

Highly Commended BPM Awards 2008

Centrelink – Fraud Investigation Manual Redevelopment



Overview

Centrelink redesigned its fraud investigation management process, combining new and improved processes and knowledge management into a single source of information for staff conducting fraud investigation activities.

The project was initiated to enhance work practices and ensure alignment with the Australian Government Investigation Standards (AGIS), other industry standards and legislative requirements. Centrelink addressed these needs using a unique approach of combining a process model with a knowledge repository.

The Fraud Investigation Manual is an interactive knowledge management and process model. The model comprises an end-to-end business process flow with links to relevant documents and web based information. There are over 1,000 separate documents linked to the 277 activities described in the model, as well as links to intranet and internet addresses. This system is used on a daily basis by 500 staff in Centrelink who now have one place to go for all their information needs. Current operational staff can navigate straight to the documents they need, knowing that they are up to date. New staff can follow the process model and its links to familiarise themselves with the work they are required to do.

Business Drivers

The main external business driver was client departments' expectations regarding the handling of fraud cases. Centrelink is committed to protecting Commonwealth revenue, expenditure and property from any attempt to gain illegal financial or other benefits.

Internal business drivers demanded a tool that would lead to greater process consistency and efficiency and to improved quality through compliance with the AGIS.



Innovation Impact

The key innovation was marriage of process modelling technology with a variety of information sources into the one "source of truth". The model has also formed the basis for detailed business requirements for IT support provided to the fraud program.

Business Benefits

business benefits are expected in the following areas:

- **PROCESS EFFICIENCY:** best practice from all fraud management teams has been incorporated in to the model.
- **PROCESS CONSISTENCY:** staff now follow consistent processes, enabling easier management with assurance that processes are consistent with regulatory standards.
- **PROCESS QUALITY:** quality checkpoints with links to supporting documents are included throughout the process and are highlighted with a unique icon.
- **USER SATISFACTION:** by removing uncertainty in processes, staff have expressed greater confidence and satisfaction in undertaking fraud investigations
- **CLIENT SATISFACTION:** client departments were closely involved in the development of the model and have expressed confidence in the project outcomes.
- **LEARNING AND DEVELOPMENT:** New staff or staff moving between fraud speciality areas are immediately productive due to the detailed, clear processes in the model.