

## **QUESTION TAKEN ON NOTICE**

**ADDITIONAL ESTIMATES HEARINGS: 11 February 2013**

IMMIGRATION AND CITIZENSHIP PORTFOLIO

**(AE13/0186) PROGRAM – Internal Product**

Senator Cash (Written) asked:

The Capability Review identified that “many routine decisions have been routinely escalated because there has been an excessive reliance on the risk-scanning intuition of a small number of senior people” – why is this happening?

*Answer:*

The Capability Review acknowledged that the department had made a good start in documenting its high-level risk framework but recommended strengthening the department’s risk management capabilities through greater involvement of all staff.

As outlined in the Action Plan, the department is revising risk management processes, clarifying accountabilities, establishing sense of ownership and addressing cultural barriers to effective risk management. These steps will enable DIAC staff to engage with risk more confidently and manage it more effectively.