REPORT

TRAINING AND INFORMATION PROGRAM
GOVERNANCE IMPROVEMENT PROJECT

8 December 2011

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1. SUMMARY

1.1 Introduction

This report presents the findings of a review of the governance practice of the Training and Information Program (TIP). This review arose as a result of a recommendation of the Review of DVA-Funded ESO Advocacy and Welfare Services (‘the BEST Review’) which commenced in August 2009 and reported in February 2011.

Recommendation 9 of the BEST Review report proposed the development and adoption of a best practice TIP governance model in all States. The TIP Governance Improvement Project (‘the Governance Review’) commenced in July 2011 and was tasked with identifying improvements that could be adopted to bring TIP governance in line with good practice.

Governance research literature from Australia and overseas was examined and consultations were held with relevant DVA managers and staff, with TIP Chairs and the TIP National Coordinator. In addition previous TIP reviews and internal audits were examined as well as governance material from several non-government organisations.1

1.2 Key Findings

The Governance Review report identifies a number of important principles that should be applied to TIP governance. Apart from the generic principles essential for good governance in all organisations - transparency and openness, accountability and conformance, integrity and ethics, stewardship, leadership efficiency and effectiveness, - principles that are applicable to a partnership such as the DVA/ESO cooperative arrangement for TIP are identified, particularly:

- Everyone who needs to be is at the table
- Roles and responsibilities for each party are clearly defined
- The accountabilities of all of the parties are clear
- The clients of the parties benefit from the partnership.

The special circumstances of a volunteer-based organisation working in a publicly funded environment are recognised through additional principles, particularly the principle that the governance structure and management system must support the organisation fulfilling the requirements of legislation and/or policy and stakeholder expectations regarding service obligations (conformance) and provide an appropriate level of assurance to government.

The report makes several observations about TIP governance challenges, notably that:

- Visible accountability through a robust reporting or assurance regime is lacking and the reporting that is in place is throughput rather than outcome focussed;
- If it is agreed that ‘partnership’ is an overarching objective of the TIP arrangements, it is not clear or agreed who is in the partnership – DVA and

1 This Review has not addressed the implications of the harmonization of OH&S law across Australia as they relate to both volunteers and VITA coverage. That work will need to be undertaken separately.
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ESOs or some ESOs or individuals representing some ESOs; DVA, TIP individuals and ESOs;

- There is no widely accepted point of authority from which to delegate, making agreement difficult for where accountabilities currently lie; and
- There is limited documentation of processes which leads to allegations of lack of transparency and openness – also to confusion and lack of consistency.

The view of the Governance Review is that these challenges have arisen as a result of a number of factors including that what was originally conceived as an ESO/DVA joint activity (reflected in the 1995 TIP Newsletters) has evolved over time to TIP being regarded by some as an identifiable entity (albeit not a legal one), separate from ESOs. The Governance Review believes that this evolution of TIP as an informal organisation is not necessarily a bad thing as long as there is a redefining of the original partnership between DVA and ESOs. It also believes that TIP should take on the features and accountabilities of a formal entity to address these challenges.

Also, the Governance Review found that the management and performance of the program often seems dependent on individual style, preference and ability. This is a potential point of program failure unless appropriate succession planning is undertaken to ensure necessary skills and knowledge continue to be available to TIP irrespective of an individual’s availability. However, this ‘individualisation’ can also lead to situations where personality differences are taken to be indicative of program or governance problems, hinder resolution of program problems, or at the very least lead to a level of confusion about what is causing a problem.

The report explores a number of models that would enhance clarity of roles, responsibilities, decision-making authority and accountability for the delivery of the objectives that are currently assigned to TIP. These models range from the incorporation of TIP to allow a formal funding relationship, to revisiting ESO delivery of TIP objectives and returning management of the training program to DVA. The conclusion reached is that, for the moment, retention of the existing model is appropriate, with improvement to governance elements to reflect good practice and position all the partners with appropriate authority.

In accordance with that conclusion, the report provides suggestions for improvements to particular components of TIP governance. These are primarily in the areas of roles and responsibilities, accountabilities, and the development and documentation of nationally consistent processes and procedures. Most importantly, the suggested governance structure proposes a set of arrangements that sees:

- The DVA Management Group, representing the funders, having active rather than passive oversight;
- The TIP National Management Group taking on a board-like role and assuming a more strategic and directive role;
- The National Committee of TIP Chairs taking on an executive management-like role and having increased operational accountability; and
- State and Territory-based TIP operations providing more assurance to the National Committee of TIP Chairs on day to day operational performance and compliance.

The report makes the point however, that a balance needs to be struck between the desire for good governance, and the standards and principles underpinning it, and the amount of effort that can reasonably be expected of volunteer managers.

Finally, the Governance Review finds that, while there are considerable challenges arising from the original model of TIP delivery, the evolution of that model and the
consequences for governance, this should not stop the improvements to governance practice that are represented in the recommended governance design. Those improvements should assist DVA senior management to fulfill its accountabilities to government. The Governance Review is also of the view that the recent efforts of the National TIP Chair and State and Territory TIP Chairs to improve consistency of training and take an increasingly national approach to the Program, provide a sound basis for those improvements.

1.3 Recommendations

It is unusual to find a grant arrangement where government funds an activity delivered by the not-for-profit or community sector without the benefit of a formal contract or funding agreement. TIP currently operates in this situation and this gives rise to an imbalance of accountability and control whereby DVA has most of the accountability for the Program but little overt authority to direct management and performance.

This is not a situation that should continue in the longer term. However any major changes to the TIP model need to take into account a number of current factors – especially the considerable ESO dissatisfaction with the reduction in BEST funding in the 2011/12 Budget and initiatives resulting from the Review of Military Compensation Arrangements that might result in a different model for supporting contemporary veterans' access to entitlements.

Given these factors, the Governance Review makes seven formal recommendations in the body of the report based on the belief that, for the moment and particularly for the TIP activity relating to the Veterans’ Entitlements Act 1986, the current arrangements, with improvement, can meet the needs of DVA and most ESOs.

Overarching Recommendation

Recommendation 1
That, for at least the short term, DVA and ESOs maintain the current TIP model, improving governance elements to reflect good practice and position all the partners with appropriate authority.

Supporting Recommendations

Recommendation 2
That a facilitated and iterative approach is taken to the implementation of improved TIP governance arrangements.

Recommendation 3
That the TIP partnership arrangements be considered a three-way relationship and that, under the governance framework, the TIP National Management Group has responsibility for ensuring all partners have appropriate access and representation.

Recommendation 4:
That the current draft national management structure outlined in the draft TIP National Protocols 2011 is adopted and strengthened, taking on the features, accountabilities and reporting lines of a formal entity.
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Recommendation 5:
That the National Chair and National Coordinator positions become dedicated positions – that is, not involved directly in a State and Territory Training Consultative Group (TCG) operation.

Recommendation 6:
That DVA ensures all TIP operational and administrative processes and procedures are updated to reflect any changes adopted as a result of this project, including the documentation and implementation of a single set of national processes and procedures.

Recommendation 7
That DVA and TIP adopt the recommended governance design and that the National Management Group and the National Committee of TIP Chairs, in conjunction with the National Coordinator, develop a consolidated set of organisational documents that include a governance charter/protocols, operational protocols and operating procedures as a matter of priority.
2 TIP GOVERNANCE IMPROVEMENT PROJECT

2.1 Background
In 2009, the previous Minister for Veterans’ Affairs requested the Department to review ESO advocacy and welfare services available to the veteran community through the Building Excellence in Support and Training (BEST), Training Information program (TIP) and Veterans and Community Grants (V&CG) programs—‘the BEST Review’. The BEST Review commenced in August 2009 and a final report with forty-five recommendations released publicly on 14 February 2011 with the current Minister’s agreement to all forty-five recommendations.

The BEST Review found that “TIP governance arrangements require alignment nationally with best practice structures, including agreed and documented principles”. Recommendation 9 proposed the development and adoption of a best practice TIP governance model in all States and Territories.

The TIP Governance Improvement Project (the Governance Review) was commenced on 18 July 2011 to implement Recommendation 9. The Governance Review was tasked with examining the principles underpinning good governance in volunteer-based organisations, especially those receiving funding from government; the elements of good governance that those organisations should have in place; how this fits with the TIP program as it currently stands; and what improvements can be adopted to bring TIP governance in line with good practice. This analysis would include the role of DVA in TIP governance and the extent to which this role supports program outcomes and accountability requirements, and allows flexibility in dealing with the changing needs of the veteran population.

The Governance Review was asked to take into account the requirements specified by the BEST Review team to strengthen transparency and accountability of TIP Chairs, including:

- The appointment and selection process for TIP Chairs and trainers/presenters;
- Specification of length of tenure for TIP Chairs;
- Prescribed minimum level of skills and knowledge for TIP Chairs;
- Job profiles for these positions;
- Guidance on TIP funds usage and acquittal;
- Advice about early communication to ESOs about training schedules and availability.

These requirements are addressed in the proposed TIP Governance Design at Section 7.

2.2 Project Approach
The Terms of Reference for the project (Attachment A) outline the content and approach taken to developing a TIP governance design. Initial steps were directed at reviewing literature from Australia and overseas on good governance practice, especially as it relates to volunteer-based organisations. A short discussion on a number of relevant items from this literature is contained in the body of the report.

When considering the approach to analysing the current and desired states of TIP governance, it quickly became apparent that a number of the terms used to describe various aspects of the governance discussion, are used differently and
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interchangeably, even in research literature. For the purposes of this report the following terms have been chosen:

- Governance **principles** are **characteristics** of the governing system of the organisation,
- Governance **elements** are **components** of a governing system, and
- Governance **design**, sometimes referred to as the Governance Charter, sets out the governance arrangements and **mechanisms that guide** the activities of management and staff of an organisation.

For all organisations, the governance design must be supported by more detailed operational procedures and processes.

Governance elements were selected from the literature to provide the focus for comparing current practice with proposed improvements.

The Governance Review sought to identify current TIP governance practice at a procedural level. The BEST Review had noted the lack of clarity and consistency in current arrangements and arguably a contributing factor is the limited documentation of processes and procedures. Following discussions with DVA staff, the TIP National Chair and the TIP National Coordinator, a questionnaire was distributed to State and Territory TIP chairs seeking information on each State and Territory's arrangements for key governance elements and any suggested improvements from their perspective (Attachment B).

Additionally, previous TIP reviews were considered and consultations occurred with Deputy Commissioners, National Managers and other relevant stakeholders to identify environmental factors that might have implications for TIP governance design.

Current practice against the governance elements was documented taking into account the information received from TIP Chairs, the draft TIP National Protocols (Attachment C) and other consultations noted above. Proposals for changes against those elements were then identified using as guidance the National Standards for Involving Volunteers in Not for Profit Organisations, the ANAO Better Practice Guide on Public Sector Governance, Australian and overseas governance practice research as well as corporate governance charters from DVA and several non-government organisations.

Finally the proposed governance elements were incorporated into a recommended governance design.2

2.3 Report Structure

This report is structured in line with the project approach. Following discussion of literature on good governance, overarching observations are outlined of the governance challenges identified from information gathered from all sources as part of this project.

Options are presented for a model for the delivery of the Training and Information Program that is more in line with common government practice. Several recommendations are also made for general improvements in governance practice.

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2 The proposed TIP Governance Design does not take into account the changes to OH&S recently passed by Parliament that will likely have implications for DVA’s management of volunteer involvement in its programs and further possible effects on VITA coverage. Separate work will need to be undertaken to assess the impact of these legislative on programs such as TIP.
A more detailed analysis of current arrangements and suggested improvements against each of the chosen governance elements is provided in table form at Attachment D.

Finally, the recommendations and suggested improvements are combined with parts of the draft National Protocols in the presentation of a recommended TIP Governance Design.

3 GOOD GOVERNANCE

3.1 What is Good Governance?

There are many definitions of governance. When discussing corporate governance, the definition adopted by the APS refers to “the processes by which organisations are directed, controlled and held to account. It encompasses authority, accountability, stewardship, leadership, direction and control exercised in the organisation.” (Public Sector Governance Vol.1: ANAO Better Practice Guide 2003).

DVA has outlined its approach to governance in its Charter of Governance and Chief Executive Instruction No. 8.2. which also note that “at agency level, the principal governance mechanisms are the organisational structure and the delegation of powers and responsibilities to staff within that structure”.

Other research organisations have specifically addressed definitions of governance in usage in the community and voluntary sector. They note that for this sector governance is “an elusive concept to define” and is variously defined as a list of duties; fulfilling a role; complying with a legal minimum; possession of a range of structures and procedures; competences of people and group processes; and some acknowledgement of accountability and representativeness (A lighter touch: an evaluation of the governance project by Sarabajaya Kumar and Kevin Nunan for the Joseph Rountree Foundation UK 2002).

When considering community organisations and volunteer-based entities, other guidance literature points to “the system by which (a committee) ensures an organisation’s responsibilities are met. Governance is not a separate activity, but an overarching framework for running an organisation. It refers to the processes by which organisations are operated, guided and held to account. Governance involves authority, accountability, leadership, direction and control in an organisation” (Good Governance for Small Organisations – What is Governance: Albury Wodonga Community College 2008).

There is general agreement that no matter what the size or nature of an organisation, good governance focuses on performance and conformance. The literature is also consistent in identifying fundamental principles of good governance: transparency and openness; accountability and conformance; integrity and ethics, stewardship; leadership; efficiency and effectiveness. However, there is also agreement that, while all need to be present, there can be friction between the principles and it is important to find balance among them.

3.2 Good Governance Applied to Partnerships

It was clearly stated in TIP newsletters in 1995 that TIP was set up as a cooperative arrangement between DVA and ESOs and the BEST Review team considered the program vital in maintaining the ‘distinctive relationship’ between the parties in the provision of advocacy and welfare advice. Given the importance placed on the
partnership arrangement that is TIP (all the more important because of the lack of a formal funding or accountability mechanism) it can be argued that the partnership itself should be the subject of some expectations when discussing TIP governance. Partnerships have been described as representing “a sustained commitment to move forward together to reach a common objective”. The literature argues that good governance principles can be applied to partnerships and suggests a number of characteristics would appear in successful partnerships, including:

- Everyone who needs to be is at the table
- There are forums for bringing the parties together
- All parties share a joint and clearly articulated vision of their goal
- Roles and responsibilities for each party are clearly defined
- There is a clear idea among participants as to what constitutes success
- Performance is monitored and reported
- The different contexts in which the parties work are understood and accepted
- The accountabilities of all of the parties are clear
- There is an open, transparent and accountable relationship between the parties
- The clients of the parties benefit from the partnership.

(Partnerships - Putting Good Governance Principles in Practice: Institute On Governance Canada 2006)

It is reasonable to expect these principles should also be applied to the DVA/ESO TIP cooperative arrangement.

3.3 Other General Principles for TIP Governance

It is important to recognise that, for volunteer-based organisations in a publicly funded environment, the objective of good governance practice is to assist the organisations, managed by voluntary committees, to carry out their role more effectively and with greater certainty. For such organisations there are a number of general principles that are implicit in moving towards governance arrangements that can be viewed to be consistent with good governance practice as defined above.

1. The governance structure and management system must support the achievement of the organisation’s purpose (performance) and this achievement must be able to be measured and reported.

2. The governance structure and management system must support the organisation fulfilling the requirements of legislation and/or policy and stakeholder expectations regarding service obligations (conformance) and provide an appropriate level of assurance to government.

3. Appropriate documentation of policy, practice, procedures and decisions covering key activities of the organisation, including the management system and management responsibilities, is the highest priority.

4. While decision-making authority can and should be devolved, ultimate accountability for the organisation’s performance and compliance must be at an appropriate single level in the governance structure.
5. Accountability for performance and conformance can only be allocated where there is **sufficient authority** over service delivery outcomes and compliance requirements.

4 GOVERNANCE STANDARDS

When considering how best to achieve the fundamental characteristics of good governance, the *National Standards for Involving Volunteers in Not-for-Profit Organisations* (Volunteering Australia, 2001) (the Standards) outline standards for the elements that should be part of a governance system and notes that “it is up to the organisation to decide how the requirement of each standard can best be met.” In summary, if we consider the governance principles the ‘what’ of an organisation’s governance system, then the Standards are a ‘how’ for those activities where volunteers are the primary source of staffing. The Standards outline criteria for judging whether a particular standard is being achieved. The Standards particularly emphasise the need to document policies and procedures.

Implementation of the Standards is seen as a discreet activity as judgments need to be systematically made about the extent to which each requirement should be applied. An Implementation Guide has been published to assist organisations.

5 PROJECT OBSERVATIONS

5.1 TIP Governance Context

The Governance Review considered submissions to the BEST Review, the BEST Review team’s findings, comments from DVA stakeholders and TIP Chairs and previous reviews of the program, including two internal audit reports. While all note strong support for the TIP program and, generally, the high quality of the training courses, a number of governance challenges became obvious. These seem to have arisen as the result of a variety of factors:

- What was originally conceived as an ESO/DVA joint activity has evolved over time to TIP being regarded by some as an identifiable entity (albeit not a legal one), separate from ESOs.
- The management and performance of the program often seems dependent on individual style, preference and ability. This is a potential point of program failure unless appropriate succession planning is undertaken to ensure necessary skills and knowledge continue to be available to TIP irrespective of an individual’s availability. However, this ‘individualisation’ can also lead to situations where personality differences are taken to be indicative of program or governance problems, hinder resolution of program problems or at the very least lead to a level of confusion about what is causing a problem. This applies equally to DVA and ESOs.
- TIP’s value is often referred to in terms of the DVA/ESO relationship and ongoing support of the BEST program. A level of confusion or difference of opinion has arisen regarding the boundaries of what is in reality a fairly straightforward training delivery program that should be measured for efficiency and effectiveness.

Since the release of the BEST Review, significant effort has been put into progressing the national consistency agenda through a 10 year rolling plan first agreed at the 2008 National Conference. The National TIP Chair, in conjunction with the State and Territory TIP Chairs, has developed a draft set of TIP National...
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Protocols (Attachment C) which, for the purposes of good governance, provides a useful start for what could be expected to be in a governance charter or other guidance document for organisational operation.

While recognising this ongoing effort, there are a number of challenges that will necessitate further governance interventions:

- Visible accountability through a robust reporting or assurance regime is lacking and the reporting that is in place is throughput rather than outcome focussed.
- While TIP is spoken about as an entity, it is not a legal entity but rather is a confederation of interested individuals who are in a funding relationship with DVA without formal mechanisms of an agreement to fund (except for funding of rent and Administration Support Officers (ASOs)).
- If it is agreed that ‘partnership’ is an overarching objective of the TIP arrangements, it is not clear or agreed who is in the partnership – DVA and ESOs or some ESOs or individuals representing some ESOs; DVA, TIP individuals and ESOs?
- There is no widely accepted point of authority from which to delegate, making agreement difficult for where accountabilities currently lie.
- There is limited documentation of processes which leads to allegations of lack of transparency and openness – also to confusion and lack of consistency.
- The differing cultures and operating environments of DVA and TIP/Training Consultative Group (TCG) can lead to an emphasis on different aspects of governance, resulting in different approaches to and expectations of governance arrangements. What is viewed by one as essential to meet accountabilities is viewed by the other as overly bureaucratic.

5.2 TIP Corporate Governance

The BEST Review’s comments regarding TIP governance focussed on TIP committee structures, operations and selection processes. Given the history of TIP and the devolved environment in which it operated until recently, it is not surprising that there is variability in the practices of each State and Territory on these aspects of corporate governance. Again, without a documented national or whole-of-program approach to corporate governance, individual style and preference drive organisational development. This is not unusual or surprising in small volunteer-based organisations which commonly grow according to the enthusiasm of individuals and the need to respond to immediate tasks, rather than focus on longer term development.

What is unusual in the TIP environment is that TIP is technically a government training program, not a recognised organisation with a governing body. It is unusual to find a grant situation where government funds an activity delivered by the not-for-profit or community sector without the benefit of a formal contract or funding agreement. TIP currently operates in this situation and this gives rise to an imbalance of accountability and control so that DVA has most of the accountability for the Program but little overt authority to direct the management and performance.

Still, authority to operate and give direction must be vested in some point of the decision-making hierarchy overseeing the program even if the means of decision-making is collaborative and based on consultation and volunteer participation. The following sections propose options for identifying that point of authority and supporting it with improvements to particular aspects of governance within the TIP operations.
5.2.1 Options for TIP Corporate Governance

The governance challenges and interventions identified above would need to be addressed in any option chosen for TIP corporate governance. At the highest level, there are a number of models that would enhance clarity of roles, responsibilities, decision-making authority and accountability for the delivery of the objectives that are currently assigned to TIP.

1. Incorporation of TIP nationally or in each State and Territory to enable delivery of services under a funding agreement/s with DVA.

**Advantages:** This would be consistent with the accepted method of government funding for the delivery of services by the community sector. It would allow DVA to be at arms-length and to meet its accountabilities through a standard funding agreement with appropriately monitored deliverables and outcomes. This would give the TIP managers autonomy over organisational decision-making so long as they met the requirements of the negotiated funding agreement. Incorporated entities also have responsibilities under State and Territory legislation that would give a level of assurance to DVA regarding TIP corporate governance.

**Disadvantages:** Incorporation and a formal funding relationship bring a set of requirements that have resulted in most organisations in the non-government sector that receive government grants having a core set of paid staff able to manage the organisation and its operations. This core administration capacity is of course built into the level of funding allocated by government. It is unlikely that a totally volunteer group of TIP veterans would have the capacity or desire to meet these requirements without this core set of paid staff at a fairly senior level. It could be argued that the basis of this core set already exists, being made up of the ASOs and DVA staff working on TIP in the State and Territory offices (TIP coordinators). Possible stumbling blocks to this option are the difficulty of centralising these functions to ensure economies of scale (in the case of state-based incorporated entities), ensuring continuing involvement of current TIP chairs/TCG members (in the case of a national incorporated entity) and a diminution of the critical place of volunteering in TIP operations.

2. Revisit ESO management of TIP – DVA takes over TIP management with a core of paid staff planning and managing volunteers for the delivery of training.

**Advantages:** The authority and control to deliver on the government funded training program would lie where the legal accountability lies – with DVA. There would also be greater flexibility to meet changing needs as a result of changes in government policy.

**Disadvantages:** The most obvious disadvantage to this option is ensuring that the volunteer trainers remain available to DVA. Attracting and retaining trainers of sufficient quality and quantity is already proving problematic for TIP. Any increased risk of volunteer trainer disengagement arising from DVA management would undermine the continued existence of TIP as the vehicle for providing training to pension and welfare officers. More importantly it is likely it would undermine the DVA/ESO relationship and have a detrimental impact on ESO engagement and commitment generally.
3. DVA enter into funding agreements with existing ESOs (either state or national) to deliver TIP objectives.

Advantages: The advantages of this option are the same as option 1 as most existing bona fide ESOs are incorporated.

Disadvantages: It is arguable whether any existing ESOs would be willing to take on sole responsibility for TIP even at a State and Territory level. From discussions with stakeholders and consideration of the BEST Review submissions, the Governance Review believes there is a variable appetite for change to TIP, ranging from ‘revolution’ to ‘evolution’ to very little at all. It would therefore be difficult to get a reliable response were funding opportunities offered at the State and Territory level. Other disadvantages are similar to those outlined for option 1 with the added risk that the ESOs involved would have to manage any perceptions of favouring some organisation’s or region’s needs over others. This could have repercussions in other areas of ESO activities/relationships.

4. Maintain the current TIP arrangements, improving governance elements to reflect good practice and position all the partners with appropriate authority.

Advantages: The building blocks of good governance are apparent in the draft TIP National Protocols and with improvement this framework could help overcome some concerns expressed to the Review. This option has the advantage of building on work initiated by those most closely involved with TIP, reinforcing ownership and commitment. It would maintain the very important advantages to DVA from the partnership and collaborative effort with ESOs. There would also be no variation to the level of resource allocation within DVA to maintaining TIP.

Disadvantages: As noted earlier ‘individualisation’ seems to be a significant factor affecting views of the success or otherwise of TIP. While it is impossible and inadvisable to regulate for personality, strengthening transparency and accountability should help manage the risk of the continuing effects of individualisation under this option. TIP would still not be a formal entity but could take on the governance features of an entity to further mitigate this risk.

The Governance Review has come to the opinion that the considerable ESO dissatisfaction with the reduction in BEST funding and the implementation of other initiatives resulting from the Review of Military Compensation Arrangements that might result in a different model for supporting younger veterans’ access to entitlements, mean that the decision to make major changes to TIP governance would need to be carefully considered. Even if, in the longer term, Options 1-3 are considered viable, in the short term Option 4 seems likely to deliver progress towards good governance without major disruption to TIP delivery.

Recommendation 1

That, for at least the short term, DVA and ESOs maintain the current TIP model, improving governance elements to reflect good practice and position all the partners with appropriate authority.
5.3 Application of the Standards and Governance Principles

As noted earlier in this report, the Standards recommend that an organisation determine how the requirement of each standard can best be met. In the case of TIP, exactly who or what part of the joint venture makes that determination needs to be addressed. The Governance Review believes that systematic development and documentation of national operating procedures needs to be undertaken. It makes sense that assessment against the Standards and governance principles could be incorporated into that process.

In any case a balance needs to be struck between the desire for good governance, and the standards and principles underpinning it, and the amount of effort that can reasonably be expected of volunteer managers. Researchers have concluded that “blanket imposition of formal governance requirements is unduly heavy, restrictive and inappropriate” in many circumstances and can be counterproductive. Taking into account TIP volunteers’ capacity and a variable appetite for change amongst stakeholders, a facilitated and iterative approach seems, from this reviewer’s experience and from research in the area, to be the most effective. “Facilitated” in this case could involve a series of workshops with DVA and TIP participants collectively working through particular governance issues and solutions.

**Recommendation 2**

*That a facilitated and iterative approach is taken to the implementation of improved TIP governance arrangements.*

5.4 Partnership

The BEST Review notes that the cooperative nature of TIP activity has been acknowledged and appreciated by all stakeholders. All TIP volunteers, including those involved directly in the Training Consultative Groups or delivering training as presenters, are required to belong to a ‘bona fide’ Ex-Service Organisation. While maintaining this link to the broader ESO community, over time committed volunteers contributing to TIP have come to see themselves as part of a discreet TIP organisation – and this has been reinforced by the move to a more nationally consistent service delivery model and the creation of national management processes.

It seems to this reviewer that this evolution of TIP as an informal organisation is not necessarily a bad thing as long as there is a redefining of the original partnership between DVA and ESOs. If the current partnership is more accurately defined as a three-way relationship between DVA, TIP and ESOs, then good governance dictates that all three must be ‘at the table’ and the practices under each governance element must ensure this. This can be supported by continuing the move to a national and accountable TIP governing body and appropriate access and representation by bona fide ESOs at the TCG level.
Recommendation 3

That the TIP partnership arrangements be clearly characterised as a three-way relationship and that under the governance framework, the TIP National Management Group has responsibility for ensuring all partners have appropriate access and representation.

6 TIP GOVERNANCE ELEMENTS

6.1 Overview

In considering the different governance elements within a chosen governance model, the Governance Review recommends a number of changes to existing practice. These are primarily in the areas of roles and responsibilities, accountabilities, and the development and documentation of nationally consistent processes and procedures. These changes are not necessarily unique to Option 4 and could be a precursor to all options. Details of proposed arrangements under each governance element are at Attachment D but are in essence covered by three overarching recommendations focusing on organisational structure, a strengthened national accountability and documented national processes and procedures.

Recommendation 4

That the current draft national management structure outlined in the draft TIP National Protocols is adopted and strengthened, taking on the features, accountabilities and reporting lines of a formal entity.

Rationale: It is difficult to directly compare the TIP arrangements with other service delivery organisations in the non-government sector primarily because of the central role DVA needs to play arising from the funding arrangements for TIP. Additionally, DVA provides the administrative support either directly through the TIP coordinators or indirectly through the funding of the ASOs whereas most other non-government organisations delivering services, whether or not on behalf of government, provide that administrative support from within the organisation. However, it is possible to take some of the governance features of other organisations and apply those features rationally to TIP while building in DVA’s authority.

There is a vast array of governance arrangements in the non-government sectors with variations on the following - a body of members (or owners) who provide funding; a board or committee of management which may be elected or appointed and which provides strategic direction and oversight; an operational executive responsible for the national business operations and reporting to the board – this may be an individual executive director or a group of executives drawn from areas of the organisation; and, if relevant, state-based operational arms with their own governance structure responsible for running the day to day business of the organisation.
The application of these arrangements to the current TIP structure under the draft National Protocols is shown in the following diagram:

Implicit in the application of this arrangement is a conventional hierarchical relationship that sees
- the DVA Management Group having active rather than passive oversight;
- the TIP National Management Group assuming a more strategic and directive role;
- the National Committee of TIP Chairs having increased operational accountability; and
- State and Territory based TIP operations providing more assurance on day to day operational performance and compliance.

The key for TIP is not that there is a single correct answer to what should be the actual organisational structure. The key is having an agreed formal structure, consistently applied, with widely understood roles and responsibilities that meet the needs of all parties in the partnership.

**Recommendation 5**

*That the National Chair and National Coordinator positions become dedicated positions – that is, not involved directly in a State and Territory Training Consultative Group (TCG) operation.*
Rationale: In addition to the TIP Coordinators located in DVA State and Territory offices, the role of National Coordinator has been created to provide support to the National TIP Chair. Currently the position of National Coordinator is filled by the DVA officer who is also the Victorian TIP Coordinator.

Similarly, the TIP Chair Victoria currently holds the position of TIP National Chair, with appropriate arrangements in place for an acting TIP Chair Victoria when required.

The changes proposed in this report require an expanded role for the National Coordinator. Considerable work needs to be undertaken to implement the good governance practice in TIP – especially documenting and ensuring uniform application of processes and procedures, developing a reporting regime, ensuring consistent administrative support for TIP operations and providing secretariat support for the TIP National Management Group. This is best undertaken by full-time commitment to ensure implementation of any changes is timely and focused. It is acknowledged that over time it is likely that the work load of the National Coordinator may not be a full-time load but this is not expected to require review for a period of 12 months.

Making the National Chair a dedicated position is more problematic. There is worth in the National Chair having day to day experience managing a TCG in terms of credibility and understanding of the training regime. However the report proposes a more accountable role and it would be poor practice for a State and Territory TIP Chair to be accountable to the National Chair if it is the same person.

Being at arms length would also support a more active role for the National Chair in: 1) overseeing grievance resolution; 2) the rollout of a national operation; 3) building stronger relationships with all ESOs seeking to access TIP training; 4) working with DVA in determining the changing training needs for TIP in light of service delivery changes for currently serving Defence Force members; and 5) providing advice and guidance in regard to implementation of Government’s response to relevant MRCA Review recommendations.

Recommendation 6

That DVA ensures all TIP operational and administrative processes and procedures are updated to reflect any changes adopted as a result of this project, including the documentation and implementation of a single set of national processes and procedures.

Rationale: The BEST Review recommended development of governance structures and guidelines for adoption in each State and Territory covering primarily the role and activities of TIP Chair positions. Proposals for these aspects of corporate governance are outlined in the recommended TIP governance design at Section 7. The Governance Review considers that changes to structure or the introduction of guidelines will be less than effective if other aspects of good governance, especially transparency, accountability, authority and documented processes, are left unaddressed. This can be done with a light touch, as noted earlier, and does not need to be onerous – TIP is a relatively straightforward program and in many areas existing practice will stand.
6.2 Current Practice and Suggested Improvements

By and large, the questionnaire responses received from the State and Territory TIP Chairs outlined a set of arrangements that, at the broadest level, are consistent with the TIP National Protocols. There were variations in the formality of many processes, the tasks undertaken by various members of the TCG under the broad description of the roles in the National Protocols, the level of documentation on aspects of TIP operations (apart from minutes of TCG meetings) and variations in DVA and ESO representation on TCGs. Generally these variations can be explained by the size and history of the TIP operation, the ability to attract sufficient volunteers, the capacity of DVA staff to be actively engaged and the extent of major of ESO involvement in any one State or Territory. Given the ‘individualisation’ noted in item 5.1, some of the variations may also have evolved because of the long term ESO involvement of individuals with particular skills or personality traits.

There is some inconsistency between the picture of TIP operations detailed by the TIP Chairs and the concerns outlined in the BEST Review. It must be acknowledged that no matter how robust, accountable and consistent any activity might be there will always be disgruntled ‘customers’. However, it should also be acknowledged that just because processes and procedures look robust, accountable and consistent on paper, it doesn’t mean they are applied that way on a daily basis. This is commonly known as the ‘knowledge-action gap’. This is a risk in any business and is best mitigated through sound communication and well documented assurance and reporting regimes.

The table at Attachment D provides the analysis of current practice against each governance element and proposes changes that should be incorporated into the overall governance design.

7 RECOMMENDED TIP GOVERNANCE DESIGN

The draft TIP National Protocols (2011) have been developed as a guide to TIP managers for a number of governance and operational aspects. The recommended TIP governance design presented in the following pages incorporates and expands on many of the governance aspects in that document as well as incorporating the report recommendations and suggested improvements to governance elements.

The protocols addressing operational matters such as course content and the training matrix, have not been incorporated and the reviewer suggests that the National Management Group and the National Committee of TIP Chairs, in conjunction with the National Coordinator, consider how best to present a consolidated set of organisational documents that include a governance charter/protocols, operational protocols and operating procedures.
PROPOSED TIP GOVERNANCE DESIGN

1 Training and Information Program

1.1 Background
The Training and Information Program (TIP) was announced in the 1994-95 Budget. TIP exists to provide Ex-Service Organisation (ESO) pension officers, welfare officers and advocates with specific training to enable them to assist veterans and their dependants in accessing repatriation and compensation benefits. Pension officer courses provide participants with information relating to repatriation and compensation benefits, as well as details of how claims and applications are assessed. Welfare officer courses provide information relating to issues of veterans' health, housing and other community services available outside of compensation and across jurisdictions. TIP is a partnership between the Department of Veterans’ Affairs (DVA) and participating ESOs. Each State has a consultative group that consists of representatives of ESOs and DVA. This group monitors the conduct of training and provides advice on matters of course delivery, programming and development.

1.2 Mission
The TIP Mission is to, DO THE RIGHT THING, THE RIGHT WAY, THE FIRST TIME, TOGETHER.

1.3 Objectives
The objectives of TIP are outlined in its Charter (15 August, 2007):

a) To provide a uniform high standard training, on a coordinated basis, across all legislations, current practices and procedures administered by DVA, to ESO authorised practitioners.

b) To provide refresher and up-date training to facilitate the continuing education of ESO practitioners and to encourage the maintenance of professional standards of skills and knowledge.

c) To provide appropriate resources and information to support ESO practitioners.

d) To encourage a working relationship between ESO practitioners, DVA staff and other participants to achieve the TIP Mission.

e) To provide, at the request of DVA, training for departmental staff, with the understanding that no funds allocated to TIP be expended on training the departmental staff.

f) To promote and encourage professional and ethical behaviour by DVA staff and ESO practitioners, through training.

g) To advise ESO practitioners to act in accordance with the requirements of Veterans’
Indemnity Training Association (VITA), where their ESO is a participating member, when practicing as a Pension/Welfare Officer.

h) Training and resourcing of TIP programs in each state shall be managed by the State and Territory Training Consultative Group, which includes ESO and DVA representatives.

i) As far practical each State and Territory Training Consultative Group shall conform in its compensation, rules of procedure and eligibility for membership.

2 Corporate Governance

2.1 DVA Management Group (DMG)  The DVA Management Group:

- consists of DVA National Managers with line management responsibility for TIP, Liability Determination and a Deputy Commissioner
- is a key stakeholder that requires assurance that TIP is achieving its objectives and that agreed processes and procedures have been adhered to;
- manages the relationship with the Minister on TIP matters; and
- comprises DVA executives with the following accountabilities:
  - The National Manager with line management responsibility for TIP is accountable to the DVA Secretary for the efficient and effective use of public funds that are allocated to TIP,
  - The National Manager with line management responsibility for activities relevant to training in veteran compensation entitlements is accountable to the DVA Secretary for the development and delivery of training packages on all veteran entitlements, and
  - A Deputy Commissioner who is representative of all Deputy Commissioners’ accountability for compensation processing in each State and Territory, and responsibility for the Veterans Affairs’ consultation framework at that level.

2.2 TIP National Management Group (TNMG)  The TIP National Management Group:

- consists of the TIP National Chair, DVA National Directors with line management responsibility for TIP and Liability Determination with secretariat support being provided by the TIP National Coordinator;
provides direction to ensure that
- TIP achieves its objectives,
- nationally consistent policies, standards and procedures are in place and documented to support TIP operation,
- TIP’s governance framework is operating consistently across all states,
- key relationships are in good order,
- the financial health of TIP is maintained, and
- TIP’s long term plans are consistent with the emerging requirements of the government and the Repatriation Commission;

- with advice from NCTC and the National Coordinator, reviews policies and procedures for effectiveness and appropriateness at least annually;
- approves policy, procedure and governance change as required;
- reviews relationships which are critical to the achievement of TIP objectives, taking action where necessary in consultation with the DVA Management Group;
- reviews and assesses performance of TIP against KPIs and progress against the 10 Year Plan;
- has the authority to delegate responsibility for tasks to other TIP groups; and
- is accountable to the DVA Management Group for TIP performance.

### 2.3 National Committee of TIP Chairs (NCTC)

The National Committee of TIP Chairs:
- consists of TIP National Chair, State and Territory TIP Chairs, TIP National Welfare Committee Chair (ex-Officio), TIP National Training Managers Group Coordinator (ex-Officio);
- signs off State and Territory budgets and annual training schedules;
- defines operational standards and ensures quality of training delivery and that this quality is measured and reported;
- directs and monitors the development and implementation of nationally consistent TIP operations;
- makes recommendations to TNMG for changes to TIP policy, procedure and governance;
- assesses particular relationship issues that may effect the performance of TIP at state level and escalates to TNMG through National Chair if appropriate; and
- provides assurance to the National Management Group that TIP is operating effectively and
The National Welfare Committee:
- consists of the National Welfare Chair, welfare representative from each State and Territory and the Online Training Facilitator;
- approves variations to welfare training and advises NCTC;
- is an information sharing forum and ensures communication on welfare training issues reach TCGs and NCTC; and
- monitors and works with the National Training Managers Group to ensure the standard and consistency of welfare training.

The National Training Managers Group:
- consists of the NTMG Coordinator, all State and Territory Training Managers, the TIP National Coordinator and the Online Training Facilitator;
- advises the NCTC on all aspects of TIP training, including the implementation of the TIP National Training Consistency Project;
- approves variations to training and advises NCTC;
- works cooperatively with the TIP National Welfare Committee to ensure the standard and consistency of all training;
- assesses and advises on solutions for training issues arising across states;
- is an information sharing forum and ensures communication on training issues reach TCGs and NCTC; and
- provides technical training advice to the National Management Group through the NCTC on future directions of TIP training.

In each State and Territory:
- the Training Consultative Group consists of State and Territory TIP Chair, Deputy TIP Chair, State and Territory Training Manager, Welfare Representative, Administration Services Officer, DVA TIP Coordinator, representatives from major bona fide Ex-Service Organisations in each State and Territory, DVA Deputy Commissioner (or their delegate), DVA representative from relevant operational line area;
- annually, bona fide ESOs are invited in writing from the TIP Chair to nominate a
representative for TCG membership. The TCG will select from these nominations, documenting the basis for selection or non-selection – including assessment of required expertise and capacity for participation. Where particular nominees are not selected, the TIP Chair must bring this to the attention of the National Chair and the Deputy Commissioner;
• the number of ESO representatives may vary between TCGs, however the TIP Chair must provide assurance to the National Chair that those ESOs that want to be represented, are represented
• where the composition of a TCG does not conform with this, reasons must be documented and the TIP Chair must first bring to the attention of the National Chair and the Deputy Commissioner for any appropriate action before announcing the TCG decision; and
• all members must have the ability to represent their stakeholder group and report outcomes/issues back to stakeholders.

In each State and Territory, The Training Consultative Group:
• supports the TIP Chair in the planning and delivery of TIP training, implementing TIP policies and procedures and identifying and managing critical relationships;
• approves training schedule, budget and expenditure plan;
• monitors and assesses training is delivered to the standards set by the NCTC and approved by the TNMG;
• monitors and assesses the implementation of the national consistency agenda;
• provides assurance to the NCTC that training delivered to standard; and
• develops and implements strategies to ensure business continuity – including management and administrative succession planning, continuing trainer availability, skills development for trainers.

3 Functions, Roles and Responsibilities

3.1 National Managers (DVA) DVA National Managers with line responsibility for TIP matters:
• provide direction and supervision for DVA staff involved in the policy development and program management activities relevant to training in veteran entitlements and welfare;
TIP Governance Improvement Project

- ensure assistance is provided for the development and delivery of all TIP training, including conducting the Tribunal Advocacy Course;
- ensure timely and quality advice to the DVA Executive, Repatriation Commission, Military Rehabilitation and Compensation Commission and Minister for Veterans’ Affairs on related matters;
- ensure the Training and Information Program and associated training matters are in line with the DVA Strategic Plan;
- have the accountabilities outlined in Section 2.1 of this Report; and
- report on program performance as part of the DVA Annual Report to Parliament.

3.1 TIP National Chair

The TIP National Chair:
- is appointed by DVA for a two year term in consultation with State and Territory TIP Chairs, the DVA Executive and Deputy Commissioners. Multiple terms are permitted and the appointment is to be ratified at the National Conference;
- for appointment, must have demonstrated high level leadership skills, a high level of knowledge of veteran entitlements and the legislative basis for those entitlements, and a willingness and demonstrated capacity to build trust with all TIP stakeholders and participants;
- has responsibilities as part of the TIP National Management Group and NCTC;
- maintains the TIP National Protocols with assistance of the National Coordinator;
- chairs the annual National Conference;
- convenes and oversees meetings of the NCTC, National Welfare Committee, National Training Managers Group, e-learning project;
- working closely with the National Coordinator, facilitates consistency of TIP administration, financial management and training;
- works with Deputy Commissioners to ensure TIP operations support ESO/DVA partnership goals;
- works with State and National level ESOs to build commitment to and support for the TIP framework; and
- works with DVA and ESOs as required in responding to changes in DVA service delivery arrangements.
3.2 National Directors (DVA)
The DVA National Director with line management responsibility for TIP matters:
• is responsible for national management of TIP, allocates the annual budget, oversees expenditure of TIP funds, and provides direction and guidance on all program management issues;
• supervises the National Coordinator in line with DVA and APS people management policies and practices;
• provides quarterly sign off to NM on compliance with all APS and DVA financial and program management rules/requirements;
• has responsibilities as part of the TIP National Management Group as outlined in Section 2.2; and
• in conjunction with the National Managers (DVA) sponsors the TIP National Conference and mid-year NCTC meeting.

The DVA National Director with responsibility for Liability Determination matters:
• has responsibilities as part of the TIP National Management Group as outlined in Section 2.2; and
• is a service provider to the TIP program by providing advice and quality oversight on the content of training materials for ESO pension officers.

3.2 TIP National Coordinator (DVA)
The TIP National Coordinator:
• is appointed by DVA through normal staffing processes;
• has the skills and abilities covered by the DVA Capability Framework as applies to level of position;
• provides secretariat support to TIP National Management Group and National Committee of TIP Chairs;
• develops and maintains relevant documentation on selection processes and position material, including TIP chair, DVA coordinator and trainer positions;
• develops and maintains nationally consistent TIP operational process and procedure documentation;
• ensures consistent administration through supervision and support of TIP Coordinators;
• working with TIP Chairs and TIP Coordinators ensures sound financial management; and
TIP Governance Improvement Project

- advises TIP Chairs and TCGs of overarching DVA national policy, administrative, financial and operational requirements.

### 3.3 State and Territory TIP Chair

The State and Territory TIP Chair:
- is responsible for the day to day management of TIP within their State and Territory in line with TIP policies and the TIP National Training Consistency Project including
  - leading the Training Consultative Group,
  - ensuring quality of training delivery,
  - working closely with State and Territory Training Managers in the selection of trainers,
  - working closely with State and Territory Training Managers to provide appropriate orientation of new trainers,
  - ensuring adherence to the Code of Ethics,
  - managing relationships with State and Territory ESOs and trainers/presenters with support from Deputy Commissioners and National Chair,
  - providing timely advice on annual course planning, and
  - timely and effective communication with ESOs and presenters about TIP operations;
- has responsibilities as part of the National Committee of TIP Chairs as outlined in Section 2.3;
- is accountable to the National Chair for the efficient use of TIP funding and progress of the National Consistency project in their location;
- must have demonstrated management and training experience, knowledge of veterans entitlements, ability to lead and work within a team, negotiation and planning skills; and
- is appointed for a two year term following elections at an annual TCG meeting prior to the National Conference in alternate years and is eligible for re-election with no limit. The election process has the following features consistently applied:
  - the election is overseen by the Deputy Commissioner,
  - written nominations from bona fide ESOs must be lodged with the Deputy Commissioner four weeks prior to election,
  - nomination must be co-signed by supporting ESO office bearer
  - the vote is the first item of business at the meeting,
  - nominees do not participate in the voting process,
### 3.4 State and Territory TIP Coordinator (DVA)

The DVA State and Territory TIP Coordinator:
- is appointed by DVA through normal staffing processes;
- has skills and abilities that are covered by the DVA Capability Framework as it applies to the level of the position;
- coordinates TIP/DVA administration and financial management for the TCG within the administrative and financial systems and requirements of DVA;
- liaises with the National Coordinator to ensure consistently applied processes and procedures are followed; and
- works closely with the TIP Chair and the Administration Services Officer to maintain efficient TIP operations.

### 3.5 State and Territory Deputy TIP Chair

The State and Territory Deputy TIP Chair:
- is appointed for a two year term following election as per the TIP Chair position; and
- assists the TIP Chair and takes on responsibilities to develop administrative and financial management experience.

### 3.6 National Welfare Chair

The National Welfare Chair:
- is appointed by the NCTC, ratified by the TNMG;
- is responsible to the National Chair and NCTC for the operation of the Welfare Committee and the advice arising from the committee on TIP welfare training; and
- ensures information is shared with ESOs through the Welfare Committee.

### 3.7 National Training Manager Group Coordinator

The National Training Manager Group Coordinator:
- is appointed by NCTC, ratified by the TNMG;
- is responsible to the National Chair and NCTC for the operation of the TIP NTMG and the advice arising from that group on the implementation of the TIP National Training Consistency Project and all other training aspects; and
- ensures training information is shared with ESOs through the NTMG.
3.8 **DVA Deputy Commissioner (DC)**

The DVA Deputy Commissioner in each State and Territory:

- provides independent oversight and assurance to the DMG that TIP operations in their location are operating according to the National Protocols;
- ensures DVA staff and resources in their location are available for courses where necessary;
- chairs the biennial election meeting of TCG until voting process completed and positions declared filled and ratifies the result;
- provides assurance to the TNMG that agreed selection processes for TCGs and TIP Chair and Deputy Chair positions have been applied in a fair and equitable manner;
- provides support to the TIP Chair in identifying and managing relationships that are critical to TIP operations, particularly encouraging ESO engagement and presenter participation in TIP; and
- works with the National Chair and DMG in ensuring open communication between and within DVA, TIP managers and ESOs.

3.9 **Ex-Service Organisations (ESO)**

Ex-Service Organisations:

- are responsible for providing TCG with information on their practitioners’ individual and collective training needs;
- are responsible for nominating practitioners for training courses;
- are responsible for identifying and monitoring the level of training required by their practitioners;
- provide mentoring and on-the-job training for authorised practitioners within the volunteer work environment; and
- are responsible for active participation in the ongoing development of TIP through provision of feedback to TCGs and/or TIP Chairs.

4 **Meetings**

4.1 **National Conference**

Frequency: annual
Agenda: to include
TIP Governance Improvement Project

- Ratification of the National Chair. The DVA National Manager with responsibility for TIP is to chair the conference until this item complete;
- Report on key performance and financial issues over the preceding year (TNMG);
- Direction of TIP for the coming year (TNMG);
- Discussion of critical issues including emerging issues identified by the TIP NMG (opportunity for dissenting views to be heard); and
- Learning and development opportunities (specialist speakers on items of relevance).

Attendees: to include DVA Management Group, TIP National Management Group, National Committee of TIP Chairs, National Coordinator
Minutes: Full minutes are to be published on the TIP website.

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<th>4.2</th>
<th>TIP National Management Group</th>
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<td><strong>Agenda:</strong> to include</td>
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<td>- Report on financial performance (National Coordinator);</td>
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<td>- Service delivery performance and issues (NCTC);</td>
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<td>- Review of TIP strategic direction and projects;</td>
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<td>- Review of health of critical relationships;</td>
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<td>- Review of emerging national risks.</td>
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<td><strong>Attendees:</strong> members of the TNMG and the National Coordinator</td>
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<td><strong>Minutes:</strong> agenda, decisions and action items distributed to DMG and TCGs.</td>
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<td><strong>Agenda:</strong> to include</td>
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<td>- Review and assessment of progress of the National Consistency agenda;</td>
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<td>- Service delivery performance and issues – assessment and recommendations to the TNMG;</td>
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<td>- Review of critical relationships – assessment and recommendations to the TNMG of issues arising at State and Territory level;</td>
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<td>- Improvement initiatives – recommendations for policy or procedural change for TNMG approval.</td>
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<td><strong>Attendees:</strong> members of NCTC, including ex-officio members, the National Coordinator</td>
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Minutes: summary of decisions and action items to TNMG and TCGs

4.4 TIP Training Consultative Group

Frequency: quarterly
Agenda: to include
- Training schedules – depending on the time of year, plans or progress;
- Review and assessment of quality issues;
- Report on financial performance (TIP Chair);
- Review of emerging operational risks and required actions;
- Improvement initiatives – recommendations for policy or procedural change; and
- One meeting in alternate years to act as an annual general meeting for the purposes of electing Chair and Deputy Chair.

Attendees: members of TCG
Minutes: full minutes to TNMG

5 Reporting

5.1 Performance
Performance reporting as specified in meeting agendas of NCTC, TNMG and National Conference
- Biannual reporting of State and Territory operations to NCTC (TIP Chairs);
- Biannual reporting of service delivery performance and issues to TNMG (National Chair on behalf of NCTC);
- Annual reporting of key performance issues over the preceding year to National Conference (TNMG).

5.2 Financial
- DVA monthly program financial reporting for DVA Executive (National Director);
- Financial reports specified in agendas of TCGs, and TNMG
  - Quarterly reporting on financial performance to TCG (TIP Chairs/TIP coordinator);
  - Biannual reporting of financial performance to TNMG (National Coordinator);
- Annual financial report at National Conference (TNMG);
- DVA annual financial statements.
### 6 Policy and Procedures

#### 6.1 Development and approval
- Training policy and procedures are developed by State and Territory TCGs or National Training Managers Group and approved by the National Management Group on advice from National Committee of TIP Chairs; and
- Operational and administration procedures are developed by the National Coordinator in consultation with TIP Coordinators and Administration Service Officers and approved by the National Management Group.

#### 6.2 Documentation
- The National Coordinator ensures the development and maintenance of national policy and procedure documents; and
- The TIP Coordinator and TIP Chair ensure these documents are readily available to all TIP volunteers.

### 7 Volunteer Management

#### 7.1 Selecting Trainers
- The TIP Chair and TCGs are responsible for the selection of trainers, in consultation with State and Territory training managers and, where national consistency is considered necessary, the National Training Manager.;
- NCTC ensures the application of common criteria for selecting trainers; and
- TIP Chairs document the selection of and changes in the voluntary training team. This may be delegated where appropriate.

#### 7.2 Operational procedures
- The National Coordinator, with the support of TIP Coordinators, ensures the implementation of nationally consistent operating procedures regarding procedures on orientation, code of ethics, reimbursements of costs and other matters relating to the participation of volunteers in TIP; and
- TIP Coordinators ensure that volunteers are aware of these procedures.
## 8 Complaints Resolution

### 8.1 Lodging a complaint
- Complaints from participant about a trainer or the training course are lodged with the State and Territory Training Manager initially then TCG – written complaints are preferred;
- Complaints about TCG or TIP Chair are lodged with the National Chair initially, with a copy to Deputy Commissioner – written complaints are essential.

### 8.2 Investigation and Communication
- The State and Territory Training Manager or other nominated TCG member investigates and handles communication of all training complaints – written advice of the result is preferred;
- The National Chair in consultation with the Deputy Commissioner investigates and handles all communication for all complaints about a TCG or TIP Chair. Advice of the result in writing is essential with a copy to the DMG.

### 8.3 DVA Management Group role
- Complaints about the National Chair or TNMG member are lodged with and investigated by the DVA National Manager with line management responsibility for TIP. All communication regarding the complaint is handled by the DVA National Manager.
Recommendation 7

That DVA and TIP adopt the recommended governance design and that the National Management Group and the National Committee of TIP Chairs, in conjunction with the National Coordinator, develop a consolidated set of organisational documents that include a governance charter/protocols, operational protocols and operating procedures.

8 CONCLUSION

The Training and Information Program is obviously a well regarded part of the DVA/ESO relationship. In terms of delivering services on behalf of government it is an unusual model, relying as it does on delivery by volunteers without the benefit of a formal entity and funding agreement.

This report of the Governance Review makes several observations about the challenges arising from the evolution of TIP and its unusual model. This reviewer is of the opinion that, while this model should not continue in the longer term, this should not stop the improvements to governance practice represented in the recommended governance design, improvements that will assist DVA senior management to fulfill their accountabilities to government.

The Governance Review concludes that the recent efforts of the National TIP Chair and State and Territory TIP Chairs to improve consistency of training and take an increasingly national approach to the Program provide a sound basis for those improvements.
TIP Governance Improvement Project

Terms of Reference

Project Description
The TIP Governance Improvement Project will investigate the current governance arrangements for the Training and Information Program (TIP) and, where appropriate, recommend changes.

Content and approach
The TIP Governance Improvement Project will be conducted by Kim Loveday, with advice and support from departmental officers. The approach expected will include the following elements:

1. develop a project plan, including a risk assessment;
2. identify and assess current TIP governance arrangements;
3. consult with TIP Chairs and volunteers, DVA executive, Deputy Commissioners, National Managers and other relevant stakeholders to identify issues and areas for improvement in the current TIP governance structure;
4. consult relevant stakeholders in regard to other projects and activities that may have implications for this project;
5. examine governance structures of other not-for-profit and volunteer organisations, relevant legislation and associated policies and procedures;
6. in consultation with TIP and DVA, identify and develop Best Practice principles and elements to be included in governance options;
7. conduct a gap analysis of existing arrangements;
8. document new governance options;
9. test options against principles and stakeholder requirements;
10. seek input on proposed options from all stakeholders;
11. develop a proposal for a new governance model which considers feedback from stakeholders;
12. provide a final report containing a recommended TIP governance model for the agreed decision – matter to be determined as part of the Terms of Reference;
13. provide an implementation plan for the new governance model to the Grants Review Implementation Team and TIP Chairs.

Objective
The objective of the Project is to develop a best practice model for TIP governance to be adopted nationally and in all States. The model will:

- be developed in close consultation with DVA, TIP, each State and Territory Deputy Commissioner and Ex-service Organisations;
- take into account the requirements specified by the Review of DVA-funded ESO Advocacy and Welfare Services Independent Review team and the Review outcomes; and
- consider the implications of the changing needs of contemporary veterans and the Review of Military Compensation Arrangements.

Key considerations
Key considerations in the development of an appropriate governance model are:

- transparency and accountability of TIP governance processes;
- transparency and accountability in regard to DVA funding;
- national consistency and effectiveness of governance arrangements; and
- suitability for a volunteer-based organisation.

Specific aspects of governance to be considered and addressed will include:

- selection processes and election of TIP office bearers;
- nomination processes for TIP trainers/presenters;
- specification of length of tenure of TIP Chairs;
- prescribed minimum levels of knowledge/experience of TIP Chairs;
- availability of volunteers for TIP committee positions;
- succession planning;
- the nature and role of DVA in the governance structure; and
- other areas for improvement identified following discussions with stakeholders.
Deliverables
The key deliverables for this project are:

1. a final report containing a recommended TIP governance model, with broad agreement from key stakeholders, to put forward for the agreed decision – matter to be determined as part of the Terms of Reference; and
2. an implementation plan for the proposed new governance model.

Timeframe
The Project will commence on 18 July 2011 and will be concluded by the end of October 2011. A report will be provided for approval prior to the National TIP Chairs Conference on 25 October 2011, to be ratified by TIP at the October Conference.

Governance
The contractor will manage the project. Support will be provided on a day-to-day basis by the Grants Review Implementation Team. Senior direction will be provided by the National Manager, Research, Grants and Consultation Co-ordination Group and Director, Grants Review and TIP.

Monitoring and Communication
The contractor shall provide weekly reports to the National Manager, Research, Grants and Consultation Co-ordination and upon request.

Other reporting to senior members of DVA and the Minister and/or his staff will be on an as needs basis.
**TIP CHAIRS QUESTIONNAIRE**

**BEST/TIP REVIEW- [TIP GOVERNANCE]**

**TIP CHAIRS – INPUT SHEET**

**ORGANISATIONAL / GOVERNANCE STRUCTURE**

Using the approved TIP Structure format, as a basis, [as attached] please note your responses [✓ -Yes  or  ✗-No]

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>ESO</td>
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</tr>
</tbody>
</table>

**How often and by what process is membership of the TCG confirmed or refreshed?**

**What is the process to appoint your TCG Chairman?**

**How often and by what process is membership of the TCG confirmed or refreshed?**

**Are all key users of your training represented on the TCG?**

<p>| Comment: | Comment: | Comment: | Comment: |</p>
<table>
<thead>
<tr>
<th><strong>If not, what are the reasons and how are their views taken into account?</strong></th>
<th>Comment:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How are the processes and results of the above TIP governance issues documented or communicated to DVA and the ESO stakeholders?</strong></td>
<td>Comment:</td>
</tr>
</tbody>
</table>

**BEST/TIP REVIEW – [FINANCIAL ACCOUNTABILITY] TIP CHAIRS – INPUT SHEET**

<table>
<thead>
<tr>
<th><strong>FINANCIAL ACCOUNTABILITY</strong></th>
<th><strong>Page 2</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How does your TCG budget for support of your next funding year application?</strong></td>
<td>Comment:</td>
</tr>
<tr>
<td><strong>Is this budget used as a guide to expenditure and end of year consolidation and financial considerations?</strong></td>
<td>Comment:</td>
</tr>
<tr>
<td><strong>What type of financial records, if any, do you keep for operational and audit purposes?</strong></td>
<td>Comment:</td>
</tr>
<tr>
<td><strong>What process do you use to decide how to expend the funds allocated to your state by DVA under the TIP Program?</strong></td>
<td>Comment:</td>
</tr>
<tr>
<td><strong>Is the day to day operational expenditure approved by the TIP Chair?</strong></td>
<td>Comment:</td>
</tr>
<tr>
<td>[and Executive committee if in place]?</td>
<td>Comment:</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Does the TCG have a role in the financial accountability process and are these issues part of the TCG management?</td>
<td>Comment:</td>
</tr>
<tr>
<td>What is the DVA involvement in the financial management process?</td>
<td>Comment:</td>
</tr>
<tr>
<td>What sort of communication process, regarding financial issues, are used with:-</td>
<td>Comment:</td>
</tr>
<tr>
<td>DVA</td>
<td>Comment:</td>
</tr>
<tr>
<td>ESO Stakeholders</td>
<td>Comment:</td>
</tr>
</tbody>
</table>

**BEST/TIP REVIEW – [ROLES & RESPONSIBILITIES]**

**TIP CHAIRS – INPUT SHEET**

**ROLES & RESPONSIBILITIES**

Using the TIP National Protocols and State TCG policy please make short, concise and clear statements [Essays are not required]

<table>
<thead>
<tr>
<th>What are the key areas of the TIP Chairman’s responsibilities and how close to the National Protocols do you operate?</th>
<th>Comment:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you, as State Chair, directly supervise your TIP Volunteers and paid</td>
<td>Comment:</td>
</tr>
<tr>
<td><strong>ASO and do you have support [say, an executive committee] for the day to day operations of the TIP</strong></td>
<td>Comment</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>What do you consider the Key areas of responsibility for the TCG and how close to the National Protocols do they operate?</strong></td>
<td>Comment:</td>
</tr>
<tr>
<td><strong>What special skills or attributes do you think are essential given the responsibilities identified above</strong></td>
<td>Comment:</td>
</tr>
<tr>
<td><strong>Is there any documentation outlining the responsibilities?</strong></td>
<td>Comment:</td>
</tr>
<tr>
<td><strong>Who do you regularly communicate with to ensure TIP operates smoothly in your state?</strong></td>
<td>Comment:</td>
</tr>
<tr>
<td><strong>Outline how you ensure that support for the TIP National Training Consistency Project, TIP National E-Learning Project and the TIP National Welfare Committee operates smoothly in your state</strong></td>
<td>Comment:</td>
</tr>
</tbody>
</table>
## ACCOUNTABILITIES & DELEGATIONS
Using your State TCG policy please make short, concise and clear statements [Essays are not required]

<table>
<thead>
<tr>
<th>Question</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How do you validate the level of training provided during your courses?</strong></td>
<td></td>
</tr>
<tr>
<td>Internal evaluation?</td>
<td>Comment</td>
</tr>
<tr>
<td>External evaluation?</td>
<td>Comment</td>
</tr>
<tr>
<td>TIP achievements [documentary records]?</td>
<td>Comment</td>
</tr>
<tr>
<td><strong>Who [person/group] judges that funding for preparation, conduct and administration of training is done in the best way?</strong></td>
<td></td>
</tr>
<tr>
<td>What documentation is used to demonstrate the above?</td>
<td></td>
</tr>
<tr>
<td><strong>Taking into account the knowledge, experience and availability of volunteers what are the essential presenter skills, attributes and skill sets required to provide TIP Training?</strong></td>
<td></td>
</tr>
<tr>
<td>How is this documented to demonstrate levels of the presenters?</td>
<td></td>
</tr>
<tr>
<td><strong>How does your State TIP select the presenters?</strong></td>
<td><strong>Comment:</strong></td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>How does your state TIP demonstrate and document succession planning of your TCG management and your presenters?</strong></td>
<td><strong>Comment:</strong></td>
</tr>
</tbody>
</table>
CONDUCT OF MEETINGS
Using your State TCG policy please make short, concise and clear statements [Essays are not required] please note your responses [V-Yes or X-No]

<table>
<thead>
<tr>
<th>Day to Day Management</th>
<th>Business Accounts</th>
<th>Programing</th>
<th>Presenter Management</th>
<th>Course Preparations</th>
<th>Course Conduct</th>
<th>TCG admin &amp; management</th>
<th>TCG Minutes &amp; Agenda</th>
</tr>
</thead>
<tbody>
<tr>
<td>National admin</td>
<td>TIP Funding &amp; Audit</td>
<td>State Policy Preparation</td>
<td>Presenter Training</td>
<td>Course debrief development</td>
<td>Course Analysis</td>
<td>TCG Meetings</td>
<td>National Minutes &amp; Agenda</td>
</tr>
</tbody>
</table>

Comments;

COMMUNICATION & DOCUMENTATION
Using your State TCG policy please make short, concise and clear statements [Essays are not required] please note your responses [V-Yes or X-No]

Are the minutes of TCG meetings made available to others?

TCG Members
Ex-Service Organisations
Presenters
Department of Veterans Affairs
Others

Who is responsible for the taking and administration of the following documentation?

TCG Minutes
Correspondence/e-Mail
Presenter feedback
Training development
Compensation training
Welfare training
Course outcomes/Certification/Reports

What is the process for distributing information about training schedules and training changes?

- Gather training requests from stakeholders
- Prepare and ratify training schedule
- Circulate training schedules
- other

Comments:
### REPORTING & MONITORING

Using your State TCG policy please make short, concise and clear statements [Essays are not required] Page 6

| Please comment on any reports, regular or irregular, from any of the listed persons, to or from, within your TCG | Comments & ticks/crosses |
| --- |
| TIP Chair/Deputy Chair [ESO] |
| TIP ASO [Paid employee] |
| State Training Manager [ESO] |
| State Welfare Manager [ESO] |
| Training Development [if applicable] |
| State TIP Coordinator [DVA] |
| SRCA/MRCA Representative [DVA] |
| VEA Representative [DVA] |
| VAN Representative [DVA] |
| Income Support Representative [DVA] |
| Deputy Commissioner [DVA] |
| Presenters [ESO/DVA] |
| TCG Members |
| Ex-Service Organisations [Non TCG] |
| Others |

### COMPLAINTS PROCESS

Using your State TCG policy, please make short, concise and clear statements [Essays are not required]

<p>| What is your process for dealing with complaints regarding either a management or training issue? | Comments &amp; ticks/crosses |
| --- |
| • How are complaints lodged? |</p>
<table>
<thead>
<tr>
<th>Questions</th>
<th>Comments &amp; ticks/crosses</th>
</tr>
</thead>
<tbody>
<tr>
<td>How is the complaint documented?</td>
<td></td>
</tr>
<tr>
<td>How is the complaint investigated?</td>
<td></td>
</tr>
<tr>
<td>Who in TIP/DVA is notified of the complaint</td>
<td></td>
</tr>
<tr>
<td>How is the outcome of the complaint communicated to all stakeholders?</td>
<td></td>
</tr>
<tr>
<td>How are rectification to admin and/or training processes actioned</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>

**BEST/TIP REVIEW- [VOLUNTEERS] TIP CHAIRS – INPUT SHEET**

**VOLUNTEER MANAGEMENT/LEARNING & DEVELOPMENT OF VOLUNTEERS**

Using your State TCG policy & Training Development Principles, please make short, concise and clear statements [Essays are not required]

| Although Training and training development is a much larger arena than the questions asked here you should be aware that we are looking at governance of volunteers in this section only |
| Please comment on the following issues of course governance in the TIP arena. |
| Comments & ticks/crosses |
| How long is an average training session?                                  |
| How did this length of training sessions be decided upon?                |
| What hours would a training day                                           |
**Please comment on the following issues of volunteer management in the TIP arena**

What process is used to select volunteer trainers?
[Comment on the items listed below, that you think are essential]
- Background
- Presenter experience
- Knowledge
- Experience in course subjects
- Work within the team
- Consider disabilities
- Training Development quals
- Attention to detail
- Teach policy not opinion
- Others

**What criteria are used to assess those areas?**

- *Training development and management qualifications*
| • Use of Subject masters  
| • Training management team supervision  
| • Annul presenter workshop  
| • Specialist focus groups  
| • Presenter evaluations by TDO  
| • Presenter / Management discussions  |

**What processes are used to ensure trainers are kept up to date on policy, Training and administration**

| • Updates sheet in Course packages  
| • Notes on monthly roster sheet  
| • Memorandums and training notices  
| • Departmental instructions  
| • SOP update memos  
| • TA Instructions  
| • Military Instructions  
| • Welfare memos and training notices  
| • E-Mail up dates  
| • Provide latest reference material  
| • Many other communication processes  |

**How are these items documented?**

Comments & ticks/crosses
- Noted in training packages as the reference point
- Administrative records
- Course analysis
- Course files
- Other

**What processes are used to ensure new trainers are supported and that they are aware of TIP Standing Operating Procedures?**

- That the trainers have the skills or potential to be a trainer
- Introduce new trainers into the group at the annual presenter workshop
- Assign a senior presenter as mentor
- Provide orientation training so the new presenter is introduced to the training packages and the administration processes of TIP
- Ease the new presenter into the presentation stream
- Feed-back from the course coord/TDO/Chair-Dep Chair
- Explain we teach policy not opinion
- Other

Comments & ticks/crosses
Page 9
<table>
<thead>
<tr>
<th>What learning and training development is used for TCG and presenters?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• TCG members are required to attend the combined TCG/Trainers Annual Presenters workshop for briefings on training aspects, processes and for ratification purposes</td>
</tr>
<tr>
<td>• TCG members are usually committed to positions in their ESOs and have reached management positions in their positions-Training in the TIP arena has usually been completed and in practice.</td>
</tr>
<tr>
<td>• TIP has made attendance at seminars, etc, available to TIP Presenters as a way to enhance their subject background</td>
</tr>
<tr>
<td>• Attendance at ‘Train-the-trainer’ courses are available</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RISK MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Using your State TCG policy &amp; Training Development Principles, please make short, concise and clear statements [Essays are not required]</td>
</tr>
<tr>
<td><strong>What process do you use to ensure that appropriate measures are in place to identify and address risks to TIP?</strong></td>
</tr>
<tr>
<td>• Recruitment of appropriate</td>
</tr>
</tbody>
</table>

Page 10
presenters with a training background
- A continual development of the presenters
- Ensure group satisfaction and being part of a team approach to course conduct and subject preparation
- Annual presenter workshops with ‘training’ or ‘instructional’ processes
- Sharing the course coordination responsibilities with senior presenters
- Feed-back from courses by both the attendees and the presenters
- Both internal and external validation procedures are in place
- Use of qualified and experienced ‘guest’ presenters.
- An undertaking to use the TIP National training processes
- Other

**SERVICE DELIVERY**

Using your State TCG policy & Training Development Principles, please make short, concise and clear statements [Essays are not required]

Service delivery spans most of the subjects addressed through this questionnaire so this section is limited to process

**What process is used to decide the annual schedule of training?**
- Participation in the TIP National

Comments & ticks/crosses
<table>
<thead>
<tr>
<th>Training Consistency Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Participation in the TIP National e-Learning Project</td>
</tr>
<tr>
<td>• Participation in the TIP National Welfare Committee</td>
</tr>
<tr>
<td>• Consultation with the ESOs on their requirements including, What types of courses, preferred venues, times and dates of courses</td>
</tr>
<tr>
<td>• Reference to past programing experience and local information</td>
</tr>
<tr>
<td>• Executive meeting including Training Development expertise to design the schedule</td>
</tr>
<tr>
<td>• Taking into consideration any cyclic issues</td>
</tr>
<tr>
<td>• Taking into consideration historic information about successful venues etc.</td>
</tr>
<tr>
<td>• Taking into consideration any advice from the DVA</td>
</tr>
<tr>
<td>• Other</td>
</tr>
</tbody>
</table>

How do you decide what takes priority where there are competing demands on resources?

• Use of historical information where training has the best response to past training
- Consider the National projects and commitment to consistency
- Feed-back from the ESOs
- Feed-back from DVA
- Other

**Who prepares the training material?**

- Course packages are provided through the TIP National Training Consistency Project
- Course programs are designed for local use by the state TIP training group
  - Use of the operational training package
  - Use of the TIP core knowledge in a local designed course
- Course material is usually prepared under the Training Managers processes
- Other

**How do you decide what equipment, facilities and materials are required?**

- The TIP National Training packages have recommended lists to assist in planning

Comments & ticks/crosses
• The Training Manager/Training Development Officer allocate from presenter feed-back and training policy
• Some decisions are linked to venues and what is available locally

How does the DVA become involved in the Service Delivery aspects?

• Provide DVA officers to the TIP Training team
• Provide specialist advice and presenters
• Have input at the TIP National meetings
• Be responsible for ‘technical’ screening and policy advice on course packages
• Provide feedback on ESO practitioners performance trends
• Participation on TCG and TIP training teams
• Other

Comments & ticks/crosses

Policy Development & Approval

Using your State/National policy documents please make short, concise and clear statements [Essays are not required]

Policy, both State and National, covers a wide arena so this questionnaire addresses policy on governance

How do you go about operational

Comments & ticks/crosses
<table>
<thead>
<tr>
<th>changes to policy/procedures agreed by the TIP Chairs?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• As most training changes originate from the TIP chairs, National Consistency Project and discussion on implementation by the TIP National Training Managers Group, the TIP Chairs and State Training Managers would facilitate the changes</td>
</tr>
<tr>
<td>• Internal training development processes</td>
</tr>
<tr>
<td>• Other</td>
</tr>
</tbody>
</table>

Who approves the TIP operational policy changes in your state?

- The TCG
- Other

What is the process for initiating a change to State TIP policy?

- The TIP Chair organises the following persons/bodies within Tip to table recommendations to the TCG
  - The State Training Manager
  - The Training Development

Comments & ticks/crosses

Comments & ticks/crosses
The Welfare Director
TIP/DVA Presenters
The TCG itself
Other

How are the changes communicated, and to whom?

Once ratified by the TCG the following modes of communication are used to inform TIP members, The DVA and Ex-Service Organisations

- Circulation of the minutes to all stakeholders
- Correspondence from the TIP Chair where necessary
- Attached to the TIP [Victoria] website
- Attached to the DVA website
- Memos and training directives
- Through TIP/ESO newsletters
- Information releases to the TIP/DVA Presenters
- Up-dating of training packages and handouts
- Other
The Training & Information Program [TIP] is a government funded, Ex-Service Organisation [ESO] and Department of Veterans Affairs [DVA] cooperative program that provides a Training Platform for ‘Niche’ subjects concerning Veteran Compensation and Welfare Support arena to the Wider Ex-Service Community.

The program has a National Management process with both ESO and DVA representation

The program has a State Management process with both ESO and DVA representation

The TIP National Protocols are issued as a guide to the national and state managers and are to be used with commonsense and an understanding that there are small differences of benefits and welfare support in some states.

The protocols are supported by ongoing national and state management decisions which need some flexibility and management pro-active validation.
The Training & Information Program [TIP] has been in operation for over 16 years with responsibility to make available training for the wider Ex-Service to the wider ex-service community.

The training & information Program (TIP) is sponsored by the Minister for Veterans Affair and the administration and funding is overseen by the Department of Veterans Affair (DVA).

The practical management of TIP, is vested in the members of the Ex-Service community and officers of the Department of Veterans Affairs.

TIP is to develop best practise governance models in all states, which includes ESO/DVA members of the Training Consultative Group and the DVA Deputy Commissioner.

The aim of this document is to provide operational & administrative guidance and protocols for both TIP and ESO representatives who are tasked with the conduct of TIP operations within their area of responsibility.

In the foundation days of TIP each State was responsible for the administration, development and conduct of training that suited the requirements and resources of the individual states. The result was competent training but brought about inconsistencies across the State programs.

One should not be critical about our past as the training and operations of TIP became the firm base for a dramatic (and timely) change in the way TIP now does its business.

At the TIP National Conference (Hobart 28TH -29TH October 2008) a review of TIP resolved the following:-

- The introduction of a project called “TIP into the future” (a rolling 10 year plan).
- The appointment of a TIP National Chairman, with the responsibility to facilitate the 10 Year (Rolling) plan.

The appointment of a TIP National Chairman has also meant a realignment of the management of TIP at the National Level which is listed below:-

- Department of Veterans Affairs management group
- TIP National Management Group, which consists of:-
  - Operational Management (Director, Grants Bursaries & TIP (DVA), TIP National Chair (ESO) & TIP National
It was resolved that the 10 Year (Rolling) Plan include the following principles:-

- Strengthen the continues evaluation and validation of past and current training, on a national basis, to maintain the appropriate Training syllabus, and up-date where necessary.

- Develop and maintain interaction with the Ex-Service community to ensure the training provided by TIP assists their authorized practitioners in their duties.

- Strengthen and continue the “Training Platform” an approach that ensure all state training within the bounds set by the National Policies.

- Ensure that TIP training, within Australia, maintains consistency and transparency.

- Maintain the credibility of the TIP Core Knowledge-(see terminology item).

- Ensure that content within TIP national Packages has been reviewed by policy expertise and that the presenters, ‘teach policy NOT opinion’.

- Put in place a research and ‘up-date’ management process to ensure the credibility of TIP National Course Packages.

- Maintain a policy of Training Streams & Course Levels that includes Compensation training courses, Welfare & Support courses and courses of enhancement subjects for the compensation and welfare streams.

- Establish a TIP National Welfare Committee, with a chairperson and ESO/DVA representation, whose role is to make recommendations on TIP Welfare Training for consideration of the TIP National Management Group/National Committee of TIP Chairs.

- Establish a TIP National Training Managers Group, with a National Coordinator, and each of the TIP State Training Managers, whose role is to make recommendations on all training issues, and implement the decisions of the Committee of TIP Chairs. They are the ‘lynch-pins’ that will make TIP work.

- Appoint a member of the TIP National Training Group to oversee and facilitate the ‘Online’ training process.

- Ensure that TIP maintains a progressive approach to training, training subjects, modes of training (elearning etc) and new initiatives in training & information into the future.

- Continue the close communication with the Minister for Veterans Affairs (The program sponsor) through the TIP National Chairman.

- Any items that may arise.

The introduction of On-Line (eLearning) training into TIP has required a major change to terminology in our protocols and policy:-

In the introduction of eLearning courses, it was discovered that in the On-
| 6.2 | Line Training industry the word “Module” had a different meaning than TIP. In the On-Line training industry the word module means the steps a trainee must complete, are called modules. |
| 6.3 | IN TIP the word module described the information within the ‘training objectives’ (known as teaching points) |
| 7.0 | **Terminology-TIP Training** |
| 7.1 | **TIP has deleted the term module and replaced it with “TIP Core Knowledge”**. |
| 7.2 | In the early days of TIP there was a blur between the responsibilities of TIP and the ESOs, which occasionally lead to disputation. The TIP 10 year plan defines the responsibility of TIP to provide “ a Training Platform” which includes:- |
| 7.3 | • Provide training for bona fide ESO’s can be in wider ex-service community (Paid employees of ESO’s can be included in the training, on request). |
| 7.4 | • TIP provides welfare and compensation streams of training subjects that assists progressive levels of expertise. |
| 7.5 | • ESO provide mentoring and on-job training (OJT) for their authorized practitioners within the volunteer work environment. |
| 7.6 | • TIP and ESO consultation of training needs and training provision Through the Training Consultative Group (TCG) and active feedback to/from TIP and the ESO management. |
| 8.0 | **TIP National (DVA) Management** |
| 8.1 | Within the Department of Veterans Affairs, officers are assigned responsibility for TIP as part of their overall responsibilities (see ANNEX A) that pertains to their portfolios know as :- |
| 9.0 | **TIP National Management Group (DVA/TIP)** |
| 9.1 | Within TIP the National Operational Management (See ANNEX A) is provided through the following groups:- |
| 9.2 | • TIP National Management Group |
|  | ▪ Director TIP, Grants & Bursaries (DVA). |
|  | ▪ TIP National Chairman (ESO) |
|  | ▪ TIP National Coordinator (DVA), and |
|  | ▪ National Committee of TIP Chairs. |
|  | ▪ TIP State Chairs. |
|  | ▪ Chair, TIP National Welfare Committee (ex-Officio) |
|  | ▪ Coordinator, TIP National Training Managers Group (ex-officio) |
| 10.0 | **Training Consultative Group**
| 10.1 | A Training Consultative Group [TCG] is responsible for State operational management [See ANNEX A] and consists of:-
| | • Training Consultative Group [TCG]
| | • TIP Chair (ESO)
| | • TIP Deputy Chair (ESO)
| | • TIP Coordinator (DVA)
| | • TIP State Training Manager (ESO)
| | • TIP Welfare Coordinator (ESO)
| | • Admin Service Officer (Funded position)
| | • TCG representatives (ESO/DVA)

| 11.0 | **Responsibilities**
| 11.1 | **National Director**
| 11.2 | **National Chairman**

TIP Responsibilities include:-

**DVA National Director: TIP, Grant & Bursaries**

- Appointed by the Department of Veterans Affairs
  - Responsible for National management of TIP, oversee budgeting, funding, acquittal and auditing of TIP funding, manage all policy, financial issues and sponsor the TIP National Conference and mid-year Chairs meeting.
  - Co-manage the on-going issues arising at the TIP National Management Group with the TIP National Chair and TIP National Coordinator.

**TIP National Chairman (ESO)**

- Appointed by the committee of TIP Chairs and ratified by the Department of Veterans Affairs
  - Responsible to convene and oversee meetings of the committee of TIP chair, Workshops, National Welfare committee and National Training managers Group as well as the elearning project.
  - Facilitate consistency of TIP administration, financial management, training and validation through the TIP Nation Training Consistency Project.
  - Liaise with State TIP Chairs, Training Consultative Group. The Repatriation Commissions ~including Deputy Commissioners, The Department of Veterans Affairs, Ex-Service Organizations, and the Minister for Veterans Affairs where required.
  - Co-manage the on-going issues arising at the TIP National Management Group with the TIP National Director and TIP National Coordinator.
<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
<th>Description</th>
</tr>
</thead>
</table>
| 11.3   | National Coordinator           | **DVA National Coordinator (TIP)**  
  - Appointed by the Department of Veterans Affairs  
  - Responsible to Liaise and advise the State TIP coordinators with DVA/TIP management, financial and administrative requirements. Liaise and advise the State TIP Chairs and the Training Consultative Group of DVA National policy, administrative, financial and operational requirements.  
  - Co-manage the on-going issues arising at the TIP National Management Group with the TIP National Director and TIP National Chairman. |
| 11.4   | State Coordinator              | **DVA State Coordinator (TIP)**  
  - Appointed, by the Department of Veterans Affairs.  
  - Responsible to coordinate TIP/DVA administration and financial management aspects as required by the State Training Consultative Group (TCG) within the administrative and financial requirements of the Department Of Veterans Affairs under the advice of the DVA National Coordinator (TIP).  
  - Liaise with the TIP State Chair and TIP administrative Services Officer to maintain continuity of TIP operations. |
| 11.5   | State Chairman                 | **TIP State Chair (ESO)**  
  - Appointed by the State Training Consultative Group (TCG) and ratified by the Deputy Commissioner.  
  - Responsible for the management of the day to day operations of TIP within their States.  
  - Facilitate consistency of TIP administration, financial management, training and validation as demonstrated within the TIP National Training Consistency Project.  
  - Liaise with the Training Consultative Group members. The Deputy Commissioner, The Department of Veterans Affairs management, Ex-Service Organisations, and the Minister for Veterans Affairs where required.  
  - Co-manage the on-going issues arising at the TIP National Director, TIP National Chairman and TIP National Coordinator through the Committee if TIP Chairs. |
| 11.6   | State Deputy Chair             | **TIP State Deputy Chair (ESO)**  
  - Appointed by the State Training Consultative Group TCG  
  - Understudy the TIP State Chair and take on responsibilities to develop administrative and financial experience. |
| 11.7   | National Welfare Chair         | **TIP National Welfare Committee Chair**  
  - Appointed by the committee of TIP chairs and ratified by the TIP National management Group.  
  - Responsible to the TIP National Chairman and the Committee of TIP Chairs for the operation of the Welfare Committee and |
<table>
<thead>
<tr>
<th>11.8</th>
<th><strong>NTMG Coordinator</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>the advice arising from the committee on TIP Welfare training.</td>
</tr>
<tr>
<td></td>
<td>▪ Co-operate with the TIP National Training Managers Group to facilitate the standard and consistency of welfare training.</td>
</tr>
</tbody>
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<thead>
<tr>
<th>11.9</th>
<th><strong>State ASO</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>TIP National Training Managers Group Coordinator</strong></td>
</tr>
<tr>
<td></td>
<td>‣ Appointed by the committee of TIP Chairs and ratified by the TIP National Management Group.</td>
</tr>
<tr>
<td></td>
<td>‣ Responsible to the TIP National Chairman and the Committee of TIP Chairs for the operation of the TIP National Training Managers Group, and the advice arising from that group on the implementation of the TIP National Training Consistency Project and all other training aspects.</td>
</tr>
<tr>
<td></td>
<td>‣ TIP State Training Managers, will also be appointed to, TIP National Training Managers group.</td>
</tr>
<tr>
<td></td>
<td>‣ Co-operate with the TIP National Welfare Committee to facilitate the standard and consistency of welfare training.</td>
</tr>
</tbody>
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<thead>
<tr>
<th>11.0</th>
<th><strong>State TCG</strong></th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>TIP State Administration Service Officer (Funded)</strong></td>
</tr>
<tr>
<td></td>
<td>‣ Appointed by the TIP State Training Consultative Group (TCG)</td>
</tr>
<tr>
<td></td>
<td>‣ Responsible for administrative duties supporting the TIP volunteers and ensuring continuity of TIP operations, as directed by the TCG through the State TIP Chair.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>11.0</th>
<th><strong>TIP Training Consultative Group (TCG)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>‣ The Training Consultative Group has two groups of appointees and include:-</td>
</tr>
<tr>
<td></td>
<td>(a) Representative from a bona fide Ex-Service Organisation which provides substantial welfare and compensation support to be the wider serving and ex-serving members of the Australian Defence Force community, and</td>
</tr>
<tr>
<td></td>
<td>(b) Representatives from the Department of Veterans Affairs usually from the management level that encompass welfare and compensation services.</td>
</tr>
<tr>
<td></td>
<td>(c) Ex-Service Organisations which are bona fide and provide substantial welfare and compensation service will be invited, in writing, to nominate a representative to be part of the Training &amp; Information Program in their State abiding by the policies of the TIP National process and the operational decisions of their TCG.</td>
</tr>
</tbody>
</table>
|     | (d) The Department of Veterans Affairs, through the auspices of the Deputy Commissioner shall nominate, in writing, representative of management level to be appointed as members of the TCG. To be part of the Training Consultative Group (TCG) to manage the operation of the Training & Information Program in
<table>
<thead>
<tr>
<th>12.0</th>
<th>Competency Based Training (CBT)</th>
</tr>
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<tbody>
<tr>
<td>12.1</td>
<td>Niche Training</td>
</tr>
<tr>
<td>12.2</td>
<td>Commercial Audit</td>
</tr>
<tr>
<td>12.3</td>
<td></td>
</tr>
<tr>
<td>13.0</td>
<td>Certification</td>
</tr>
<tr>
<td>13.1</td>
<td>Administration</td>
</tr>
<tr>
<td>13.2</td>
<td>Format Use</td>
</tr>
<tr>
<td>14.0</td>
<td>Accreditation</td>
</tr>
<tr>
<td>14.1</td>
<td>Volunteer Responsibilities</td>
</tr>
<tr>
<td>14.2</td>
<td>ESO Responsibilities</td>
</tr>
<tr>
<td>14.3</td>
<td>Government funding</td>
</tr>
<tr>
<td>14.4</td>
<td>TIP Assistance</td>
</tr>
<tr>
<td>14.5</td>
<td></td>
</tr>
<tr>
<td>15.0</td>
<td>Information</td>
</tr>
</tbody>
</table>

TIP uses a document released by the National Volunteer Skills Centre of the Commonwealth Department of Family & Community Service (SBN 11920848X) as the ‘yardstick’ for TIP Training.

- TIP is classified as a ‘niche’ training stream and it is unlikely that a commercial similarity is available.
- TIP does not produce training that is commercially available.
- TIP training is continually a subject of audit due to the program being government Funded.

TIP Provides Certificates of Attendance which demonstrates attendance and the training objectives presented on that course.

- Training Consultative Groups are responsible for the administration of the certificate in their states.
- To ensure that course attendees who move interstate can demonstrate that they have attended the course the National format must be used in all states.

TIP does not provide accreditation due to the nature of such responsibilities required:

- TIP volunteer presenters are not prepared to take on added responsibilities in the accreditation stream.
- TIP is of the view that accreditation is the responsibility of the Ex-Service Organisations who manage their volunteer practitioners.
- If the ESO or government want accreditation then the government should fund such accreditation.

TIP National Training Consistency Project in it’s development of the National TIP Course Packages will install a number of teaching and testing processes to assist ESOs to maintain a flow on of subjects that can be developed in their mentoring and on-job-training (OJT) responsibility to their practitioners.

TIP is to provide at National and State levels a number of processes that supports the ‘Training’ part of the Training & Information Program and consists of:

- Course annual Schedules
- TIP Policy documents
- Distribution of TIP Minutes
- Welfare or compensation information based memo’s
- Information Packs that provide course / welfare / compensation / support / social Information.
- And other such items
| Training Matrix | TIP is to maintain a training Matrix which includes:  
|                 | - VEA Compensation Stream  
|                 | > Basic Pension [Level 1] course  
|                 | > Advance Pension (Level 2) course  
|                 | - SRCA/MRCA Compensation stream  
|                 | > Military Compensation [Level 1] course  
|                 | > Advance Military Compensation [Level 2] course  
| SRCA/MRCA Compensation |  
| War/Defence Widow(er)s | - VEA/SRCA/MRCA War/Defence Widow(er)s Compensation (Level 1) course.  
| Advocacy | - VEA/MRCA Compensation Advocacy stream  
| Enhancement Courses | > Basic Advocates (Level 3) course  
| Welfare/Support | > Tribunal Advocacy (Level 4) course  
| Enhancement | - Compensation enhancement Training  
| | > State of Principle User Course  
| | > GARP (Guide to the Assessment and Rates of Veterans Pensions) User Course  
| | > GARP (M) Training  
| | > Electronic Tools Course  
| | > VPAD User Course  
| Welfare and Support stream |  
| | - Welfare and Support stream  
| | > Basic Welfare (Level 1) Course  
| | > Advance Welfare (Level 2) Course  
| Welfare enhancement training |  
| | > Welfare seminars  
| | > Welfare expositions  
| | > Management of the volunteer work environment  
| | > VPAD User Course  
| | > Electronic Tools Training  
| | > Income Support Course (Including Service Pension)  
| There is consideration to develop a course that assists ex-Service Organisations to develop and conduct mentoring and OJT training.  
| TIP Data Base | Each TIP training Consultative Group has, over the years, developed their own data base which is designed and suited to the local ex-Service organisations and should encompass the following items for TIP National information:  
| | - Authorized Practitioners Identification  
| | - ESO Identification  
| | - Date attended course  
| | - Courses attended  

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**Training Matrix**

16.0

16.1

16.2 SRCA/MRCA Compensation

16.3 War/Defence Widow(er)s

16.4 Advocacy

16.5 Enhancement Courses

16.6 Welfare/Support

16.7 Enhancement

17.0 TIP Data Base

---
<table>
<thead>
<tr>
<th>18.0</th>
<th><strong>Protocol Administration</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The TIP National Chairman shall be responsible to table recommendations for update and/or additional items.</td>
</tr>
<tr>
<td>ORGANISATIONAL/GOVERNANCE STRUCTURE</td>
<td>CURRENT PRACTICE</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>• 2007 Charter sets out broad approach</td>
<td>The structures adopted since 2009 and refined in the 2011 draft Protocols are sufficient as far as they go. The role and authority of DVA management as funders is not clear. More formal articulation of authority and accountability, especially at a national level, would clarify the roles of the various groups so that there was clear distinction between the three groups currently seen as ‘National Management’.</td>
</tr>
<tr>
<td>• Representative membership on TCG but varies between States and Territories</td>
<td>At the state level, there is little assurance that each TCG is actually operating in line with expectations of all partners. Apart from the minutes of TCG meetings, other communication is informal and there is variable evidence that the quality of processes is monitored or assessed.</td>
</tr>
<tr>
<td>• TIP National Protocols (2009) outlines structure, roles/responsibilities of office holders, committees and key operational policies.</td>
<td>While key users of training are reported to be represented on each TCG, there is variable evidence that representation is proactively sought and refreshed.</td>
</tr>
<tr>
<td>o Accountability not clear, authority to direct not explicit</td>
<td></td>
</tr>
<tr>
<td>o Increased role for National Chair since 2009.</td>
<td></td>
</tr>
<tr>
<td>• National Conference – annual forum for attendance all players, ratifies proposed strategic direction by consensus, primarily operational but some agenda items on strategic issues, reports from all sub-committees. Mid-year meeting TIP Chairs/DVA similar agenda but no ratification – approves recommendations to National conference. Meeting National Committee TIP Chairs prior both meetings.</td>
<td></td>
</tr>
<tr>
<td>• Decision making authority at operational level, vested in individual TIP Chairs often with ratification by TCG and supported in some cases by Executive or Finance Committees.</td>
<td></td>
</tr>
<tr>
<td>• Variable representation of ESOs on TCGs.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>TCGs - operational branches reporting to executive management via each Chair who has day to day responsibility for managing training program and delivery. Membership as in National</td>
<td></td>
</tr>
</tbody>
</table>
Protocols. Other non-TIP ESO representation needs to be actively ensured and monitored by NCTC with support from Deputy Commissioners in each state. Suggest listing of bona fide ESOs in each State and Territory and reasons they may or may not be participating in TCG, then basis on which some representatives are chosen to be on TCG. Refresh membership annually – seek nominations in writing.

<table>
<thead>
<tr>
<th>FINANCIAL ACCOUNTABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget allocation</strong></td>
</tr>
<tr>
<td>o Notional TIP State and Territory budgets allocated to TIP chairs by Director, Grants &amp; Bursaries</td>
</tr>
<tr>
<td>o No sign-off of state budget – decisions made by Chair and TCGs</td>
</tr>
<tr>
<td>o ASO in each State and Territory funded under contract to ESO.</td>
</tr>
<tr>
<td><strong>Financial processes and approvals</strong></td>
</tr>
<tr>
<td>o Expenditure decisions by TIP Chairs</td>
</tr>
<tr>
<td>o Approvals by DVA, managed by TIP co-ordinator.</td>
</tr>
<tr>
<td><strong>Financial performance</strong></td>
</tr>
<tr>
<td>o DVA accountable under FMA Act – efficiency and effectiveness.</td>
</tr>
<tr>
<td>o Financial reporting and issues agenda item at annual and mid-year conferences – TIP Chair reports.</td>
</tr>
</tbody>
</table>

Budget development, approval and monitoring at state level have sufficient controls to ensure appropriate expenditure of Commonwealth funds. Assessment of efficiency and effectiveness is not evident. Current guidelines on usage and acquittal of TIP funds are informal and not up to date. Consistent application by each TIP coordinator or by TIP Chairs is difficult without up to date national guidelines or a mechanism for monitoring.

<table>
<thead>
<tr>
<th><strong>Budget allocation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>o Following approval by TCG, detailed State and Territory budgets signed off by NCTC lodged with DVA.</td>
</tr>
<tr>
<td>o DVA to provide overarching financial guidance for expenditure of TIP funds (ie what denotes approved items for funding under the program guidelines)</td>
</tr>
<tr>
<td><strong>Financial processes and approvals</strong></td>
</tr>
<tr>
<td>o Expenditure decisions by TIP Chairs/TCGs as current but with basis for decisions documented uniformly</td>
</tr>
<tr>
<td>o Process guidelines on the usage and acquittal of allocated TIP funds should be updated and distributed to TIP Chairs as well as TIP coordinators.</td>
</tr>
<tr>
<td><strong>Financial performance</strong></td>
</tr>
<tr>
<td>o DVA accountable under FMA Act – efficiency and effectiveness.</td>
</tr>
<tr>
<td>o TCGs responsible for ensuring timely acquittals from state individuals</td>
</tr>
<tr>
<td>o Financial reporting monthly from TIP Chair to National Chair who provides assurance to TNMG quarterly.</td>
</tr>
</tbody>
</table>
### Functions, Roles and Responsibilities

| TIP National Protocols outline roles and responsibilities and while there is some variation in particular tasks between roles, all states agree on the main features |
| Knowledge, skills and attributes which are essential or desirable: |
| - National and Executive – general agreement on management skills (including planning, budgeting, administration and people skills), communication skills and knowledge of veteran entitlements. Variable opinions on training experience and qualifications,  |
| - Operational – Trainers: level of TIP training and knowledge of various Acts according to level of course in the Training Matrix.  |
| TCG members: welfare and compensation backgrounds, ability to communicate to and from stakeholders. |
| - Supervisory and support arrangements  |
| - Lines of accountability and communication: |
| - In addition to functions, roles and responsibilities outlined in the TIP National Protocols – |
| - DVA Management Group (DMG) |
| - TIP National Management Group (TNMG) |
| - TIP Chairs |
| - National Committee of TIP Chairs (NCTC) |
| - National Training Managers Group, National Welfare Committee |

| The TIP National Protocols do not allocate the responsibility for assessing and reporting performance of TIP as a whole (as distinct from assessing the delivery of each course). While in practice some collection of throughput data is maintained and feedback forms from course participants reviewed at state level, there are no mechanisms outlined for judging that the responsibilities that are allocated, are fulfilled to the standard required. |
| There seems to be broad engagement around the National Training Consistency Project and communication is consequently enhanced. TIP Chairs report a variety of means of communicating with stakeholders. However, there is less emphasis reported on proactively managing stakeholder relationships, which is one of the key responsibilities of management under good governance arrangements. |
| There are different opinions regarding the required knowledge and skills of TIP officials, especially TIP Chairs. Particular emphasis is placed by some on extensive experience as a pensions officer and trainer. In most organisations, management positions are regularly filled by those with superior management skills (generalists) rather specialist technical knowledge. With the evolving importance of the Training managers’ and welfare managers’ groups, it seems that specialist |

| - In addition to functions, roles and responsibilities outlined in the TIP National Protocols – |
| - DVA Management Group (DMG) |
| - TIP National Management Group (TNMG) |
| - TIP Chairs |
| - National Committee of TIP Chairs (NCTC) |
| - National Training Managers Group, National Welfare Committee |

<p>| - TNMG to determine assessment of efficiency and effectiveness. |</p>
<table>
<thead>
<tr>
<th>Training Consistency Project.</th>
<th>technical support will be increasingly available to a generalist TIP Chair.</th>
<th>active role in sharing information with ESOs, particularly in the development of the training schedule.</th>
</tr>
</thead>
</table>
| • Any necessary liaisons with other personnel in DVA, TIP, ESOs                             | - TIP Chairs liaise with DVA (DCs), TCG members, ESOs  
- National Chair has responsibility under draft National Protocols for liaison with DVA executive management and Minister, on behalf of TIP Chairs.                                                                 | - Deputy Commissioners  
  - responsible for independent oversight and assurance to the DMG, through the DC member, that the TCG in their State and Territory is operating according to the TIP National Protocols,  
  - to chair annual meeting of TCG in alternate years while TIP Chair election process is undertaken,  
  - Provide support to TIP Chair in encouraging ESO participation/engagement.  
- National Coordinator responsible for secretariat support to TNMG, for developing and maintaining documentation of procedures and ensuring consistent administration.                                                                                                                                                             |
| • Management of Relationships                                                               | TIP Chairs responsible for managing relationships with state ESOs and presenters with support from DVA Deputy Commissioners;  
- NCTC responsible for ensuring relationship issues that may affect performance of the program are assessed and escalated to TNMG where appropriate;  
- TNMG responsible for reviewing relationships which are critical to the achievement of the TIP objectives, taking |
action where relationship issue unable to be solved at state level and escalating where appropriate to DMG; **DMG** responsible for managing relationship with DVA Senior Executive and Minister where it relates to TIP.

- Knowledge, skills and attributes which are essential or desirable
  - National
    - **DVA personnel** – covered by Capability Framework as applies to APS level of position.  
    - **National Chair** – demonstrated high level leadership skills with a high level of knowledge of veteran entitlements.  
    - **TIP Chairs** – demonstrated knowledge of and experience in veterans entitlements, management, negotiation and planning skills, ability to lead a team.
  - Operational –  
    - **Trainees**: suggest addition of ability to work with the TIP team, open to enhancement training and ability to adhere to TIP training objectives.  
    - **TCG members** – demonstrated willingness to represent stakeholder groups and report outcomes/issues back to stakeholders, knowledge of TIP operations and veteran
### Accountabilities – For What and To Whom

<table>
<thead>
<tr>
<th>External and Internal</th>
<th>Financial</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DVA external accountability for program outcomes and expenditure of public money to Minister, Parliament</strong></td>
<td><strong>DVA accountable under FMA Act and officials internally to Secretary under Chief Executive Instructions.</strong></td>
<td><strong>ESOs viewed by some as accountable for pension and welfare officers being appropriately trained.</strong></td>
</tr>
<tr>
<td><strong>DCs accountable for compensation processing quality</strong></td>
<td><strong>TIP Chairs have responsibility for resource decisions against their allocated budget, generally with endorsement by TCG, but not clear how they are held accountable for those decisions or the basis on which they are made.</strong></td>
<td><strong>TIP Chairs accountable for conducting training – evaluation activities in most states and report against numbers of courses and numbers of participants.</strong></td>
</tr>
<tr>
<td><strong>Accountability for National Training Consistency project seems to sit with National Chair but assurance re progress unclear.</strong></td>
<td></td>
<td><strong>Not clear in all cases who is held accountable for quality of training courses in each state – no reporting against Key Performance Indicators or measures outside of the TCG.</strong></td>
</tr>
</tbody>
</table>

Lack of clarity or articulation of accountabilities and appropriate assurance mechanisms are the area of most concern from a governance perspective. The TIP National Protocols do outline responsibilities which are the basis of accountabilities, but they do so with a sense of allocating without holding to account. While it is relatively straight forward to nominate accountabilities, it is more difficult to articulate the basis on which assurance is given that those accountabilities have been met. The first question to be answered is ‘How do you know?’, the second ‘Is that enough to convince the person you are accountable to?’. 

**External and Internal**
- DMG is accountable to the Secretary for program outcomes and expenditure of public money so that he can meet his accountabilities to Minister and Parliament.
- TNMG is accountable to DMG for TIP outcomes, policies, standards and achievement of its objectives and for ensuring the strategic direction of the program fits with DVA’s emerging requirements. TNMG is also accountable to DMG for ensuring critical relationships (eg. with ESOs) are in good order.
- NCTC is accountable to TNMG for delivery of TIP in the most efficient and effective way.
- TCGs, led by the Chairs, are accountable to NCTC for the delivery of TIP in their State and Territory in the most efficient and effective way, for the implementation of TIP policies and for identifying and managing critical relationships in each State and Territory.

**Financial**
- TIP Chairs are accountable to National Chair for the efficient use of TIP funding in each State and Territory. National Chair provides assurance to DMG through TNMG.
- National Coordinator ensures financial processes are documented and followed by TIP Coordinators.

**Performance**
- ESOs accountable for pension and welfare officers having the required level of training.
- Focus is on process not outcomes
  Policy approval – program objectives, management system, service delivery.
- According to National Protocols, sits with National Conference rather than specific governance group (e.g., National Management Group).
Documented delegations for decision making
- None apparent.
Appropriate assurances
- No formal assurance mechanisms are apparent.

**TIP Chairs accountable for conducting training to the standard articulated by TNMG.**
- Key Performance Indicators (KPIs) to be developed by DVA and biannual reports against those KPIs to TNMG.

**Communication**
- TIP Chairs accountable for ensuring early communication to ESOs about training schedules, TCG membership renewal and other opportunities for ESO participation.

**Policy approval – program objectives, management system, service delivery**
- TNMG accountable for TIP policy approval with appropriate requirements for consultation with NCTC, ESOs and DVA.
- NCTC accountable for the development of policy options with appropriate requirements for consultation with TCGs.

**Office Holders**
Processes to screen and control the selection process
- Biennial elections for TIP Chairs and Deputy Chairs at an annual TCG meeting prior to the TIP National Conference in alternate years. Eligible for re-election with no limit.
- National Chair appointed by DVA in consultation with TIP Chairs and ratified at the National Conference.
- Consistent election process to be developed and adopted by states with the following features:
  - Deputy Commissioner calls for

---

**SELECTION PROCESSES**
- Processes to screen and control the selection process
  - TIP Chair requests ESOs nominate members of TCG,
  - Each TCG considers who should be added should vacancy arise,
  - TCG appoints TIP Chair, ratified by DCs,
  - Some States and Territories have form of annual election process for TIP Chair.
- Knowledge, skills and attributes required to perform the work – non-discriminatory and expeditious
  - as noted under Roles and Responsibilities.

One of the BEST Review requirements was to strengthen the transparency and accountability of TIP Chairs, including a details on tenure, selection processes and skills required.

It is unclear how the process of ‘appointment’ of the TIP Chair occurs and if an election is held, that process varies from state to state.

Knowledge and skills required have been addressed under Roles and Responsibilities.

The primary weaknesses in the current arrangements would be addressed by a process applied consistently across states, documented and independently verified.
• Documented selection procedures and relevant position material
  o None apparent.

<p>| | |</p>
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<thead>
<tr>
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<tbody>
<tr>
<td>written nominations 4 weeks prior to election meeting. Nomination must be co-signed by supporting bona-fide ESO office bearer.</td>
<td></td>
</tr>
<tr>
<td>o Where more than one nominee, a vote to occur as first agenda item of the meeting.</td>
<td></td>
</tr>
<tr>
<td>o Those nominated do not participate in the voting process.</td>
<td></td>
</tr>
<tr>
<td>o The Deputy Commissioner takes the chair until the voting is complete and the positions declared filled.</td>
<td></td>
</tr>
<tr>
<td>• Assurance by Deputy Commissioner to TNMG that agreed election process applied in fair and equitable manner – ratify the result.</td>
<td></td>
</tr>
<tr>
<td>• Process for appointment of National Welfare Chair and NTMG Coordinator as in National Protocols.</td>
<td></td>
</tr>
<tr>
<td>National Coordinator in consultation with National Chair and State Chairs to document selection procedures and relevant position material.</td>
<td></td>
</tr>
<tr>
<td>• Duty Statements for TIP Chairs should include</td>
<td></td>
</tr>
<tr>
<td>o Key areas of responsibility,</td>
<td></td>
</tr>
<tr>
<td>o Decision making authority,</td>
<td></td>
</tr>
<tr>
<td>o Line of accountability,</td>
<td></td>
</tr>
<tr>
<td>o Skills required.</td>
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<td>• TIP Chairs to provide Deputy Commissioners with timely advice to regarding election schedule to enable call for nominations.</td>
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<td>• All election processes to be documented</td>
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### MEETINGS

- **Decision making processes**
  - TCGs meet quarterly,
  - Biannual National Committee of TIP Chairs,
  - Annual National Conference.
- **Documentation**
  - Minutes taken and distributed for all meetings,
  - Other documentation as needed held at local level.

As reported by the TIP Chairs, meeting processes and documentation meet expected requirements. Frequency is adequate given resources available. Suggest arrangements would be enhanced by some standard agenda items that would address the oversight and executive responsibilities outlined in Roles and Responsibilities. Distribution of minutes and reports, as part of the reporting regime expected in a more formal entity, would include reporting to Executive and Committee of Management on performance, progress of major projects and emerging risks.

### Decision making processes

- **TIP National Management Group** to meet biannually – agenda to include following:
  - Financial performance – based on financial report from National Coordinator,
  - Service delivery performance and issues – based on reports from TCGs, through NCTC,
  - Strategic direction of TIP – regular review to ensure TIP supports strategic requirements of government,
  - Critical relationships – review health of TIP/ESO/DVA relationships,
  - Emerging national risks – review and actions required.

- **National Committee of TIP Chairs** to continue to meet biannually – agenda to include following:
  - Review and assessment of progress for major national projects,
  - Service delivery performance and issues – assessment, and recommendations to TNMG
  - Critical relationships – assessment and recommendations to TNMG of issues arising at state level.

- **TCGs** to continue to meet quarterly – agenda to include following:
| Progress of training schedule, |
| Review and assessment of quality issues, |
| Emerging operational risks – review and actions required, |
| One meeting in alternate year to act as AGM for purposes of electing Chair and Deputy Chair. |

- **National Conference** – annual – agenda to include following:
  - attendance by DMG,
  - TNMG to report on key performance and financial issues over preceding year,
  - Confirm direction of TIP for next year,
  - Allow discussion of critical issues – opportunity for dissenting views to be heard,
  - Ratification of National Chair.

**Documentation**
- Agenda, decisions and action items of TNMG meetings documented and distributed to DMG and TCGs.
- National Conference agenda and minutes on TIP website.
- Agenda and minutes of all other meetings distributed to DMG, TNMG and NCTC.
- All meetings do not always need to follow formal meeting procedure, although it is recommended in most instances. However it is the Chair’s responsibility to ensure that issues are allowed to be explored sufficiently and that all attendees are given the opportunity to participate in discussions.
REPORTING AND MONITORING

Variable, however generally:

- Acquiring external and internal accountabilities
  - variety of quarterly reports to TCGs by TIP Chair and other members of TCG including financial and operational reporting – some written and some verbal,
  - travel costs acquitted by traveler,
  - other training costs signed off by TIP Chair, processed by coordinator. National Coordinator reports to DVA Director,
  - DVA – monthly internal financial reporting,
  - TIP Chair provides operational report to National Conference.
- When to report
  - DVA Certificate of Compliance and audit program (external and internal),
  - DVA Annual report – financial and performance,
  - TCG members report at quarterly meetings - ad hoc reporting resulting from course program,
  - TIP Chairs report at annual and mid-year conferences.
- Lines of reporting
  - All reporting to TCG and then to National Conference by TIP State Chair.
- What is reported/monitored and by whom
  - TCGs monitor and TIP Chairs report number of courses, type, participant

State and Territory level reporting more developed than reporting nationally, as expected given TIP’s history. Most variations between States and Territories can be explained by the size of the TIP operation, ESO engagement (or lack thereof) and number of volunteers involved. With standing agenda items of committee meetings addressing responsibilities and accountabilities would expect to see more formal and detailed reporting reaching the National Management Group and DVA senior management. Would not expect formal performance reporting outside of committee meetings unless warranted by emerging risk.

- Acquiring external and internal accountabilities – in addition to current acquittals
  - financial reports to TNMG quarterly,
  - operational reports to NCTC and TNMG biannually.
- When to report
  - as current, that is, in line with meeting schedules.
- Lines of reporting
  - reflects proposed national organisational structure,
  - driven by roles and accountabilities.
- What is reported/monitored and by whom
  - agenda items to be reflected in reports to each committee,
  - performance reports to include inputs (resources used), outputs (number courses, where etc.), emerging risks and assurances arising from accountabilities.
numbers and any issues arising from conduct of courses or training, schedule (eg. shortage of funds, availability of trainers).
  - National Training Manager Group and National Welfare Committee report on progress of National Training Consistency Project progress – ad hoc.
  - National TIP Chair provides annual report to National Conference.

**Communication**

- **Communication of management decisions – timing and methods**
  - minutes of TCGs distributed broadly,
  - minutes of TIP National Committee of Chairs and National Conference distributed internally.
- **Service delivery communication – timing and methods**
  - varies in timing and method – written advice to and from ESOs or reliance on TCG members for training, schedule development and conduct
  - other information products and interaction ad hoc.
- **Responsibility for documenting processes and procedures**
- **Availability of documentation/records –**
  - national TIP web page and web site for each State and Territory,
  - State and Territory databases of attendees,

Apart from distribution of meeting minutes, communication of TIP activities/operational matters and record keeping varies considerably. Most of this seems to be a product of TIP history as state-based operations. With the development of national consistency across the full range of TIP operations would expect to see some minimum standards agreed regarding timing of communication and record keeping. State and Territory TIP websites have some consistent elements but could be improved and national TIP website needs attention.

- **Communication of management decisions – timing and methods**
  - TNMG to set timing standards for distribution or online availability of minutes of all meetings and assess minimum national record keeping requirements.
- **Service delivery communication – timing and methods**
  - NCTC to set timing standards for notification of annual training schedule, notification of changes to training schedule, nomination for participation in training courses.
  - DMG and TNMG to determine approach for ‘marketing and advocacy’ of TIP program.
- **Responsibility for documenting processes and procedures**
  - DVA needs to update and document all processes and procedures, including those contained in “TIP An A-Z guide” June 2008 and ensure
Other operational records vary from State to State.

State coordinators apply consistent processes.
- Availability of documentation/records – consistent approach to State and Territory TIP web site content and further development of national TIP website.

Volunteer Management
- Generally State Training Managers and TIP Chairs have responsibility for volunteer selection, management and allocation of training placements, approved or ratified by TCGs. Documentation varies.
- Processes in place for orientation and support of new trainers.
- Feedback mechanisms in place on trainer performance.
- Ongoing learning and development of trainers varies but generally sound.
- Code of Ethics for volunteers has high visibility.
- Documented operational procedures varies.

While there is some variation in each state’s processes of volunteer management, there is broad consistency on the approach and generally it is comprehensive. Documentation of these processes varies considerably.

Some States and Territories struggle to attract sufficient volunteers and have come to rely on a very small number continuing to provide training services. With the implementation of the National Training Consistency Project, would expect to see a sharing of expertise and good practice.

Governance standards for volunteer management requires that volunteers have access to documented procedures.

- Responsibility remains with TIP Chairs and training managers.
- Operational procedures –
  - TCG responsible for ensuring procedures are followed;
  - state coordinator responsible for ensuring documented procedures are available to volunteers;
  - National Coordinator responsible for ensuring national procedures are documented.
- Executive learning and development – should have basic training in APS accountability frameworks and governance to enhance understanding of partner’s constraints. Any other L&D requirement to be identified by TNMG for inclusion in National Conference agenda.

Complaints Processes
- Approaches to complaints varies and no agreed formal process.
- Service delivery complaints by individuals generally lodged with TCG or TIP Chair and may be received through course evaluation or directly.

Current complaint process seem ad hoc.

Responses to the BEST Review and the informal, ad hoc involvement of DVA senior managers indicate that the processes that are in place are not satisfactory. Complaints or grievances are a relationship management as well as service.

- NCTC must oversee development and application of consistent national complaints processes and procedures and include:
  - lodging of complaints from participant about a trainer or the training course to State and Territory Training
• Some complaints received verbally, others in writing.  
• Complaints against management or other non-course delivery matters often received by Deputy Commissioner or DVA senior manager.  
• Records seem to be kept on most complaints.  

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<th>• Consideration of risks</th>
<th>Identification and monitoring of risks occurs in an informal way at State and Territory level. Inclusion</th>
<th>• Consideration of risks must occur at every level of organisational governance – however, key risks for</th>
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<td>o Occasional risk issues addressed as part of TIP Chair reports (eg</td>
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<td>TIP Chairs, in consultation with Deputy Commissioners, to ensure those procedures applied and communicated appropriately in their State and Territory.</td>
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<td>See also relationship management accountabilities.</td>
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Manager initially then TCG – written preferred;  
  o lodging of complaints about TCG or TIP Chair to National Chair initially, with copy to Deputy Commissioner – written essential;  
  o investigation and communication of training complaint responsibility of State and Territory Training Manager or other nominated TCG member – written advice of result preferred;  
  o investigation and communication of result of complaint about a TCG or TIP Chair is the responsibility of the National Chair in consultation with the Deputy Commissioner. Advice of result in writing essential with copy to DMG;  
  o lodgement, investigation and communication of complaint about the National Chair or TNMG member is the responsibility of the DVA National Manager with line management responsibility for TIP.
availability of appropriate trainers) but no formal requirement.
- Risks at State and Territory level (eg succession planning) addressed variably.
- Minimum documentation and review requirements
  - No formal documentation.

as a standing agenda item should ensure consideration is documented and regular.

- Monitoring should be determined at a national level by NCTC and TNMG.
- Minimum documentation and review requirements
  - Minuted discussion on risk issues at all meetings.
  - Escalation where appropriate to NCTC and TNMG.

**SERVICE DELIVERY**

- Processes for developing policy at national level – TIP Chairs meet to agree policy generally developed by National Chair.
- Recommendations for change agreed at NCTC meeting and put to National Conference for ratification.
- Implementation of national policy by TIP Chair and TCG.
- TIP Chair or Executive approve changes to operational policy.
- Operational procedures vary between States and Territories, limited national guidance on use of equipment, facilities, materials, or conduct of courses.
- Some guidance for TIP Coordinators but limited and out of date – relies on TIP Coordinators engagement with TCG and TIP Chair.
- Variable participation by ESOs in operational matters.

The continuing implementation of the National Training consistency Project should result in increased consistency in operational matters. Development of national procedures documentation essential and consistently applied is advisable.

Approval of national policy on service delivery issues needs to be more timely and responsibility of communication of policy change should be determined on an as needs basis by the National Management Group.

The BEST Review has made a number of recommendations regarding standards of training. Once implemented as a result of other BEST Review Implementation projects, and with the National Training Consistency Project, will need to be monitored and kept current.

- Approval and communication of policy change
  - TNMG approval.
  - Communication depends on nature of policy change – to be determined by TNMG.
- Initiating change in policy, procedures or governance
  - Initiated at any level of the organisational structure with assessment and recommendation by NCTC to TNMG.
  - TNMG, with advice from NCTC and National Coordinator, should review policies and procedures for effectiveness and appropriateness at regular intervals.
- Standards of delivery – defining
  - Other BEST Review implementation projects addressing these issues.
- Equipment, facilities, materials
  - Decided by TIP Chair at local level but with adherence to national
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<th>guidance on procedures.</th>
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<td>o Updated guidance for TIP Coordinators who report to National Coordinator on adherence.</td>
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<td>• Monitoring standards – ensuring delivered to standard</td>
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<tr>
<td>o TIP Chairs/TCGs monitor and provide advice/assurance to NCTC.</td>
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<tr>
<td>o With advice from NCTC, TNMG oversees and provides assurance on service delivery standards to DMG.</td>
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