



FairWork
Commission

2017–18 CORPORATE PLAN

COVERING REPORTING PERIODS 2017–18 TO 2020–21



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1 INTRODUCTION

STATEMENT OF PREPARATION

As the accountable authority of the Fair Work Commission, I present the Fair Work Commission Corporate Plan 2017–21, which covers the 2017–18 to 2020–21 reporting periods, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Bernadette O'Neill

General Manager



Fair Work Commission

31 August 2017



2 PURPOSE

As Australia's national workplace relations tribunal, the primary purpose of the Fair Work Commission (Commission) is to exercise its functions and powers in accordance with the *Fair Work Act 2009* including:

- promoting cooperative and productive workplace relations
- resolving unfair dismissal claims
- resolving workplace bullying claims
- 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

PORTFOLIO BUDGET STATEMENTS

The Commission is responsible for delivering a single planned outcome as set out in the Portfolio Budget Statement 2017–18:

“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.

To achieve its program objectives, the Commission's major priorities for 2017–18 include:

- ensuring that the community understands the role of the Commission and recognises it as an independent and expert workplace relations tribunal
- ensuring that the Commission is accessible to all Australians, recognising the community's diverse needs and expectations
- ensuring that the Commission is efficient, accountable and transparent
- ensuring that 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

3 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 substantial legislative, social and economic changes. The tribunal has endured by successfully adapting to changes in its legislative environment and through being an independent and expert dispute resolution service.

The most significant change to the Commission's environment in the previous twelve months has been the transfer of staff to the Fair Work Ombudsman as a result of the commencement of the Registered Organisations Commission on 1 May 2017. Many functions that were previously exercised by the Commission's General Manager under the *Fair Work (Registered Organisations) Act 2009*, including conducting investigations concerning the financial administration of registered organisations and commencement of associated Federal Court proceedings, are now exercised by the Registered Organisations Commissioner with the support of Fair Work Ombudsman staff. The Commission continues, however, to exercise functions concerning the registration, amalgamation and cancellation of registered organisations and the making and alteration of their rules.



4 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 2017–18 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 2017–18

- Survey 80 per cent of parties in 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 2018–19

- 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 its provision of information and service delivery by:

- Assessing the accessibility of our services and information
- Where appropriate, adopting new technology to improve our services
- Adopting appropriate design and user experience principles in delivering services

INTENDED RESULT

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

PERFORMANCE MEASURE 2017–18

- At least 80 per cent of survey respondents in individual matters following a staff conference or conciliation found information, including on the Commission's website, was 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
- Monitor and report on the use of technology that has been implemented in order to improve access to, or delivery of, Commission services

PERFORMANCE MEASURE 2018–19

- At least 80 per cent of survey respondents in individual matters following a staff conference or conciliation found information, including on the Commission's website, was 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
- Monitor and report on the use of technology that has been implemented in order to improve access to, or delivery of, Commission services

DELIVERY STRATEGIES

The Commission will continue to benchmark our performance and 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 2017–18

- Improve or maintain the time elapsed from lodging applications to finalising conciliations in unfair dismissal applications (Portfolio Budget Statement 2017–18 KPI with a target of 34 days)
- Annual wage review to be completed to enable an operative date of 1 July (Portfolio Budget Statement 2017–18 KPI) with a target of publication no later than 30 June
- Improve or maintain the agreement approval time (Portfolio Budget Statement 2017–18 KPI) with a target of 32 days

PERFORMANCE MEASURE 2018–19

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ACTIVITY TWO:

ORGANISATIONAL CAPABILITY IS ENHANCED

DELIVERY STRATEGIES

Underpinning our delivery of activity one, 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
- Implementing a learning management framework
- Strengthening governance structures and processes
- Demonstrating the core cultural pillars of innovation, collaboration and service excellence
- Continuing to embed contemporary risk management practices in operational activities

INTENDED RESULT

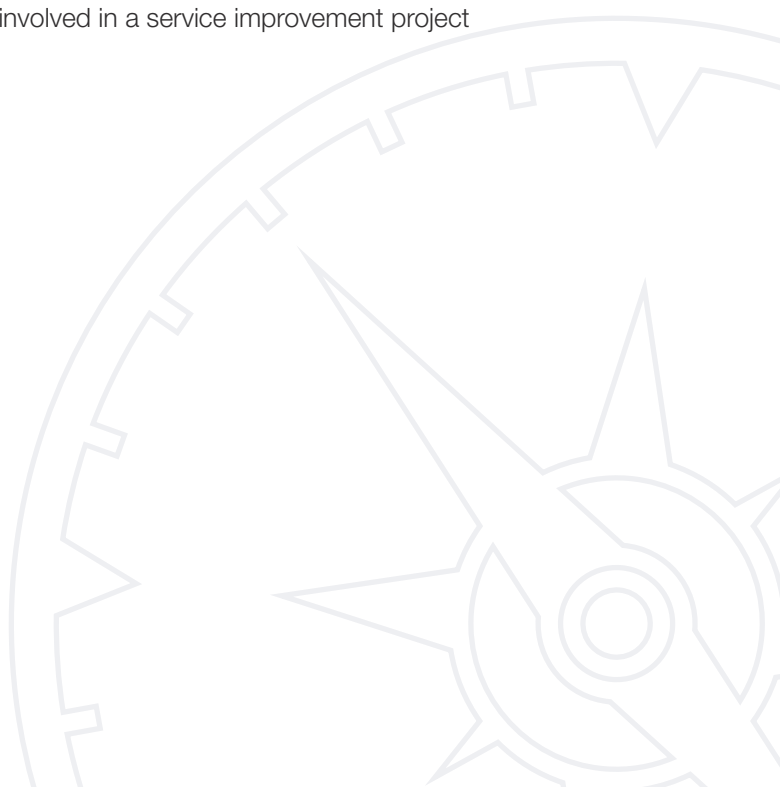
The Commission is a highly skilled and agile organisation in which its people, processes, systems and technology are aligned to deliver high quality, efficient and effective services to the community.

PERFORMANCE MEASURE 2017-18

- 90 per cent of performance and development plans specify individual and/or organisational development goals
- At least 30 per cent of staff are offered 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 2018-19

- Maintain or improve the number of performance and development plans that specify individual and/or organisational development goals
- At least 30 per cent of staff are offered an opportunity to experience work outside their usual role, participate in a cross organisational project or be involved in a service improvement project



5 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 foster a culture that entrenches and demonstrates these values in all that it does. To deliver this plan, the organisation will focus on the cultural pillars of innovation, collaboration and service excellence.

INNOVATION

Staff will be innovative, agile and responsive. They will use 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.

6 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.

Our priorities in developing workforce capability centre around reviewing 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. We will meet our current and future workforce needs through workforce planning and by ensuring that our learning and development meets organisational goals.

CAPITAL INVESTMENT AND ICT CAPABILITY

The Commission is making a significant capital investment by replacing its case management system. This will enhance system functionality and will improve efficiency and timeliness in executing work flows and transactions while improving data quality, accessibility and reporting. The new case management system will be further enhanced to support external engagement and work flows required for the lodgement and processing of applications.

The Commission will seek to enhance the experience of tribunal users and the public through the adoption of updated technologies and services. We will improve resilience and capability of our systems and processes to ensure adequate protection and handling of information within the Commission.

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*. The Commission will ensure that high standards of governance, performance and accountability are met, that public resources are managed properly and that meaningful information is provided to Parliament and the public, including through the Commission's annual report.

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*. We actively manage risk, including through our risk register, internal audit program and by maintaining a majority of our Audit Committee members as external to the organisation.

The risk that is most relevant to the Commission's day to day operations is maintaining our reputation as an independent and expert workplace relations tribunal that is accessible to all Australians. We maintain our reputation by performing statutory functions and exercising associated powers according to our legislative mandate in a manner that is fair and just; quick, informal and avoids unnecessary technicalities; open and transparent; and that promotes harmonious and cooperative workplace relations.

Members of the tribunal are supported in performing their statutory functions by Commission staff. This makes the attraction, retention and promotion of quality staff an associated risk. We will seek to mitigate this risk by the strategies outlined above concerning building and maintaining workforce capability.

CONTACT US

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



If you need an interpreter, call TIS National on 131 450



If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service.
For more information visit relayservice.gov.au



To view our YouTube channel visit youtube.com/user/FairWorkAu