

Attachment 1 - OFFICE OF OMBUDSMAN CORPORATE PLAN 2013 - 2017

<b>1</b>	<b>SERVICE EXCELLENCE</b>	<b><i>Outcome 1: Develop and implement actions on a continuous basis to achieve high quality investigation and resolution of complaints</i></b>				
<b>Strat No.</b>	<b>Strategy</b>	<b>Action Item No.</b>	<b>Activity</b>	<b>Measure</b>	<b>Action officer</b>	<b>Target date</b>
<b>1.1</b>	<b>Enhance operation of the OOSI through amendment of Ombudsman legislation</b>	1.1.1	Continue to liaise with Attorney General on progress of Amendment to OOSI legislation	Response from AG	Omb DLS DOI	Nov 2012
		1.1.2	Consultation and liaison seeking policy approval from PMC / Cabinet endorsement	PMC policy approval/ Cabinet record of endorsement	Omb	Feb 2013
		1.1.3	Seek approval of draft bill by Parliament	Bill tabled	Omb	TBA
<b>1.2</b>	<b>Enhance capacity to receive &amp; resolve complaints</b>	1.2.1	Review customer services and communications strategy including procedures, pro-forma documents and facility requirements	Strategy paper approved and support material developed	DOI PIOs PTPRO	Feb 2013
		1.2.2	Train reception staff in receipt and handling of new complaints and complaint inquiries.	Frontline reception capacity established staff in place	Omb DOI PIOs PTPRO	March 2013
		1.2.3	Continue to implement backlog reductions strategy in Provinces including targets and timeline for completion	Backlog protocol, flow and schedule reported on	Omb DOI	Ongoing
		1.2.4	File Allocation and Review Committee (FARC) meet weekly and complete progress report on backlog processing	FARC weekly meeting Backlog report completed	Omb DOI	June 2013
		1.2.5	Develop complaints resolution timeline protocol for stakeholders	Timeline for stakeholders developed	Omb DOI PTPRO	June 2013
		1.2.6	Investigate the moving of Motions and Parliamentary processes with a view to establishing the most effective method of introducing OOSI reports.	Management reports	Omb	June 2013

		1.2.7	Investigate option for the use of select committees for review and deliberation on OOSI Reports	Management reports	Omb	June 2013
		1.2.8	Prepare an Options paper on compliance strategies for OOSI decisions including a stakeholder consultative process and seek relevant approvals required for adoption.	Paper Prepared Management reports Policy approved	Omb DOI	Ongoing
		1.2.9	Develop protocol/MOU for complaint referrals from and to other integrity agencies	MOU developed and active	Omb	April 2013
<b>1.3</b>	<b>Improve SIG agency cooperation and responsiveness</b>	1.3.1	Ombudsman content in IPAM curriculum reviewed and updated.	Ombudsman unit in IPAM curriculum updated	Omb PTPRO	April 2013
		1.3.2	Develop ToR for Ombudsman Focal Points (OFPs)	ToRs drafted	Omb DOI PTPRO	March 2013
		1.3.3	Hold annual Educational Workshops for HOAs on role of the Ombudsman Focal Points and include in PS's Handbook	Completion of workshops	Omb PTPRO	April 2013
		1.3.4	Establish nominated OFPs within Government Agencies.	OFP's established	Omb DOI PTPRO	May 2013
		1.3.5	Hold two Educational Workshops annually for OFPs	Completion of workshops	Omb PTPRO	Sept 2013
		1.3.6	Liaise with MPSIP re: establishment of OFP role formally embedded in ministries		Omb	Ongoing
<b>1.4</b>	<b>Improve institutional liaison and cooperation with LCC and OAG</b>	1.4.1	Continue to implement tripartite MOU with LCC and OAG	MOU	Omb DOI	Feb 2013
<b>1.5</b>	<b>Invest in and maintain good research resources</b>	1.5.1	Develop e-library reference sources	IRCDC Established Management reports	Legal Branch DLS ITO	June 2013
		1.5.2	Establish OOSI Common database/network for access to precedence and other OOSI systemic and own motion investigations and research resources	Database established	ITO DOI	July 2013

<b>1.6</b>	<b>Enhance the effectiveness of OOSI Reporting</b>	1.6.1	Develop and adopt plain English pro-forma reporting format for investigations	Pro-forma Format adopted	Omb, DOI, PIOs	April 2013
		1.6.2	Develop a Strategic Management Framework that links planning and reporting processes & identifies key report deliverables, including monthly reports to Executive Management and Annual Report to Parliament	Management framework developed	Omb, DOI, SIO, TA	Feb 2013
		1.6.3	Develop monitoring and performance framework for Corporate Plan that includes development of key indicators for reporting	Monitoring and performance framework for Corporate Plan developed	Omb, DOI, SIO, TA	April 2013
		1.6.4	Ensure Annual Report to Parliament is delivered by due date	Management Report	Omb	Ongoing
		1.6.5	Use relevant provisions of the Act to table reports in Parliament		Omb	Ongoing
		1.6.6	Provide online access to Tabled Reports to Parliament	Online Access established	ITO	Ongoing
<b>1.7</b>	<b>Enhance the provision of donor support and funding</b>	1.7.1	Compile and maintain a projects folder for possible donor support.	Proposals drafted Management report	Omb/ PIOs/ SAO	Feb 2013
		1.7.2	Identify activities in new Corporate Plan for potential regional and international donor support and funding	Annual Reports	Omb	June 2013
		1.7.3	Maintain proactive involvement with regional, international and donor organisations	Attendance at international fora	Omb	Ongoing

<b>2</b>	<b>IMPROVING PUBLIC ADMINISTRATION</b>	<b><i>Outcome 2: To drive improvements in public service and inform public policy</i></b>				
<b>Strat No.</b>	<b>Strategy</b>	<b>Action Item No.</b>	<b>Activity</b>	<b>Measure</b>	<b>Action officer</b>	<b>Target date</b>
<b>2.1</b>	<b>Develop and Document OOSI Research and Standards Development Methodology</b>	2.1.1	Draft OOSI Research process and formalise OOSI Research Methodology Policy Manual	OOSI Research Methodology Policy Manual documented	Omb DOI POIs	Aug 2013
		2.1.2	Develop and draft planning process for Special Public Administration References	Research Methodology Policy documented in OOSI Office Manual	Omb, DOI, POIs	Aug 2013
		2.1.3	Draft and Describe Running a Special OOSI Good Public Administration Enquiry including developing and documenting sustainable consultative practices	OOSI Inquiry Methodology Manual documented	Omb PTPRO	Oct 2013
		2.1.4	Draft Methodology for Writing OOSI Special Public Administration Reports, and for costs and funding of Special Public Administration Inquiries	Writing OOSI Reports Manual documented Inquiry funding procedures documented	Omb DOI POIs	Oct 2013
		2.1.5	Describe OOSI methodology for establishing costs and funding of Special Public Administration Inquiry's	OOSI Inquiry funding procedures documented	Omb DOI	Nov 2013
<b>2.2</b>	<b>Conduct a total of 4 Own Motion and Systemic investigations</b>	2.2.1	Identify agreed Own Motion and systemic investigation topics for 2013 and onwards	Topics identified	Omb DOI PIOs	Jan 2013
		2.2.2	Draft program & scoping documents for each own motion or systemic investigation identifying key milestones for delivery & allocate to teams	Scoping plans drafted & allocated	Omb DOI	Jan 2013
		2.2.3	Complete identified motion and systemic investigations within agreed timelines and submit final report to PM and Parliament	Final report submitted to PM and Parliament	Omb DOI PIO	Dec 2013
<b>2.3</b>	<b>Monitor trends and issues in public administration to improve decision making</b>	2.3	Develop system to capture monitor and pursue systemic issues arising from complaints and other activities	System developed	ITO Omb DOI	Ongoing

	compliance and conduct of agencies					
		2.4	Produce Report on systemic issues arising from complaints and other activities	Reports produced	Omb DOI PIO's	Ongoing

<b>3.</b>	<b>OUR OFFICE MANAGEMENT</b>	<b>Outcome 3: To efficiently and effectively carryout the functions and powers of the ombudsman within the available human and financial resources</b>				
<b>Strat No.</b>	<b>Strategy</b>	<b>Action Item No.</b>	<b>Activity</b>	<b>Measure</b>	<b>Action officer</b>	<b>Target date</b>
<b>3.1</b>	<b>Improving policy and management coordination and implementation within the OOSI</b>	3.1.1	Executive management team (EMT) comprised of section leaders and chaired by the Ombudsman meets monthly	Monthly Management Team (EMT) meeting minutes	Omb	Ongoing
		3.1.2	Establish secretariat support for EMT including agenda and business paper preparation, collation of branch monthly reports into Exec Report	Papers for meeting prepared Reports produced monthly	EPS Omb	Ongoing
<b>3.2</b>	<b>Develop and maintain essential infrastructure to support the investigative work of the OOSI</b>	3.2.1	Review current IT infrastructure and Identify IT infrastructure, replacement and maintenance requirements with costed recommendations	Review report with costed recommendations	Omb, ITO	Jan 2013
		3.2.2	Review and update OOSI IT use and filing procedures covering Email, Internet, Database entry and access, confidentiality and security in line with new connection to MoFT network.	IT procedures reviewed and updated	Omb, ITO	Jan 2013
		3.2.3	Develop and implement an OOSI IT Use Policy on filing procedures covering Email, Internet, Database entry and access, confidentiality and security in line with new connection to MoFT	Policy Developed, Circulated and signed by OOSI Staff	Omb ITO	Jan 2013

		3.2.4	Develop and Maintain an assets register and maintenance schedule for all OOSI assets	Register established & Maintenance schedule developed	Omb DOI	Jan 2013
		3.2.5	Manage office vehicle use policy in relation to OOSI official vehicle	Vehicle use policy in place	Omb, DOI	Jan 2013
		3.2.6	Develop the ToR and establish the Isaac Coloni House Building Development and Maintenance Committee OOBDMC	TOR is developed and Committee established	Omb, DOI	Feb 2013
		3.2.7	Develop and implement a Maintenance Schedule for Isacc Coloni House	Maintanance Schedule developed and implemented	PAO	Feb 2013
<b>3.3</b>	<b>Enhance the storage of information and records management</b>	3.3.1	Investigate and implement an appropriate records management system for the storage, retrieval, and archiving of electronic and paper based files.	System in place	Omb. DOI	May 2013
		3.3.2	Investigate and implement an appropriate correspondence tracking system for both inward and outward mail	System in place	Omb DOI PTPRO PAO	Jan 2013
		3.3.3	Develop policy and procedures and provide training to support any changes to records and correspondence handling procedures	Policy and procedures in place Staff training complete	Omb, PTPRO	March 2013
<b>3.4</b>	<b>Implement a responsive and transparent financial management system</b>	3.4.1	Establish and maintain a financial management system that provides reporting on specific investigation costs, enables responsible and responsive financial management and provides full OOSI financial accountability	System established	Omb PAO ITO	March 2013
		3.4.2	Establish Budget Committee comprising heads of divisions and Ombudsman to meet monthly	Budget committee established	Omb, DOI	Sept 2013
		3.4.3	Provide Training workshop for Ombudsman and staff of OOSI in the Financial Management System	Workshop completed	Omb PTPRO PAO ITO	April 2013
		3.4.4	Prepare regular financial reports for the Budget committee & Executive Management Committee	Financial reports documented and provided to Budget	Omb, EPS, PAO	Jan 2013

				and Executive Management meetings		
3.5	Enhance the provision of SIG budgetary support	3.5.1	Continue to engage PMO in bidding for an increase in the OOSI recurrent budget	OOSI Case presentation to PMO Senior Management	Omb	Ongoing
		3.5.2	Prepare budget bid for OOSI to increase the recurrent budget based on Corporate Plan and Annual Work plans	Budget linked to strategic framework prepared	Omb	Ongoing
3.6	Promote an attendance-oriented OOSI culture	3.6.1	Maintain a clear OOSI Policy of acceptable attendance through consultation with staff.	Policy & procedures developed	Omb, DOCS	Feb 2013
		3.6.2	Establish timesheets system to monitor attendance in accordance with OOSI Policy	Completed Timesheets	DOCS	Feb 2013
		3.6.3	Maintain attendance records and include in report to EMT monthly	Attendance reports provided to EMT	Staff, DCS	Feb 2013

4	COMMUNITY RELATIONS AND PROFILE	<i>Outcome 4: To broaden the public profile and improve external understanding of the role of the Ombudsman and administrative fairness through well planned initiatives directed towards both the public and government agencies</i>
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Strat No.	Strategy	Action Item No.	Activity	Measure	Action officer	Due date
4.1	Increase public confidence in the accountability of public administration by enhancing the role and profile of the OOSI in the Community	4.1.1	Draft ToR for an OOSI communications and public education working group (CPEWG)	ToR Documented	PTPRO IECA	March 2013
		4.1.2	Establish CPEWG to draft a OOSI Communications and Public Education Strategy	CPEWG Established records kept	PTPRO EPS	March 2013
		4.1.3	Prepare annualised budget for the strategy & secure funding (SIG and donor)	Budget prepared document	PTPRO Omb	Feb 2013
4.2	Build stakeholder relationships through strategic communications	4.2.1	Develop and maintain a stakeholder database that includes Key Donors	Key Donors documented	Omb	Feb 2013
		4.2.2	Design and Develop website for OOSI including online complaints facility	Website developed	ITO	July 2013
		4.2.3	Develop quarterly OOSI newsletter and circulate to key stakeholders	News Letter Circulated	PTPRO	March 2013
		4.2.4	Establish the ToR for a "Friends of Ombudsman" NGO register of mutual and complimentary linkage with like directed NGOs	TOR for Ombudsman friends established	PTPRO	Feb 2013
		4.2.5	Establish a forum for regular knowledge sharing with "Friends of Ombudsman" NGOs	Forum is being conducted	PTPRO	Feb 2013
		4.2.6	Liaise with and educate NGOs on role of OOSI through workshops and monthly newsletters	Workshop and News Letter done	PTPRO	Ongoing
		4.2.7	Within the CPEWG prepare an OOSI Provincial Education Program (PEP).	Education program has been conducted	PTPRO	Ongoing
		4.2.8	Prepare annual provincial Outreach tours program	Annual Outreach Tour Program is developed	PTPRO	Jan 2013
		4.2.9	Develop a PFnet based grassroots community outreach strategy and prepaid post facility.	PFnet based grassroot Community outreach	PTPRO	April 2013



				and pre paid facility strategy developed		
<b>4.3</b>	<b>Ensure role and profile of the OOSI within SIG agencies is respected and valued</b>	4.3.1	Through the CPEWG prepare and implement an OOSI Government Education Program (GEP)	GEP prepared & implemented	Omb, PTPRO	Jan 2013
		4.3.2	Establish MOUs with SIG agencies or offices and/or NGOs to facilitate receipt of regional complaints	SIG Funded	Omb	June 2013
<b>4.4</b>	<b>Enhance OOSI relationship with overseas agencies and regional networks</b>	4.4	Maintain twinning program with CO and Queensland Ombudsman	Twinning program is maintained	Omb	Ongoing
		4.5	Maintain partnership program with PNG and Vanuatu	Partnership is maintained	Omb	Ongoing
		4.6	Further develop and support the Pacific Ombudsman Alliance	Support is further developed	Omb	Ongoing

<b>5</b>	<b>OUR STAFF</b>		<b>Outcome 5: To ensure that staff have the necessary skills, knowledge, and experience to provide a professional service in line with the needs of the Office and the parties.</b>			
<b>Strat No.</b>	<b>Strategy</b>	<b>Action Item No.</b>	<b>Activity</b>	<b>Measure</b>	<b>Action officer</b>	<b>Due date</b>

5.1	Enhance capacity and skills of staff	5.1.1	Annually Review and modify as required Job Descriptions to ensure staff have a clear understanding of their work requirement	Job Description reviewed annually and reported	Omb, DCS	Jan 2013
		5.1.2	Implement MPS Performance Management System that identifies individual work plans incorporating clear Job descriptions, learning and development goals and performance indicators	MPS system in place	Omb, DCS	Jan 2013
		5.1.3	Implement program to improve staff attendance and punctuality	Staff attendance and punctuality program implemented	Omb, DCS	Feb 2013
		5.1.3	Undertake Training needs assessment & Develop Training Policy and Plan including in house and external training needs	Training Plan developed	PTPRO	Feb 2013
		5.1.4	Identify external training opportunities, assess against training needs of staff and seek funding.	External training opportunities identified and assessed against training plan	PTPRO	April 2013
		5.1.5	Develop OOSI Staff Induction program and deliver as required	Induction program developed and delivered	PTPRO	March 2013
		5.1.6	Establish formal arrangements for attachments and Conference attendance linked to individual performance and skill needs of the OOSI.	Arrangements in place and documented	PTPRO	March 2013
5.2	Ensure office current and future workforce requirements are planned	5.2.1	Prepare a Workforce Development Plan to identify needs of office particularly in relation to succession	Report	Omb	July 2013
5.3	Enhance leadership and management capabilities	5.3.1	Develop mentoring and training opportunities for "leadership" staff	Leadership program in place	Omb, PTPRO	March 2013

5.4	<b>Review Office staffing structures and levels</b>	5.4.1	Review office staffing structure and levels	Completed review	Omb, DCS, DOI	Jan 2013
		5.4.2	Recruit Deputy Ombudsman subject to Amendment Act approval	New OOSI Legislation is passed by Parliament	Omb, DLS, DOI	Ongoing