comcare investigation10226%Civilian police investigations174%Coronial inquests / investigations133%Review of discrimination complaint by Australian Human Rights00%Commission (and State-based equivalents)00%Review by Privacy Commissioner00%Review by Commonwealth Ombudsman10%Review by Defence Force Ombudsman21%Review by APS Commissioner00%Review by Merits Commissioner00%Review by Aministrative Appeals Tribunal00%Review by Administrative Appeals Tribunal00%Other00	Aircraft Accident Investigation Team	29	7%
Internal Defence review processes 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% External inquiry, investigation and review processes 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 APS Commissioner 0 0% Review by APS Commissioner 0 0% Review by Merits Commissioner 0 0% Review by APS commissioner 0 0% Review by APS commissioner 0 0% Review by A professional body (eg medical board/law society) Review by Administrative Appeals Tribunal 0 0% Review by Administrative Appeals Tribunal 1 0% Review by A Court 1 0%	Informal fact finding	168	43%
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) Redress of grievance (Service Chief and CDF levels) Redress of grievance (Inquiry Regulations 1985 Redress of grievance (Inquiry Regulations 1985 Redress of a decision Salva Review of discrimination and review processes Comcare investigation Civilian police investigation 102 26% Civilian police investigation 117 4% Coronial inquests / investigations Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner 0 0 0% Review by Privacy Commissioner 1 0 0% Review by Defence Force Ombudsman 2 1 0% Review by APS Commissioner 0 0 0% Review by Merits Commissioner 0 0 0% Review by APS Commissioner 0 0 0% Review by Aprofessional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other	Whistleblower scheme	5	1%
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 Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Defence Force Ombudsman Review by APS Commissioner Review by APS Commissioner Review by Merits Commissioner Review by APS Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by a Court Other	Internal Defence review processes		
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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 Civilian police investigation Inquests / investigation Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Privacy Commissioner Review by Defence Force Ombudsman Review by APS Commissioner Review by Merits Commissioner Review by APS Commissioner Review by APS Commissioner Review by APS Commissioner Review by Aphrits Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by a Court Other	CDDA scheme (compensation for detriment due to defective		
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 Privacy Commissioner 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 A Court Other	administration)	0	0%
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 APS Commissioner Review by APS commissioner Review by APS commissioner Review by Appeals Tribunal Review by Administrative Appeals Tribunal Review by a Court Other	Redress of grievance (Commanding officer level)	6	2%
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 APS Commissioner Review by APS commissioner Review by APS commissioner Review by Appeals Tribunal Review by Administrative Appeals Tribunal Review by a Court Other	Redress of grievance (Service Chief and CDF levels)	3	1%
External inquiry, investigation and review processes 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 APS Commissioner 1 0 0% Review by APS Commissioner 1 0 0% Review by APS Commissioner 1 0 0% Review by Administrative Appeals Tribunal 1 0% Review by a Court 1 0% Other		3	1%
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% Other	Informal review of a decision	53	14%
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% Other	External inquiry, investigation and review processes		
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 Merits Commissioner Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other		102	26%
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 Merits Commissioner Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other	Civilian police investigation	17	4%
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 Merits Commissioner Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other	Coronial inquests / investigations	13	3%
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			
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% Other	Commission (and State-based equivalents)	0	0%
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	Review by Privacy Commissioner	0	0%
Review by APS Commissioner Review by Merits 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		1	0%
Review by APS Commissioner Review by Merits 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	Review by Defence Force Ombudsman	2	1%
Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other		0	0%
Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other		0	0%
Review by Administrative Appeals Tribunal 0 0% Review by a Court 1 0% Other		2	1%
Review by a Court 1 0% Other		0	0%
Other		_	
		15	4%
Informal workplace problem solving 123 31%			31%

¹The 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

	Number of matters in 12 months								
Demographic group	1	1-2 3-1		10	11	-50		ore	
	n	%	n	%	n	%	tna n	n 50 %	
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

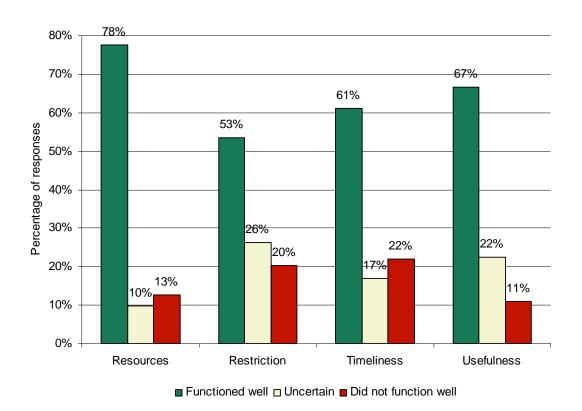
Internal Defence inquiry / investigation processes Quick Assessment APS Code of Conduct investigation APS Code of Conduct investigation DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) ARS investigation (conducted at unit level) ARS investigation (conducted at unit level) ARS and inquiry Routine inquiry Routine inquiry Routine inquiry Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 Routine inquiry under the Defence (Inquiry) Regulations 1985 Routine inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Roard of Inquiry under the Defence (Inquiry) Regulations 1985 Residence review processes APS review of action Redress of grievance (Commanding officer level) Redress of grievance (Commanding officer level) Redress of grievance (Service Chief and CDF levels) Retrenal inquiry under the Defence (Inquiry) Regulations 1985 Review of a decision Fexternal inquiry, investigation and review processes Comcare investigation Review of a decision Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Privacy Commissioner Review by Privacy Commissioner Review by APS Commissioner	Process	Frequency used		
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% Informal fact finding 167 38% Whistleblower scheme 5 1% Internal Defence review processes 18 4 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) 2		n	% ¹	
APS Code of Conduct investigation DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) FDA investigation 1339 FDA investigation 1439 FDA investigation 1540 FDA investigation 1650 FDA investi				
DFDA investigation (conducted by ADFIS) DFDA investigation (conducted at unit level) FOA inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 FOA inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 FOA induity under the Defence (Inquiry) Regulations 1985 FOA informal fact finding				
DFDA investigation (conducted at unit level) Routine inquiry Routine inquiry Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 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 0/6 Informal fact finding 167 38% Whistleblower scheme 158 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) 16ADF inquiry under the Defence (Inquiry) Regulations 1985 2 0% Informal review of a decision External inquiry, investigation and review processes Comcare investigation 5 1/6 Civilian police investigation 5 Cormission (and State-based equivalents) Review by Privacy Commissioner Review by Commonwealth Ombudsman Review by Defence Force Ombudsman Review by ApS Commissioner Review by ApS Commissioner Review by ApS Commissioner Review by Aprofessional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review Other		26		
Routine inquiry Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 O O% Board of Inquiry under the Defence (Inquiry) Regulations 1985 O O% Aircraft Accident Investigation Team O O Informal fact finding O Informal fact finding O 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) 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 Privacy Commissioner Review by Aministrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by Cother Owe Review by Administrative Appeals Tribunal Review by Cother Owe Cother				
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 0% Informal fact finding 167 38% Whistleblower scheme 5 1% Internal Defence review processes APS review of action 1 0 0% Redress of grievance (Commanding officer level) 7 2% Redress of grievance (Service Chief and CDF levels) 7 2% Redress of grievance (Service Chief and CDF levels) 4 19% Informal review of a decision 50 11% External inquiry, investigation and review processes Comcare investigation 5 19% Civilian police investigation 5 10% Review by Privacy Commissioner 0 0 0% Review by Possioner 0 0 0% Review by Possioner 0 0 0% Review by Administrationer 0 0 0% Review by Apris Commissioner 0 0 0% Review by Administrationer 1 0 0% Review by Administration Appeals Tribunal 0 0 0% Review by Administrative Appeals Tribunal 0 0 0% Other	DFDA investigation (conducted at unit level)	67		
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 19% Internal Defence review processes APS review of action 16 4% CDDA scheme (compensation for detriment due to defective administration) 1 0% Redress of grievance (Commanding officer level) 7 29% Redress of grievance (Service Chief and CDF levels) 4 19% IGADF inquiry under the Defence (Inquiry) Regulations 1985 2 0% Informal review of a decision 50 11% External inquiry, investigation and review processes Comcare investigation 5 19% Civilian police investigation 16 49% 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 Privacy Commissioner 0 0% Review by Apps Commissioner 0 0% Review by Administrative Appeals Tribunal 0 0% Review by Administrative Appeals Tribunal 0% Other	Routine inquiry	139	31%	
Board of Inquiry under the Defence (Inquiry) Regulations 1985 Aircraft Accident Investigation Team 0 0% Informal fact finding 167 38% Whistleblower scheme Internal Defence review processes APS review of action CDDA scheme (compensation for detriment due to defective administration) 1 0% Redress of grievance (Commanding officer level) Redress of grievance (Service Chief and CDF levels) IGADF inquiry under the Defence (Inquiry) Regulations 1985 2 0% Informal review of a decision External inquiry, investigation and review processes Comcare investigation 5 1% Civilian police investigation Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Privacy Commissioner Review by Defence Force Ombudsman Review by Defence Force Ombudsman Review by APS Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by Atheritative Appeals Tribunal		16		
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 Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Defence Force Ombudsman Review by Defence Force Ombudsman Review by Merits Commissioner Review by Merits Commissioner Review by Merits Commissioner Review by Aps Court Review by Administrative Appeals Tribunal Review by Account	CDF Commission of Inquiry under the Defence (Inquiry) Regulations 1985	0	0%	
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 Feview of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Privacy Commissioner Review by Abrescommissioner Review by APS Commissioner Review by Merits Commissioner Review by Merits Commissioner Review by Aps Commissioner Review by Administrative Appeals Tribunal Review by A Other	Board of Inquiry under the Defence (Inquiry) Regulations 1985	0		
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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 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 APS Commissioner Review by Merits Commissioner Review by Aprofessional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other	Informal fact finding	167	38%	
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) Redress of grievance (Service Chief and CDF levels) Redress of grievance (Service Chief and CDF levels) A 1% IGADF inquiry under the Defence (Inquiry) Regulations 1985 Linformal review of a decision External inquiry, investigation External inquiry, investigation and review processes Comcare investigation Civilian police investigation Civilian police investigation Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Privacy Commissioner Review by Commonwealth Ombudsman Review by APS Commissioner Review by APS Commissioner Review by Merits Commissioner Review by Merits Commissioner Review by APS commissioner Review by A professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other	Whistleblower scheme	5	1%	
CDDA scheme (compensation for detriment due to defective administration) Redress of grievance (Commanding officer level) Redress of grievance (Service Chief and CDF levels) 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 Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Privacy Commissioner Review by Defence Force Ombudsman Review by APS Commissioner Review by APS Commissioner Review by Merits Commissioner Review by APS Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by a Court Other	Internal Defence review processes			
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 Inquests / investigations Review of discrimination complaint by Australian Human Rights Commission (and State-based equivalents) Review by Privacy Commissioner Review by Privacy Commissioner Review by Defence Force Ombudsman Review by APS Commissioner Review by Merits Commissioner Review by Merits Commissioner Review by APS Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by a Court Other	APS review of action	16	4%	
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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 Privacy Commissioner 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	administration)	1	0%	
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 Privacy Commissioner 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	Redress of grievance (Commanding officer level)	7	2%	
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 Merits Commissioner Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other		4	1%	
External inquiry, investigation and review processes 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% Other	IGADF inquiry under the Defence (Inquiry) Regulations 1985	2	0%	
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 0% Review by Merits Commissioner 0 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% Other	Informal review of a decision	50	11%	
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 Merits Commissioner Review by APS commissioner Review by APS commissioner Review by APS Commissioner Review by Administrative Appeals Tribunal Review by Administrative Appeals Tribunal Review by a Court Other	External inquiry, investigation and review processes			
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 Merits Commissioner Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other	Comcare investigation	5	1%	
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 Merits Commissioner Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other	Civilian police investigation	16	4%	
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	Coronial inquests / investigations	1	0%	
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	Review of discrimination complaint by Australian Human Rights			
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% Other	Commission (and State-based equivalents)	0	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% Other	Review by Privacy Commissioner	0	0%	
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	Review by Commonwealth Ombudsman	2	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% Other	Review by Defence Force Ombudsman	1	0%	
Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other	Review by APS Commissioner	0	0%	
Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other	Review by Merits Commissioner	0	0%	
Review by Administrative Appeals Tribunal 0 0% Review by a Court 1 0% Other		2	0%	
Review by a Court 1 0% Other		0	0%	
Other			0%	
All all the second of the seco				
Alternative dispute resolution 16 4%	Alternative dispute resolution	16	4%	
Informal workplace problem solving 144 33%		144	33%	

¹The 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%)³⁸.

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%)³⁹
- Defence's policies and procedures regarding security incidents were not restrictive (inquiry related n=22, 37%; non-inquiry related n=215, 56%)⁴⁰,
- 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%)⁴¹, and
- formal processes into security incidents were useful (inquiry related n=32, 53%; non-inquiry related n=263, 69%)⁴².

4.13 Equipment Malfunction or Failure

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

	Number of matters in 12 months									
Demographic group	1-2		3-10		11-50			ore		
	n	%	n	%	n	%	n	n 50 %		
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

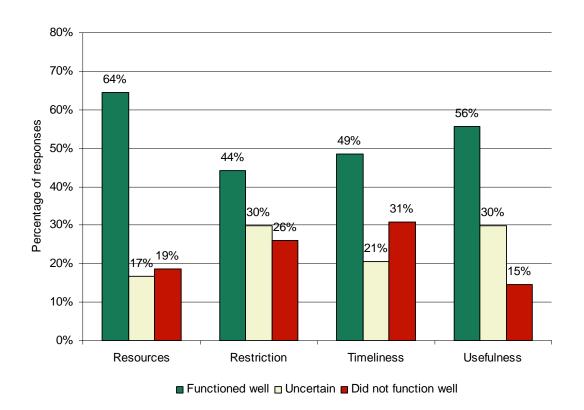
Process	Frequer	ncy used
	n	% ¹
Internal Defence inquiry / investigation processes		
Quick Assessment	161	51%
APS Code of Conduct investigation	7	2%
DFDA investigation (conducted by ADFIS)	5	2%
DFDA investigation (conducted at unit level)	9	3%
Routine inquiry	102	32%
Inquiry Officer inquiry under the 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%
Internal Defence review processes		
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%
External inquiry, investigation and review processes		
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%
Other	-	- / -
Alternative dispute resolution	20	6%
Informal workplace problem solving	123	39%
¹ The proportion of reprondents that used the propose while dealing with the		

¹The 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%)⁴³.

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%)⁴⁴.

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%)⁴⁵.

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

	Number of matters in 12 months										
Demographic group	1	1-2 3-10		1-2 3-10 11-50		11-50			ore		
3 . 3 .	n	%	n	%	n	%	tha n	n 50 %			
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

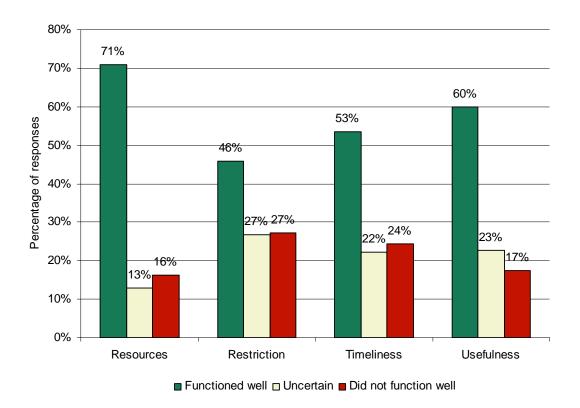
Internal Defence inquiry / investigation processes Quick Assessment APS Code of Conduct investigation APS Code of Conduct investigation APS Code of Conduct investigation APS Code of Conducted by ADFIS) DFDA investigation (conducted at unit level) BOFDA investigation (conducted at unit level) Routine inquiry Inquiry Officer inquiry under the Defence (Inquiry) Regulations 1985 COF Commission of Inquiry under the Defence (Inquiry) Regulations 1985 DOFA Commission of Inquiry under the Defence (Inquiry) Regulations 1985 DOFA Commission of Inquiry under the Defence (Inquiry) Regulations 1985 DOFA Commission of Inquiry under the Defence (Inquiry) Regulations 1985 DOFA Commission of Inquiry under the Defence (Inquiry) Regulations 1985 DOFA Commission of Inquiry under the Defence (Inquiry) Regulations 1985 DOFA Commanding officer Information of the Information of Information	Process	Freque	ncy used
Quick Assessment9555%APS Code of Conduct investigation42%DFDA investigation (conducted by ADFIS)116%DFDA investigation (conducted at unit level)85%Routine inquiry4727%Inquiry Officer inquiry under the Defence (Inquiry) Regulations 198553%CDF Commission of Inquiry under the Defence (Inquiry) Regulations 198500%Board of Inquiry under the Defence (Inquiry) Regulations 198500%Aircraft Accident Investigation Team00%Informal fact finding7845%Whistleblower scheme21%Internal Defence review processes42%APS review of action42%CDDA scheme (compensation for detriment due to defective administration)42%Redress of grievance (Service Chief and CDF levels)74%IGADF inquiry under the Defence (Inquiry) Regulations 198521%Informal review of a decision3822%External inquiry, investigation and review processes21%Comcare investigation21%Civilian police investigation32%Commission (and State-based equivalents)00%Review by Privacy Commissioner00%Review by Privacy Commissioner00%Review by APS Commissioner00%Review by APS Commissioner00%Review by APS Commissioner00%Review by APS Commissioner0<		n	% ¹
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DFDA investigation (conducted at unit level) Routine inquiry R	APS Code of Conduct investigation	4	2%
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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% Internal Defence review processes 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% Informal review of a decision 8 22% External inquiry, investigation and review processes Comcare investigation 2 1% Civilian police investigation 2 1% Coronial inquests / investigations Paviation (Inquiry) Australian Human Rights Commission (and State-based equivalents) 0 0% Review by Privacy Commissioner 0 0% Review by Defence Force Ombudsman 1 1% Review by APS Commissioner 0 0% Review by Merits Commissioner 0 0% Review by Merits Commissioner 0 0% Review by APS Commissioner 0 0% Review by APS Commissioner 0 0% Review by APS Commissioner 1 1% Review by APS Co	Routine inquiry	47	27%
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External inquiry, investigation and review processes 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 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% Other Alternative dispute resolution 12 7%		38	
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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 0 0% 1 1% 1 1% 1 7%			
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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% Other Alternative dispute resolution 12 7%		0	
Review by a professional body (eg medical board/law society) Review by Administrative Appeals Tribunal Review by a Court Other Alternative dispute resolution 0 0% 1 1% 1% 7%			
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Review by a Court 1 1% Other Alternative dispute resolution 12 7%			
Other Alternative dispute resolution 12 7%			
Alternative dispute resolution 12 7%		-	
· ·		12	7%
IIIIOIIIIAI WOINPIACO PIODIGIII SUIVIIIQ JZ JU /0	Informal workplace problem solving	52	30%

¹The 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:

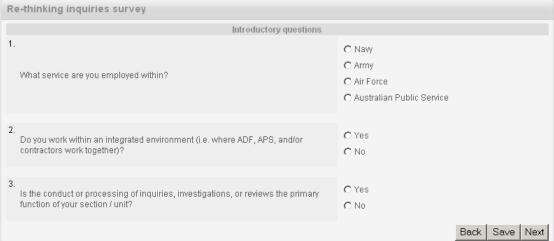
- the availability of adequate resources to deal with the matter,
- · the restrictiveness of policies and procedures,
- the timeliness of processes, and
- · the usefulness of processes.

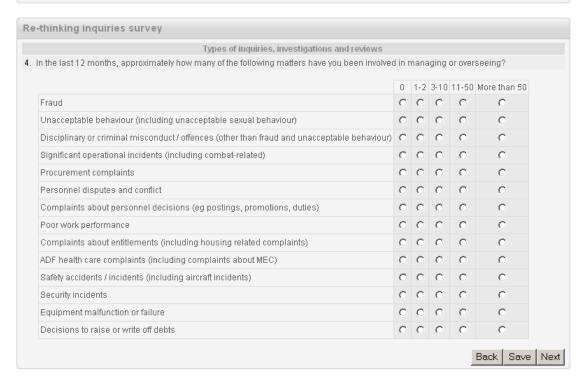


Inquiry, investigation, and review processes into decisions to raise and write off debt functioned well in regard to resources (71%, n=122 indicated functioned well) and moderately well in regards to usefulness (60%, n=103). Approximately half of respondents indicated the processes functioned well in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

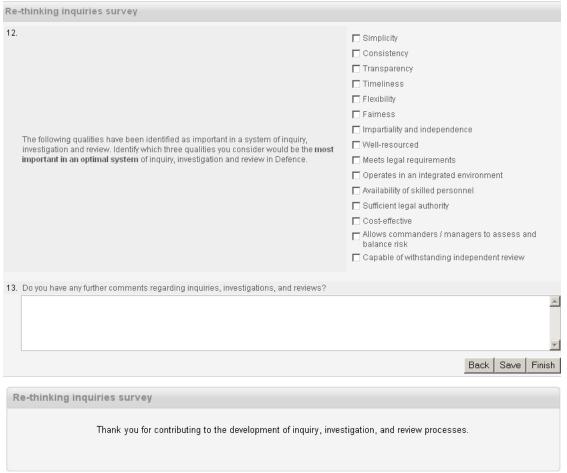




Have you ever had any involvement in managing or overseeing inquiries, investigations, or reviews?	C Yes C No			
		Back	Save	Next

	Back	Save Ne
-thinking inquiries survey		
Fraud inquiries, investigations, and reviews		
You listed <u>fraud</u> as something that you have been involved in managing or overseeing in the last 12 months. The following processes were used in attempting to resolve the matter(s)?	Γο your know	ledge, which
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		

Re-thinking inquiries survey	
Fraud inquiries, investigations, an	nd reviews
Please provide your opinion regarding the following statements:	
6. There are adequate resources available to me in relation to <u>fraud</u> 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.	C Strongly agree C Agree C Uncertain D Disagree C Strongly disagree
8. Inquiry, investigation and review processes in relation to <u>fraud</u> allow decisions to be made and actioned in a timely manner.	C Strongly agree C Agree C Uncertain D Disagree C Strongly disagree
9. When dealing with <u>fraud</u> , Defence's formal inquiry, investigation and review processes are useful .	C Strongly agree C Agree C Uncertain C Disagree C Strongly disagree
	Back Save Next
Re-thinking inquiries survey	
Inquiries, investigations, and revie	ews overall
Please provide your opinion regarding the following statements:	
10. Overall, inquiry, investigation and review processes in Defence are easy to app	C Strongly agree C Agree O Uncertain D Disagree C Strongly disagree
11. <u>Overall</u> , inquiry, investigation and review processes in Defence support effection-making.	C Strongly agree C Agree C Uncertain C Disagree C Strongly disagree
	Back Save Next



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

Annex B – Respondent demographics

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

¹Number of members the survey was sent to.

Annex C - Processes used for dealing with matters

					Disci	nlinary
Process	Fraud		Unacceptable behaviour		Disciplin le or crimin miscondu offence	
Internal Defence inquiry / investigation						
processes						
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%
Internal Defence review processes	00	1070	01	070	.,	0 70
APS review of action	17	10%	51	11%	19	6%
CDDA scheme (compensation for detriment	17	10 /6	31	11/0	19	0 70
due to defective administration)	5	3%	2	0%	2	1%
	5	3/0	2	U /0	2	1 /0
Redress of grievance (Commanding officer	24	100/	00	17%	46	4.40/
level)	31	18%	82	1770	46	14%
Redress of grievance (Service Chief and	40	4.00/	4.4	00/	00	70/
CDF levels)	18	10%	41	9%	22	7%
IGADF inquiry under the Defence (Inquiry)	40	70/	0.4	00/	40	5 0/
Regulations 1985	13	7%	31	6%	16	5%
Informal review of a decision	24	14%	74	16%	35	11%
External inquiry, investigation and review						
processes						
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%
Informal processes	. 5	0,0		0,0	. 5	3,0
Alternative dispute resolution	18	10%	141	30%	33	10%
Informal workplace problem solving	39	22%	216	45%	72	22%
mornal workplace problem solving	J	ZZ /0	210	70/0	1 4	<u></u>

Process	Significant operational incidents		operational procurement dis				disput	onnel es and flicts
Internal Defence inquiry / investigation								
processes								
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%		
Internal Defence review processes								
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%		
External inquiry, investigation and review								
processes								
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%		
Informal processes	-	, -	-		_	- , -		
	6	4%	24	12%	206	31%		
Alternative dispute resolution Informal workplace problem solving	6 30	4% 19%	24 87	12% 44%	206 397	31% 60%		

	Comr	Complaints							
	about		Poor work		Complaints				
Process		personnel		mance		out			
	decisions		poc.		entitle	ements			
Internal Defence inquiry / investigation									
processes									
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		00/		201		201			
Defence (Inquiry) Regulations 1985	0	0%	0	0%	0	0%			
Board of Inquiry under the Defence (Inquiry)	•	40/	•	00/	•	00/			
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%			
Internal Defence review processes APS review of action	20	40/	70	11%	4	1%			
	20	4%	70	1170	4	170			
CDDA scheme (compensation for detriment due to defective administration)	6	1%	0	0%	11	3%			
Redress of grievance (Commanding officer	O	1 70	U	076	11	370			
level)	108	24%	49	7%	71	22%			
Redress of grievance (Service Chief and	100	2470	49	1 70	/ 1	2270			
CDF levels)	57	12%	18	3%	38	12%			
IGADF inquiry under the Defence (Inquiry)	31	12/0	10	370	30	12/0			
Regulations 1985	10	2%	3	0%	6	2%			
Informal review of a decision	132	29%	136	21%	99	30%			
External inquiry, investigation and review	102	2570	100	2170	33	3070			
processes									
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	Ŭ	070	Ū	0,0	•	0,0			
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%			
Informal processes									
Alternative dispute resolution	91	20%	117	18%	50	15%			
Informal workplace problem solving	236	51%	402	61%	163	49%			

Process	ADF health care complaints		Safety accidents / incidents		care accidents /			urity lents
Internal Defence inquiry / investigation	•							
processes								
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%	Ö	0%		
Informal fact finding	138	55%	168	43%	167	38%		
Whistleblower scheme	5	2%	5	1%	5	1%		
Internal Defence review processes	Ū	_,,	•	. , 0	•	. , ,		
APS review of action	3	1%	9	2%	16	4%		
CDDA scheme (compensation for detriment	Ū	. , ,	· ·	_,,	. •	. , ,		
due to defective administration)	2	1%	0	0%	1	0%		
Redress of grievance (Commanding officer	_	1 70	J	070	•	0 70		
level)	30	12%	6	2%	7	2%		
Redress of grievance (Service Chief and	00	,	Ū	270	•	_ / 0		
CDF levels)	18	7%	3	1%	4	1%		
IGADF inquiry under the Defence (Inquiry)	. •	. , ,	Ū	. , ,	•	. , ,		
Regulations 1985	5	2%	3	1%	2	0%		
Informal review of a decision	66	26%	53	14%	50	11%		
External inquiry, investigation and review		_0,0		, 0		, 0		
processes								
Comcare investigation	12	5%	102	26%	5	1%		
Civilian police investigation	0	0%	17	4%	16	4%		
Coronial inquests / investigations	Ö	0%	13	3%	1	0%		
Review of discrimination complaint by	Ü	0 70	.0	070	·	070		
Australian Human Rights Commission (and								
State-based equivalents)	3	1%	0	0%	0	0%		
Review by Privacy Commissioner	1	0%	Ö	0%	Ö	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	Ö	0%	Ö	0%	Ö	0%		
Review by a professional body (eg medical	Ū	0 70	Ū	0 70	Ū	070		
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%		
Informal processes	•	3 / 0	•	3 / 0	•	3 / 0		
Alternative dispute resolution	29	12%	15	4%	16	4%		
Informal workplace problem solving	115	46%	123	31%	144	33%		
mornar wompiaco problem solving	110	70 /0	120	01/0	1-7-7	0070		

Process	Equipment malfunction or failure		Decisions to raise or write off debts	
Internal Defence inquiry / investigation				
processes	4.04	E40/	05	EE0/
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		00/	_	001
(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%
Internal Defence review processes				
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%
External inquiry, investigation and review				
processes				
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%
Informal processes				
Alternative dispute resolution	20	6%	12	7%
Informal workplace problem solving	123	39%	52	30%

Annex D - Statistical Analysis

¹ 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 $(X^2(1)=47.768, p<.001, Cramer's V=.153)$ 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 ($\chi^2(1)=156.580$, 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 (X²(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 $(X^{2}(1)=40.974, p<.001, Cramer's V=.177)$ 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 (X²(1)=19.509, p<.001, Cramer's V=.108) in the last 12 months when compared to APS respondents.

² 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 $(X^{2}(1)=21.410, p<.001, Cramer's V=.101)$ p<.001, Cramer's V=.113), in the last 12 months when compared to respondents working in non-inquiry, investigation, and review related environments.

³ 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).

⁴ 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).

⁵ Responses to whether inquiry, investigation, and review processes in Defence are easy to apply were significantly correlated to whether processes support effect decision making

 $⁽X^2(4)=693.867, p<.001, Cramer's V=.521)$. ⁶ 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).

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 (X²(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 $(X^{2}(2)=7.498, Cramer's V=.129)$ p=.024, Cramer's V=.154).

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 (X²(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).

⁹ 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 (X²(2)=10.564, p=.005, Cramer's

¹⁰ 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).

¹¹ 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.

12 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

13 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 (X²(2)=11.504, p=.003, Cramer's V=.189) allow decisions to be made in a timely manner.

14 Compared to APS respondents, ADF respondents were significantly more likely to indicate

that inquiry, investigation, and review processes into fraud ($\chi^2(2)=6.917$, p=.031, Cramer's

V=.199) do not allow decisions to be made in a timely manner.

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 (X²(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.

¹⁶ 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

 $(X^2(2)=9.578, p=.008, Cramer's V=.147).$

Compared to APS respondents, ADF respondents were significantly more likely to indicate that formal processes were useful when dealing with unacceptable behaviour (X²(2)=6.646, p=.036, Cramer's V=.118), personnel disputes and conflicts (X²(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).

¹⁸ 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 ($\dot{X}^2(2)=6.597$, p=.037, Cramer's V=.118) and complaints about personnel decisions ($X^2(2)=7.058$, p=.029, Cramer's V=.124).

¹⁹ 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). ²⁰ 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 $(X^2(2)=9.868, p=.007, Cramer's V=.123).$

Compared to APS respondents, ADF respondents were significantly more likely to indicate that inquiry, investigation, and review processes into fraud ($\chi^2(2)=6.917$, p=.031, Cramer's

V=.199) do not allow decisions to be made in a timely manner.

²² 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.

23 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).

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).

²⁵ 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 ($\dot{X}^2(2)=6.514$, p=.038, Cramer's V=.142).

²⁶ 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

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).

²⁸ 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).

- ²⁹ 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. ³⁰ Compared to ADF respondents, APS respondents were significantly more likely to indicate
- ³⁰ 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.
- ³¹ Compared to APS respondents, ADF respondents were significantly more likely to indicate that formal processes were useful when dealing with personnel disputes and conflicts $(X^2(2)=36.294, p<.001, Cramer's V=.235)$.
- (X²(2)=36.294, *p*<.001, Cramer's V=.235).

 ³² 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 (X²(2)=16.525, *p*<.001, Cramer's V=.190).
- ³³ 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.
- 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.
- ³⁵ 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).
- ³⁶ 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).
- 37 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 (X²(2)=9.868, *p*=.007, Cramer's V=.123).

 38 Compared to ADF respondents, APS respondents were significantly more likely to indicate
- ³⁸ 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.
- ³⁹ 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).
- ⁴⁰ 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).
- 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 $(X^2(2)=9.578, p=.008, Cramer's V=.147)$.
- 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 ($\chi^2(2)=9.108$, p=.011, Cramer's V=.143).
- compared to respondents from other workplaces ($X^2(2)=9.108$, p=.011, Cramer's V=.143). ⁴³ 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). ⁴⁴ Compared to respondents that we describe the strength of the strength o
- ⁴⁴ 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).
- ⁴⁵ Compared to APS respondents, ADF respondents were significantly more likely to indicate that formal processes were useful when dealing with equipment malfunction or failure $(X^2(2)=8.918, p=.012, Cramer's V=.168)$.