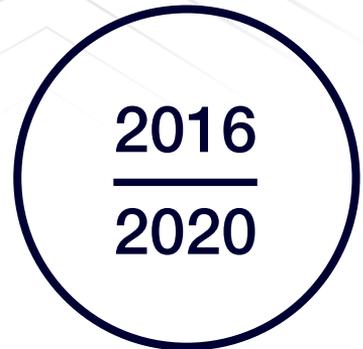




CORPORATE PLAN



Australia's national workplace relations tribunal

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1 Introduction

Statement of preparation

I am pleased to present the Fair Work Commission Corporate Plan 2016–20, our rolling four year plan. The plan, which has been revised to better align with the enhanced Commonwealth Performance Framework, has been prepared in accordance with the requirements of paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and the *Public Governance, Performance and Accountability Rule 2014*.

This corporate plan sets out our key strategies to deliver the Commission's role of performing its functions and exercising its powers in a manner that:

- is fair and just
- is quick, informal and avoids unnecessary technicalities
- is open and transparent
- promotes harmonious and cooperative workplace relations

Included are a range of performance measures which will assess our delivery of activities and business strategies in pursuit of our goals (as set out in this plan) and the Commission's single planned outcome as set out in the Portfolio Budget Statement 2016–17.

The plan underpins our business planning and individual performance plans so that there is clear alignment with the functions and responsibilities of the Commission across the organisation.

We will report on our performance in delivering the plan in the 2016–17 Annual Performance Statement, which will be included in the Commission's 2016–17 Annual Report.



Bernadette O'Neill
General Manager
Fair Work Commission

31 August 2016

2 Purpose

The Fair Work Commission performs its functions and exercises its powers in a manner that:

- is fair and just
- is quick, informal and avoids unnecessary technicalities
- is open and transparent
- promotes harmonious and cooperative workplace relations

3 Functions

The Commission is Australia's national workplace relations tribunal, responsible for administering the *Fair Work Act 2009* and the *Fair Work (Registered Organisations) Act 2009*.

The Commission is an independent statutory body with power to carry out a range of functions, including:

- promoting cooperative and productive workplace relations
- resolving unfair dismissal claims
- dealing with anti-bullying applications
- dealing with general protections claims
- setting the national minimum wage
- creating, reviewing and varying modern awards

- approving enterprise agreements
- assisting the bargaining process for enterprise agreements
- assisting with the prevention and resolution of industrial disputes
- determining applications for right of entry permits
- a range of functions concerning federally registered organisations of employers, and employees, including registration and eligibility for membership

The Fair Work Commission's General Manager has functions concerning the regulation of federally registered organisations of employers and employees, including conducting investigations regarding financial management.

Portfolio budget statements

The Commission is responsible for delivering a single planned outcome as set out in the Portfolio Budget Statement 2016–17:

Simple, fair and flexible workplace relations for employees and employers through the exercise of powers to set and vary minimum wages and modern awards, facilitate collective bargaining, approve agreements and deal with disputes.

The Commission delivers a single program of dispute resolution, minimum wage setting, orders and approval of agreements.

The program objectives are that the Fair Work Commission is accountable and transparent; and the General Manager's powers and functions are exercised in accordance with the *Fair Work (Registered Organisations) Act 2009*.

4 Environment

Australia's first national workplace relations tribunal, the Commonwealth Court of Conciliation and Arbitration, was established more than a century ago in 1904.

Since then, the tribunal has undergone many changes in jurisdiction, name, function and structure in line with legislative, social and economic changes. The tribunal has endured by successfully adapting to changes in its legislative environment by providing an independent, competent and professional dispute resolution service.

In order to meet the demands of a modern workplace relations system and to strengthen our systems and resources, the Commission regularly consults with its clients, stakeholder groups and the broader community. As part of our annual planning process, we also assess the operational environment by studying the trends and changes affecting our ability to offer quality services, meet the needs of our clients and remain relevant to our key stakeholders.

As with most public organisations, the Commission faces the challenge of continuing to deliver quality services efficiently and effectively within the resources provided by government. Our capacity to deliver services is directly affected by the number of Members appointed to the Commission from time to time. The appointment of Members is a matter for the government of the day.

Given these parameters, the Commission is committed to addressing change internally so as to direct resources to where they will deliver the greatest benefit to users. Part of the Commission's ongoing change program involves reviewing, and benchmarking against, best practice management and structures in other similar tribunals and courts and by adapting contemporary practices in public administration. In so doing, we regularly review workflows to identify and pilot work allocation models to ensure that we deliver services to a high standard whilst also ensuring the most efficient allocation of resources.

5 Performance

The Commission will focus on delivering the following strategies to achieve intended results, which will be measured by the performance measures set out in this plan and Key Performance Indicators (KPIs) from the 2016–17 Portfolio Budget Statement.

Activity one: Powers and functions are exercised in accordance with the *Fair Work Act 2009*

Delivery strategies

In exercising powers and functions, the Commission will improve the services that it provides to the community by:

- Engaging with the community in order to better understand user needs and to tailor services appropriately
- Developing our organisational capability to deliver services of the highest standard

Intended result

The community understands the role of the Commission and recognises it as an independent and expert workplace relations tribunal.

Performance measure 2016–17

- Survey 80 per cent of parties to individual matters following a staff conference or conciliation
- At least 80 per cent of survey respondents in individual matters, following a staff conference or conciliation, are satisfied that their conference conciliator was even handed
- Report on the activities that involved consultation with users about improving service delivery

Performance measure 2017–18

- Survey 80 per cent of parties to individual matters following a staff conference or conciliation
- At least 80 per cent of survey respondents in individual matters, following a staff conference or conciliation, are satisfied that their conference conciliator was even handed
- Report on the activities that involved consultation with users about improving service delivery

→ Delivery strategies

The Commission will improve the effectiveness of our resources, tools and information by:

- Improving technology to enhance service delivery
- Integrating technology systems to deliver consistent and accessible services across Australia's diverse community

Intended result

The Commission is accessible to all Australians, recognising the community's diverse needs and expectations.

Performance measure 2016–17

- At least 80 per cent of survey respondents in individual matters, following a staff conference or conciliation, found the information easy to understand
- At least 80 per cent of survey respondents in individual matters, following a staff conference or conciliation, are satisfied with the relevance of information provided by the Commission
- At least 75 per cent of survey respondents in individual matters, following a staff conference or conciliation, are satisfied with information provided by the Commission about its processes
- Establish a report on use of technology that improves access to the Commission's services, including hearings and conferences

Performance measure 2017–18

- At least 80 per cent of survey respondents in individual matters, following a staff conference or conciliation, found the information easy to understand
- At least 80 per cent of survey respondents in individual matters, following a staff conference or conciliation, are satisfied with the relevance of information provided by the Commission
- At least 75 per cent of survey respondents in individual matters, following a staff conference or conciliation, are satisfied with information provided by the Commission about its processes
- Report on the use of technology that improves access to the Commission's services, including hearings and conferences



Delivery strategies

The Commission will continue to develop reporting capability in order to demonstrate timeliness in service delivery and to ensure transparency and accountability.

Intended result

The Commission is efficient, accountable and transparent.

Performance measure 2016–17

- Improve or maintain the time elapsed from lodging applications to finalising conciliations in unfair dismissal applications (Portfolio Budget Statement 2016–17 KPI with a target of 34 days)
- Annual wage review to be completed to enable an operative date of 1 July (Portfolio Budget Statement 2016–17 KPI) with a target of publication no later than 30 June
- Improve or maintain the agreement approval time (Portfolio Budget Statement 2016–17 KPI) with a target of 32 days

Performance measure 2017–18

- New KPIs and performance measures are set
- Improve or maintain our performance against 2016–17 KPI levels

Activity two: Powers and functions are exercised in accordance with the *Fair Work (Registered Organisations) Act 2009*

Delivery strategies

- Adopt and embed a risk-based, proportionate approach to regulation
- Engage appropriately with the regulated community and other stakeholders
- Deal effectively with non-compliance and in accordance with published policy
- Engage with government on the practical application and review of legislation
- Use tools, resources and education to assist registered organisations to achieve high levels of voluntary compliance
- Build internal capability as a risk based, effective regulator

Intended result

The Commission is an effective and proactive regulator of registered organisations.

Performance measure 2016–17

- Registered organisations demonstrate high levels of compliance with legislative obligations
- 95 per cent of financial reports required to be lodged under the *Fair Work (Registered Organisations) Act 2009* are assessed for compliance within 40 days (Portfolio Budget Statement 2016–17 KPI)
- The Commission meets performance targets set out in the Regulator Performance Framework

Performance measure 2017–18

- Increased levels of voluntary compliance
- New KPI's and benchmarks are set

Activity three: Organisational capability is enhanced

→ Delivery strategies

Underpinning our delivery of activities one and two, the Commission will continue to develop its organisational capability by:

- Continuing to improve the capabilities and skills of its workforce as the key enabler of performance
- Implement a learning management system
- Demonstrating the core cultural pillars of innovation, collaboration and service excellence
- Embedding contemporary risk management practices in operational activities

Intended result

The Commission is a highly skilled and agile organisation in which its people, processes, systems and technology are aligned to deliver high quality, efficient and effective services to the community.

Performance measure 2016–17

- 90 per cent of professional development plans specify individual and/or organisational professional development goals
- Majority of Registry staff have completed the required learning management system modules
- At least 30 per cent of staff are provided with an opportunity to experience work outside their usual role, participate in a cross organisational project, or be involved in a service improvement project

Performance measure 2017–18

- Maintain or improve the number of professional development plans that specify individual and/or organisational professional development goals
- Majority of Registry staff have completed the required learning management system modules
- At least 30 per cent of staff are provided with an opportunity to experience work outside their usual role, participate in a cross organisational project, or be involved in a service improvement project

6 Culture

The Commission's culture is underpinned by the APS values of: impartial; committed to service; accountable; respectful and ethical. The organisation will continue to develop and maintain a culture that entrenches and demonstrates these values in all that it does. To deliver this plan, the organisation will focus on three cultural pillars of innovation, collaboration and service excellence.

Innovation

Staff are innovative, agile and responsive. They will adopt technology and innovation to replace manual tasks with more value-add activities and will encourage and reward innovation and create an environment that cultivates new ideas.

Collaboration

Staff will work collaboratively across the organisation to share collective knowledge, foster a shared sense of purpose, achieve goals and strive to surpass community expectations.

Service excellence

Staff will continue to be user-focused, making users' needs central to the development of processes and service delivery so that services will be accessible, efficient, reliable and of the highest possible standard.

7 Capability

Workforce capability

A skilled and capable workforce is the key enabler of the Commission's performance, directly affecting our ability to respond to a changing environment while continuing to deliver services of the highest standard. A key strategy within this plan is to develop workforce capability. Over the next four years the Commission will:

- Review its structures, roles and responsibilities in line with APS frameworks in order to ensure a contemporary and agile workforce which is best placed to support delivery of the tribunal's functions
- Develop and implement a workforce plan, including strategies for recruitment, retention, flexible deployment and succession to ensure an agile workforce which can meet changing demands
- Review our training and development framework to ensure that individuals and work groups are provided with opportunities to participate in learning and development which is relevant to organisational goals

Capital investment and ICT capability

The Commission aims to integrate information management systems and processes across the organisation to enable delivery of high quality services. Given the large volume of work flows created by the lodgment and processing of applications made under both the *Fair Work Act 2009* and the *Fair Work (Registered Organisations) Act 2009*, over the next four years the Commission will make a significant capital investment in upgrading its case management system to provide enhanced system functionality, data quality and accessibility and reporting.

Over the next four years, the Commission will enhance its information management, including by:

- Continuing to strengthen disaster recovery infrastructure and work processes, enhancing the ability to provide uninterrupted services
- Developing and implementing an information management strategy in order to build business intelligence competency, focussing on skills, processes and policies to strengthen the strategic and operational use of data and information
- Strengthening records management processes and compliance

Risk oversight and management

As the Accountable Authority, the General Manager, is responsible for ensuring the Commission meets the requirements of the *Public Governance, Performance and Accountability Act 2013*. This will be achieved by:

- ensuring a coherent system of governance and accountability for the Commission
- maintaining an effective performance framework
- ensuring that high standards of governance, performance and accountability are met
- providing meaningful information to Parliament and the public
- managing public resources properly
- working cooperatively with other agencies to achieve common objectives

The Commission will continue to embed a contemporary risk management culture and practices across the organisation, in line with the risk management framework introduced by the *Public Governance, Performance and Accountability Act 2013*.

A key intended result of this plan is that the Commission is efficient, accountable and transparent. As part of improving governance and risk management maturity over the next four years, the Commission will:

- deliver further enhancements to the enterprise risk management framework
- provide more training and improved information about risk management for staff
- embed a positive risk culture through our people and processes
- manage strategic risks associated with this plan



CONTACT US

Online fwc.gov.au **Phone** 1300 799 675 9am to 5pm Monday to Friday



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