

Productivity Education and Training Fund (PET Fund)

Australian Industry Group

Outline Plan

From: 1 JULY 2013 to 30 JUNE 2014

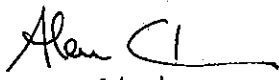

Approval of this Outline Plan		Signature and Date
Australian Industry Group	Delegate:	2 July 2013
Department of Education Employment and Workplace Relations	Delegate: <i>Branch Manager responsible for program</i>	 17/9/13

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4/1/13

1 Introduction

This document is the Outline Plan for the Implementation of the Productivity Education and Training Fund (PET Fund) in 2013-14. It establishes:

- what the project is to deliver in 2013-14;
- critical dates and project schedule;
- any changes to the Milestones and Deliverables Plan in how the project will be governed – who is responsible for what; and
- any changes to the Milestones and Deliverables Plan in how the project will be managed – for example how will changes be dealt with; handling of risks and issues.

This document reflects the agreement between the Department of Education, Employment and Workplace Relations (DEEWR) and Australian Industry Group about the work to be undertaken and how it will be undertaken.

This document and the Milestones and Deliverables Plan will be reviewed regularly by the Project Team to ensure that they accurately represent the project status and intentions.

2 Deliverables

Provide a schedule of planned activities that will be undertaken as the project, from 1 July 2013 to 30 June 2014 including:

- *Detail of activities proposed, for example: courses, research projects, publications.*
- *Delivery Targets (number of courses, projects, publications completed)*
- *Coverage targets (industry, geographic)*
- *Participation Targets (number of participants, users)*
- *Participant Evaluation Targets (overall participant and/ or user satisfaction level regarding deliverables)*

Attachment 1: Project Milestones and Deliverables 2013 – 2014

Attachment 2: Activity Overview (changes from original submission)

3 Governance

Describe any proposed changes to Governance arrangements outlined in the Milestones and Deliverables Plan in regard to the means by which:

- *the monitoring of funding received under the agreement will occur;*
- *the monitoring of the progress in developing and carrying out the Project will occur; and*
- *Australian Industry Group will manage subcontractors, including reporting, risk management, monitoring of payments of funding received under the agreement and of the progress in developing and carrying out the Project.*

There are no proposed changes to the Governance arrangements.

Provide:

- Updated contact details of managerial or specified personnel.

Managerial and Specified Personnel	Role/Responsibilities	Contact Information
	Project Manager	

4 Risk Management

Provide any updates to your risk management strategy in the Milestones and Deliverables Plan including any new risk you have identified.

Attachment 3: Risk Management Update

5 Approvals

Clause 8.1 of the Funding Agreement requires Australian Industry Group to provide a list of any Assets it proposes to purchase or create during the relevant project period for DEEWR approval. Approval of the Outline Plan will constitute approval to purchase those Assets specified in the agreed Outline Plan. Assets means any item of tangible property which has a value of over \$5,000 inclusive of GST (Clause 33 of the Funding Agreement)

- Provide a list of all assets Australian Industry Group intends to purchase or create during this project period and the associated in the budget

Nil to report

Clause 7 of the Funding Agreement provides for DEEWR to give written approval of subcontractors.

- Australian Industry Group will not be engaging subcontractors for this project. (Remove as necessary)
- A list of subcontractors is provided as part of this Outline Plan as follows: (Remove as necessary)

We will advise of any subcontracting arrangements if they are required.

Subcontractor	Role/Responsibilities

6 Budget

Provide a comprehensive budget including:

- Itemised expenditure for the 2013-14 financial year;
- A general outline of expenditure with regard to the remaining financial years of the Program;
- Details of any assets Australian Industry Group intends to purchase as referred to at Clause 8 of the Funding Agreement.
- Please ensure that all budget figures are GST exclusive.
- It may be more convenient to provide the Budget as an attachment to the plan. (eg spreadsheet or table)

Attachment 4: Budget 2013 - 2014

7 Evaluation of Performance against Objectives

Describe any proposed changes to mechanisms specified in the Milestones and Deliverables Plan by which the Australian Industry Group intends to evaluate performance against objectives.

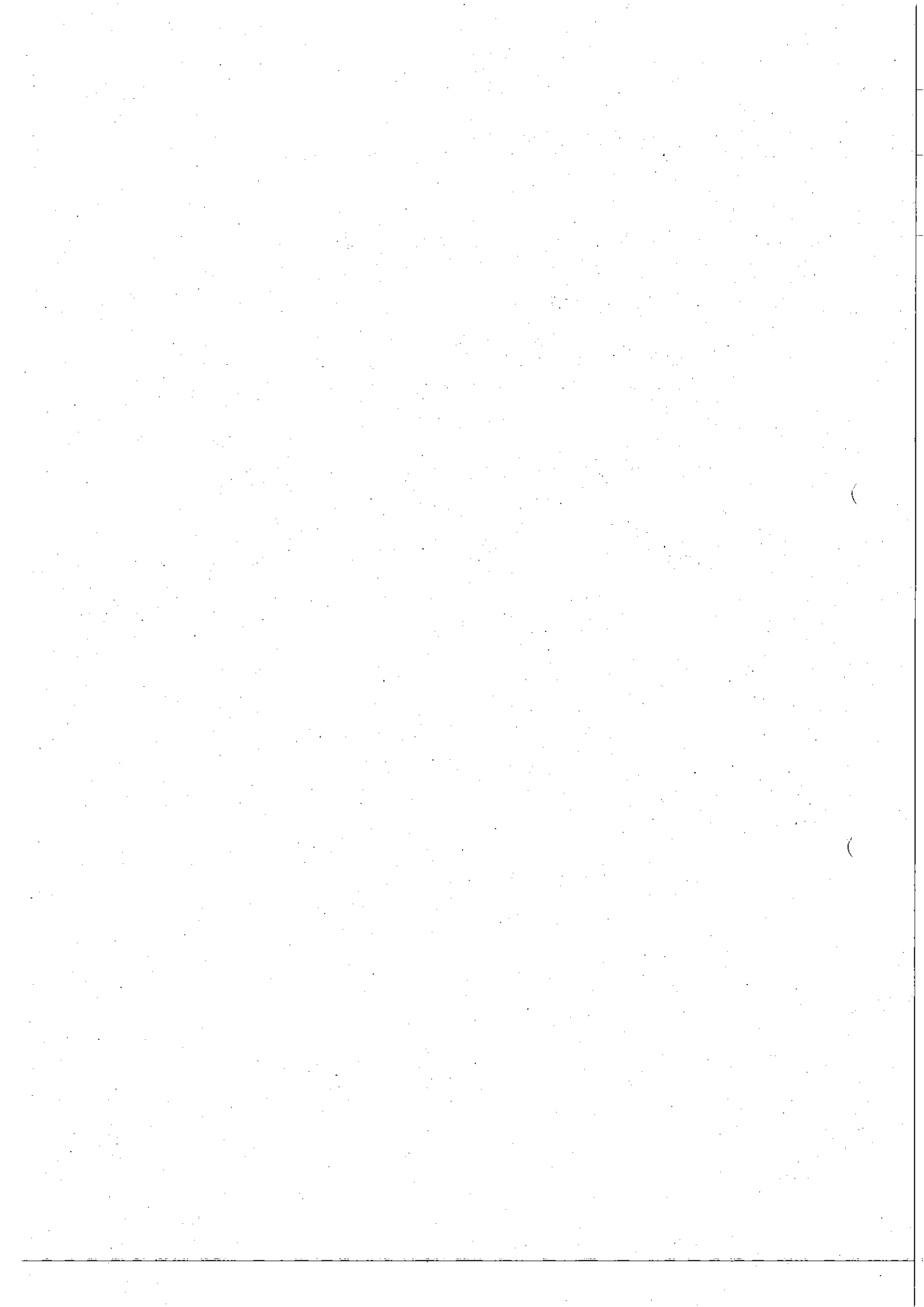
Please note that data required to evaluate performance will need to be collected consistently throughout the life of the project.

An additional evaluation of performance has been included in the max360@aigroup™ website. Each Information Sheet and the Calendar can be rated online through a star rating.

8 Submitting your Outline Plan

Please email a signed copy of the completed PET Fund Outline Plan by close of business on Wednesday 31 July 2013 to: Damien Booth – Program Manager, at the:

PET Fund Inbox - PETFund@deewr.gov.au



1.1 Project Milestones and Deliverables

Targets for these milestones and deliverables for the 2013-14 financial years are noted below. Shaded areas identify changes to original submission.

Year 2					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
e.g. course, research project, publications	(Number of courses, projects, publications completed)			(number of participants; users)	(overall participant and/or user level satisfaction regarding deliverables)
4.2 Research Projects Surveys conducted and reports released on workplace relations and business outlook on innovation, productivity and technological improvement. Estimated delivery by June 2014	Two surveys conducted and two reports released in Year 2 on workplace relations and business outlook on innovation, productivity and technological improvement	The coverage of both surveys will be broad and will range across the manufacturing, construction and services sectors	Accessible to all business regardless of location	Between 300 and 500 responses in each survey	We will measure the number of downloads of the survey reports and aim to achieve 1,000 downloads per survey
4.3.1 Workplace Productivity Infoline Service Estimated delivery – ongoing Jul 2013 - June 2014	Continue service and development of Info sheets	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	Respond to a minimum of 1200 calls in Year 2 of program	Overall participants to rate service as 3.5 where the highest level is 5

Year 2					
<i>Proposed Activity</i>	<i>Delivery Target</i>	<i>Industry sector</i>	<i>Geographic Region</i>	<i>Participation Target</i>	<i>Participation Evaluation Target</i>
<p>4.4.1 Leadership Breakfasts In Year 2 the focus will be Leading for Change</p> <p>Estimated delivery Nov/Dec 2013 for series 1 and May/June 2014 for series 2</p>	<p>Two breakfast series delivered Year 2 in 10 locations</p>	<p>Service will cover the needs of a broad range of industry sectors</p>	<p>Each breakfast series will be offered in 10 locations including capital cities and regional locations</p>	<p>Participant targets for capital city breakfasts range from 20-40, and for regional locations 15-25</p>	<p>Overall participants to rate events as 3.5 where the highest level is 5</p>
<p>4.4.2 Building a Productive Workplace Culture – Webinar</p> <p>Estimated delivery March/April 2014</p>	<p>Three short webinars to total of 1 hour available on demand</p>	<p>Service will cover the needs of a broad range of industry sectors</p>	<p>Accessible to a broad range of business</p>	<p>150 views in Year 2 of program</p>	<p>Overall participants to rate webinar as 3.5 where the highest level is 5</p>
<p>4.4.3 Building a Productive Workplace Culture</p> <p>1. Organisational Culture Reviews</p> <p>Estimated delivery October, & November 2013, February, April & June 2014</p>	<p>Five Organisational Culture Reviews 4 days including: Development, facilitation, reporting and action plan. (5 organisations)</p>	<p>Service will cover the needs of a broad range of industry sectors</p>	<p>Accessible to a broad range of business</p>	<p>5 organisations in Year 2 of program</p>	<p>Overall participants to rate the Action Learning Sets as 3.5 where the highest level is 5</p>

Year 2					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.4.3 Building a Productive Workplace Culture 2. Action Learning Set Estimated delivery September/October	One Action Learning Set 20 days including: development, facilitation and coaching. (8 participants representing 8 organisations)	Service will cover the needs of a broad range of industry sectors	Accessible to a broad range of business	8 participants in Year 2 of program	Overall participants to rate the Action Learning Sets as 3.5 where the highest level is 5
4.5.3 Compliance and Policy Desk Audit The split between desk audits covering wages & conditions and workplace policy will be based on demand Estimated delivery commencing July/August 2013	150 desk top audits of up to 1.5 hours each. 1 hour followed by 30 minute telephone advice. <i>Participants must have viewed at least one webinar in the Workplace Relations series to be eligible for the Desk Audit</i>	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	Respond to a minimum of 150 audits in Year 2 of program.	Overall participants to rate service as 3.5 where the highest level is 5
4.5.4 Consultation, Communication and Conflict Resolution Workshop – Leaders Estimated delivery October 2013 & April 2014	12 workshops x 2.5 hours offered Year 2 in 10 locations (Split between October and April)	Service will cover the needs of a broad range of industry sectors	Each workshop will be offered in 10 locations including capital cities and regional locations	Participant targets for each workshop will be an average of 30 participants, 360 in total	Overall participants to rate event as 3.5 where the highest level is 5

Year 2						
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target	
4.5.4 Consultation, Communication and Conflict Resolution Workshop – Team Estimated delivery October 2013 & April 2014	17 workshops x 1.5 hours offered Year 2 in 10 locations (Split between October and April)	Service will cover the needs of a broad range of industry sectors	Each workshop will be offered in 10 locations including capital cities and regional locations	Participant targets for the workshops will be 170 participants in total	Overall participants to rate event as 3.5 where the highest level is 5	
4.5.5 Productivity and Enterprise Bargaining Seminar Estimated delivery August 2013 and March 2014	18 seminars x 1.5 hours offered Year 2 (9 events in August and 9 events in February)	Service will cover the needs of a broad range of industry sectors	Each seminar will be offered in 18 locations including capital cities and regional locations	Participant targets for capital city range from 20-40, and for regional locations 15-25 for each event	Overall participants to rate events as 3.5 where the highest level is 5	
4.5.7 Continuing successful operation of the workplace relation system – modern award review	Not applicable					
4.6.2 5s – Sort, Set in Order, Shine, Standardise, Sustain - Webinar Estimated delivery September 2013	Three short webinars to total of 1 hour, available on demand	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	150 views in Year 2	Overall participants to rate webinar as 3.5 where the highest level is 5	

Attachment 1

Year 2						
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target	
4.6.2.5s – Sort, Set in Order, Shine, Standardise, Sustain - Diagnostic Estimated delivery September 2013	Opportunity to complete once participants have viewed the above webinar	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	100 downloads of Diagnostic Tool in Year 2	Overall participants to rate diagnostic as 3.5 where the highest level is 5	
4.6.3 Competitive Systems and Practices Improvement Project Estimated delivery February to May 2014	Seven individual companies undertaking longer term project	Selection process based on application	Selection process based on application	Seven companies complete the project.	Overall participants to rate project as 3.5 where the highest level is 5	
4.7.1 What is a WHS System? Webinar Estimated delivery August/September 2013	A total of 10 minutes available on demand	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	150 views in Year 2	Overall participants to rate webinar as 3.5 where the highest level is 5	
4.7.2 Key Elements of Establishing and Implementing an Effective Safety System – Webinar	Not applicable					

Year 2						
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target	
4.7.2 Key Elements of Establishing and Implementing an Effective Safety System – Diagnostic Tool Estimated delivery October 2013	Opportunity to complete once participants have viewed the above webinar	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	100 downloads of Diagnostic Tool in Year 2	Overall participants to rate diagnostic as 3.5 where the highest level is 5	
4.7.3 Reviewing and Improving your Safety Performance – Webinar Estimated delivery October 2013	A total of 20 minutes available on demand	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	150 views in Year 2	Overall participants to rate webinar as 3.5 where the highest level is 5	
4.7.3 Reviewing and Improving your Safety Performance – Diagnostic Tool Estimated delivery November 2013	Opportunity to complete once participants have viewed the above webinar	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location, once webinar is viewed	100 downloads of Diagnostic Tool in Year 2	Overall participants to rate diagnostic as 3.5 where the highest level is 5	

Attachment 1

Year 2					
<i>Proposed Activity</i>	<i>Delivery Target</i>	<i>Industry sector</i>	<i>Geographic Region</i>	<i>Participation Target</i>	<i>Participation Evaluation Target</i>
4.7.4 Reviewing the Effectiveness of an Employer's Workers' Compensation and Injury Management – Webinar Estimated delivery December 2013	A total of one hour available on demand	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	150 views in Year 2	Overall participants to rate webinar as 3.5 where the highest level is 5
4.7.4 Reviewing the Effectiveness of an Employer's Workers' Compensation and Injury Management – Diagnostic Tool Estimated delivery February 2014	Opportunity to complete once participants have viewed the above webinar	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location, once webinar is viewed	100 downloads of Diagnostic Tool in Year 2	Overall participants to rate diagnostic as 3.5 where the highest level is 5

Year 2						
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target	
4.7.5 WHS Coaching and Mentoring Estimated delivery Commencing October 2013	Opportunity to participate based on viewing webinars	Service will cover the needs of a broad range of industry sectors	Telephone consultations accessible to businesses regardless of location, and face to face site visits will be based on set locations including capital cities and regional areas. Participants must have viewed webinar and meet employee numbers between 1 - 200	200 x 30 minute telephone consultations in Year 2 150 x 4 hour face to face site visits in Year 2	Overall participants to rate coaching and mentoring as 3.5 where the highest level is 5	
4.9.1 Environment and Energy Risk – Diagnostic Tool Estimated delivery September 2013	To be available on demand	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	350 downloads of Diagnostic Tool in Year 2	Overall participants to rate diagnostic as 3.5 where the highest level is 5	
4.9.1 Environment and Energy Risk – Tool Kit Estimated delivery by September 2013	To be available on demand	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	125 downloads of Tool kit in Year 2	Overall participants to rate tool kit as 3.5 where the highest level is 5	
4.9.1 Environment and Energy Risk – Webinars	Not applicable					

Attachment 1

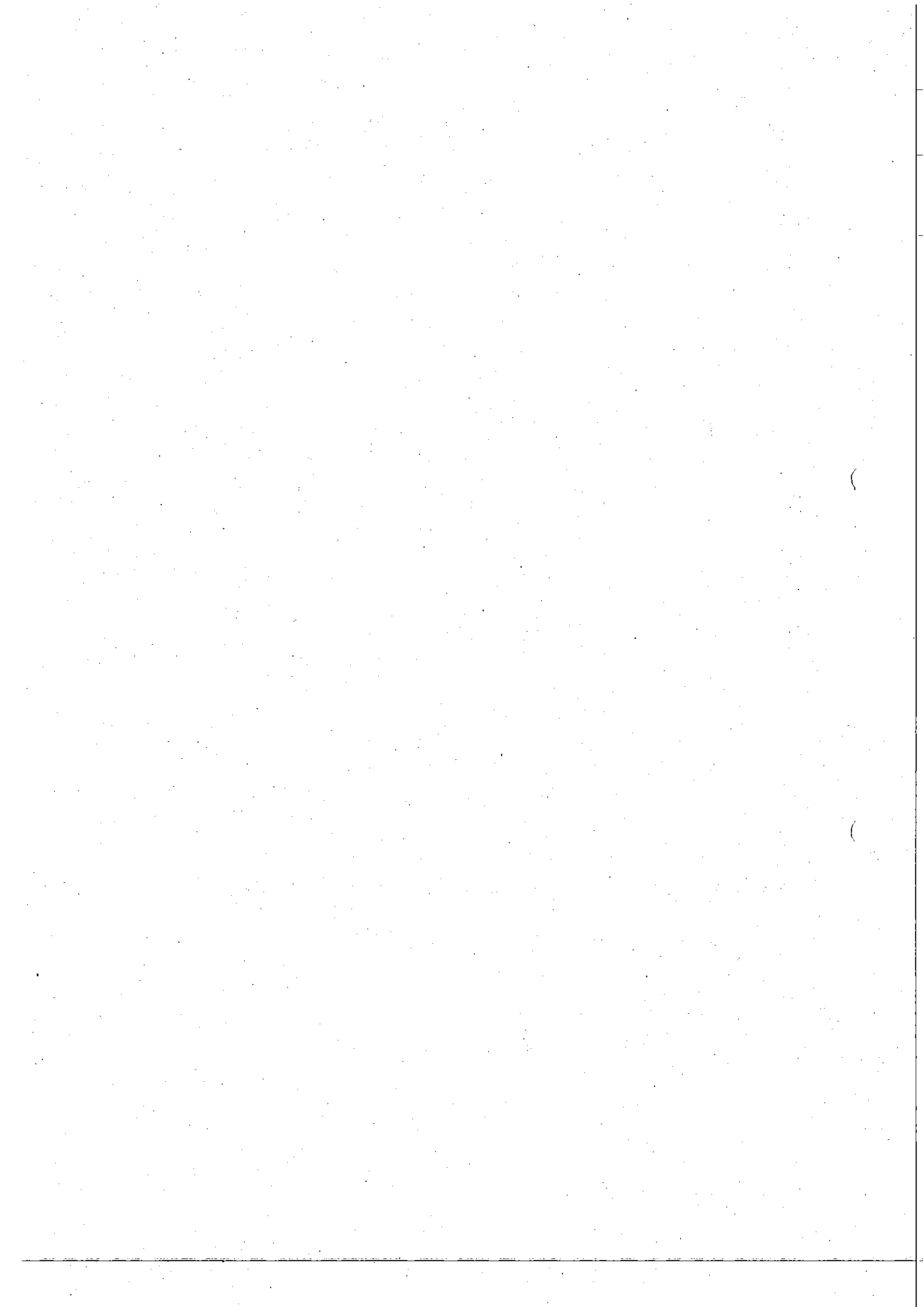
Year 2					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.9.4 Sustainability Coaching and Mentoring Estimated delivery Commencing October 2013	200 x 30 minute telephone consultations 150 x 4 hour face to face site visits	Service will cover the needs of a broad range of industry sectors	Telephone consultations accessible to businesses regardless of location, and face to face site visits will be based on set locations including capital cities and regional areas. Participants must have viewed webinar.	200 x 30 minute telephone consultations in Year 2 150 x 4 hour face to face site visits in Year 2	Overall participants to rate mentoring as 3.5 where the highest level is 5

Activities which will continue in Year 2, which are not part of the 2013-14 financial year funding are:

Year 2					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.1 Introductory and Overview Webinar <i>Funding for Updating Year 3</i>	To be offered on demand	Service will cover the needs of a broad range of industry sectors <i>Note: this webinar is targeted to CEOs</i>	Accessible to all business regardless of location	For reporting purposes, we will continue to record views in Year 2 Target expectation 50 per month	Overall participants to rate webinar as 3.5 where the highest level is 5
4.5.1 Webinar – Making your workplace relations work Webinar <i>Funding for Updating Year 3</i>	To be offered on demand	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	For reporting purposes, we will continue to record views in Year 2	Overall participants to rate webinar as 3.5 where the highest level is 5
4.5.2 4C's Webinar – Compliance, Consultation, Communication & Conflict Resolution 4 C's <i>No funding for Updates</i>	To be offered on demand, questions will be directed to Infoline service	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	For reporting purposes, we will continue to record views in Year 2	Overall participants to rate webinar as 3.5 where the highest level is 5
4.6.1 Succeeding through improved business operations – Webinar <i>No funding for Updates</i>	To be offered on demand	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	For reporting purposes, we will continue to record views in Year 2	Overall participants to rate webinar as 3.5 where the highest level is 5

Attachment 1

Year 2					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.8.2 Technology and Productivity - Webinar No funding for Updates	To be offered on demand	Service will cover the needs of a broad range of industry sectors	Accessible to all business regardless of location	For reporting purposes, we will continue to record views in Year 2	Overall participants to rate webinar as 3.5 where the highest level is 5



Productivity Education and Training Fund Activity Overview (Including changes to original submission)

Activity 4.2 Research projects (no change)

Objectives

Ai Group proposes research projects with three broad objectives:

- To monitor and record business experience in improving workplace practices and in innovation - including through the introduction of new technologies;
- To develop and publish new case studies of businesses improving productivity;
- To update and publish the conceptual basis of Ai Group's PET program with a review of recent literature to be undertaken in Year 3.

Ai Group has particular expertise and experience in running survey-based longitudinal studies of Australian businesses, across a range of topics relevant to the PET program. We propose to use our strong survey-based research foundations to deliver a comprehensive research program over the five year life span of the PET program.

This would be provided through two long-term, longitudinal research projects on workplace practices and Australian business innovation, technology and productivity improvement. This research would deliver two reports on relevant business conditions, experiences and expectations each year.

We would undertake and report on two sets of focus groups to obtain deeper insights into the experience of firms introducing technological, marketing, managerial and workplace changes.

We would develop new case study material during the life of the PET program drawn mainly from the businesses that take part in the program. This will increase and refresh the stock of case study material that is so valuable in capturing people's interest in and understanding of the sources and importance of productivity improvement.

While, the conceptual foundations of our PET program would draw heavily on work Ai Group has already published including *A More Competitive Manufacturing Industry: Management and Workforce Skills and Talent*, (February 2012); and *High Performance Organisations: Maximising Workforce Potential* (April 2012). In part to refresh our PET program and in part to keep abreast of ongoing developments in academic and other fields, we propose to commission a review and synthesis of recent literature in Year 3 of the project. This would inform the orientation of the remainder of the program and enable us to update and refresh our supporting material.

Throughout, the outcomes of these research activities will be used to inform and further refine other components of PET program delivery, as well as other business productivity education and support programs more generally as proposed.

Outline

The following research activities are proposed:

- An annual national survey and report of workplace relations in Australian businesses, to be conducted annually over the first three years of the project, in order to ascertain how businesses are adjusting and improving their workplace relations in order to meet their productivity objectives. This would be structured so that it can be linked back to previous Ai Group research on Workplace practices, thus providing valuable longitudinal data over an extended period of time.

Attachment 2

- An annual survey and report of Australian businesses outlook on innovation, technology and productivity improvement, to be conducted over the first three years of the project, in order to ascertain how businesses are planning to invest, innovate and implement new technologies in order to meet their productivity objectives. This would be conducted within the context of our established annual Business Outlook surveys, so as to provide the ability to conduct long-term analysis and assessment, and to link the research into the broad range of business research variables contained in our existing economics and industry research program.
- In the first year of the Business Outlook on innovation, technology and productivity project, Ai Group will conduct a series of focus groups with businesses in metropolitan and regional Australia to gain deeper insights into the experience of firms with technology investment and productivity. In particular, Ai Group will use the focus groups to examine the extent to which organisational, managerial and cultural factors are considered by companies when investing in technologies and whether doing so affects the productivity outcomes from the investment.
- The findings from the year one focus group research will be supplemented by desktop research and case studies sourced from the focus groups and published in a separate report on technology investment and productivity in 2013. The findings will also inform the quantitative research in future years of the project and the service delivery aspects of Ai Group's PET program delivery.
- Research and preparation of new case studies mainly involving businesses involved in the PET program would be undertaken in Year 2 and Year 5. Businesses will be invited to participate and written and audio-visual material prepared with the assistance of staff involved in Ai Group's PET program. The material will be made available online to advance understanding of the sources and importance of productivity improvements, and to promote the PET program itself.
- The commissioned review and synthesis of Australian and international academic research and other literature on workplace productivity and innovation in Year 3 of the program is an important element in our five-year program and will ensure both the program and the supporting material is updated and refreshed with reference to ongoing academic developments and business experience.

Activity 4.3 Workplace Productivity Infoline Advisory Service (no change)

Objectives

The objectives of this service are to help Australian business identify its needs when it comes to productivity improvement opportunities and then connect them to relevant services that may assist.

Outline

An experienced business adviser will be available on a 1300 number for companies to contact to help them assess what their needs might be in improving their workplace productivity and then be guided to relevant services including the services AI Group is delivering under the PET program and other Government funded programs.

Our business adviser will also be supported by a series of fact sheets and other materials that can be sent to employers to assist them identify the opportunities to drive productivity improvements in their workplace.

Activity 4.4 Leadership and people development

The proven positive relationship between good management and productivity underpins the strong leadership elements built into many of the components in our PET program package. It is important to improve the leadership skills of not only employers but of staff at all levels in order to encourage productivity improvements.

Our program will address the main dimensions used to measure management practices, namely, operational management, performance management and people management by incorporating these elements into our PET activities under workplace relations, competitive systems and practices, workplace health and safety, environment and technology. This reinforces a total workforce development approach to skills acquisition.

Leadership Breakfasts (no change)

Objective

The objective of the breakfasts is to provide leaders with knowledge and techniques to maximise workforce potential and bring about sustained productivity improvements. Specialist guest speakers will be used and leadership research will be highlighted.

Outline

A Leadership Breakfast series will be offered annually during the life of the PET Program. It is planned to focus on innovative leadership in the first year of the program. The breakfasts will highlight our range of other PET activities which can be undertaken by companies to address leadership capabilities at a number of levels.

Building a productive workplace culture – Webinars (no change)

Objectives

The objectives of these webinars are to address the role leaders play in establishing and maintaining a productive workplace and build key skills to support this objective.

Outline

- Each of the short webinars outlined immediately below will begin with an explanation of elements/attributes of a productive workforce and workplace culture, using case studies where possible and exploring the role leaders play in building/maintaining a productive workforce?
- Short webinars for Managers and Supervisors on:
 - Having the difficult conversation
 - How to get employee engagement in problem solving and continuous improvement
 - How to achieve high performance teams

Attachment 2

Building a productive workplace culture – Action Learning (no change)

Objective

These intensive leadership groups will provide opportunities for leaders of companies to solve workplace issues over a period of time through facilitated reflection and action, and by learning from each other. A range of topics may become the focus: people management, production processes, supply chain management, market research or innovative culture.

Outline

Participants who registered for webinars on Building a Productive Workplace Culture and their companies may be approached in order to identify committed groups ready to join an action learning program. The action learning sets will normally comprise a small group of colleagues from within one company; however committed individuals from different companies working on a common problem may comprise a set.

Building a productive workplace culture – Organisational Culture Reviews (new)

Objectives

These onsite Organisational Reviews will provide opportunities for leaders of companies to understand and put a plan in place to address their leadership culture with the aim of increasing employee engagement and therefore impacting on productivity.

Outline

Companies will be able to apply to participate in an Organisational Review which will involve an AI Group Leadership Consultant spending time onsite conducting an organisational review. This will be done through discussion and interviews and diagnostics. A recommendation report will then be presented with suggested actions to increase leadership alignment.

Other components

Various components of the program outlined go to developing leadership skills in many business disciplines and at multiple levels within the business.

Workplace Relations

Compliance and Policy - Desk audits (increased number of audits)

Objectives

The purpose of these audits is to assist companies to ensure they are applying fair entitlements and workplace policies. Participants in the desk top audits will also be supplied with a checklist of the key workplace policies they should have in place and a checklist on effective implementation and application of workplace policies. The desk top audit service will be available to companies who have participated in the 4C's webinar outlined above.

Outline

Offer up to 1.5 hours free desk top audits to review and provide feedback on a workplace policy. Review a relevant workplace policy to see if it requires modification to align with the objective of supporting a cooperative and productive workplace relations environment (up to one hour). Followed by telephone advice (up to 30 minutes).

Offer up to 1.5 hours free desk top audits to review and provide feedback on wages and conditions. Review an agreed number of employee wages and conditions to see if they are compliant and align with the objective of ensuring fair entitlements (up to one hour). Followed by telephone advice (up to 30 minutes).

Consultation, Communication & Conflict Resolution Workshops (increased number of workshops)

Objectives

These workshops are designed to improve consultation, communication and conflict resolution through:

- Train managers/supervisors to understand and implement the necessary measures to achieve and/or maintain effective consultation, communication, grievance and conflict resolution processes.
- Joint management/employee workshops regarding effective communication, consultation and conflict resolution mechanisms.

Outline

Leaders Workshop – Consultation, Communication & Conflict Resolution. The workshops will provide managers and supervisors with best practice models and examples to ensure effective two way communication, proper consultation where employee views are considered in decision making, prompt resolution of employee grievances and speedy efficient conflict resolution in the workplace. Duration 2.5 hours.

Team Workshops (delivered onsite) for up to 10 people per company. Workshops are to provide techniques for effective workplace communication, consultation and conflict resolution. I.e. management and employee representatives attend. Will offer workshops for small and large business. Duration 1.5 hours.

Attachment 2

Productivity and Enterprise Bargaining – Seminars (no change)

Objective

The objective of the seminar is to explore the role that enterprise bargaining plays in productivity improvement.

Outline

This seminar will educate employers about the role enterprise bargaining can play in delivering productivity benefits, including the sharing of productivity gains with employees. The seminar will explore the importance of an effective process in approaching workplace bargaining. Participants will be supplied with a checklist outlining areas of productivity improvements which might be achieved via formal enterprise bargaining as well as advice on ensuring bargaining doesn't limit any opportunities for productivity improvement. As well, opportunities for productivity improvements through enterprise flexibility arrangements or by agreement under terms of modern awards will be explored.

Activity 4.6 Competitive Systems and Practices

5S – Sort, Set in Order, Shine, Standardise, Sustain - Webinar (no change)

Objectives

The benefit of these webinars is that they provide some tools and strategies to companies interested in process productivity improvements. The webinars can also provide an opportunity to link companies to accredited training in competitive systems and practices which adopts an holistic approach to workplace leadership operations and improvements.

Outline

It is envisaged we would develop three webinars including workplace video elements. The three potential levels of training are:

- Managing – senior managers
- Implementation – middle management
- Participating – shop floor

Having completed the webinar(s), companies will have the opportunity to complete an online diagnostic to assess current operational processes from there they may progress to 4.6.3.

Competitive Systems and Practices Improvement Project (changes highlighted)

Objectives

This longer term project will deliver an intensive, practical program of group and individual company workshops to a selected cluster of companies (a supply chain would be beneficial in geographical and sectoral clusters). By undertaking these intensive, problem-solving projects companies will develop their leadership and team based skills and be encouraged to continue development through accredited training in competitive systems and practices. Topics can include any identified issues that are barriers to productivity improvement, and may focus on business model innovation.

Outline

A proposed program topic is "improving bottom line results by addressing an operational or workplace productivity constraint".

The facilitator/s can apply lean systems/principles or management theory to frame the activity and the design could include:

- one-on-one half day orientation sessions with each of the participating firms;
- a 1 day group supply chain workshop;
- one-on-one, half day, follow up, in-house sessions with each of the participating firms;
- Develop case studies from this as the program develops.

The activity will assist leaders in the participating firms to apply a model of sustained process improvement in their own environments, by introducing new models, and by developing workplace relationships.

The program will build in management development and team work, and solve a workplace operational problem.

Attachment 2

The focus of the workshop may vary year to year for instance one year of the program may focus on the theory of constraints and in another year the focus might be on business model innovation in a high cost/high wage/high currency environment.

Participants in these workshops may have the opportunity in later years to engage in "lean networks" (supply chain, industry sector and regional networks). These networks will comprise companies who want to or are implementing lean, with those that have done it successfully. The network could be drawn from companies that have undertaken 5S and diagnostic (and possibly undertaking training with us). Productivity champions emerging from above program and companies that may not have been engaged with the PET program but have successfully implemented lean and want to share their learning with others.

Activity 4.7 Building healthy and safe workplaces to improve workplace productivity

What is a WHS System? (new)

Objective

This webinar will discuss the critical building blocks of an effective WHS management program, focusing on how to avoid overly complicated systems and WHS programs.

Outline

Simple strategies such as hazard reporting, Incident management and effective risk management can achieve great outcomes in improving WHS in the workplace. A focus on risk awareness and risk intervention will also be explored aimed at increasing worker and management empowerment to raise and address issues of risk across the organisation.

Diagnostic Tool – WHS Systems (no change)

Objective

The objective of the diagnostic tool is to assist businesses to determine what their current status is of their WHS management system and to highlight areas of improvement within the system.

Outline

The WHS management system diagnostic tool will be based on essential elements of the following standards:

- AS/NZS 4801:2001 Occupational health and safety management systems – Specification with guidance for use
- AS/NZS 4801:2001 Occupational health and safety management systems – General guidelines on principles, systems and supporting techniques.

The on-line WHS diagnostic tool will provide employers with the ability to review their WHS management system and ensure that the basic elements are in place. The diagnostic tool provides employers with the ability to understand where the gaps are in their existing WHS plan so that plans can be put in place for improvement.

Reviewing and Improving your WHS performance – Webinar (revised)

Offer a practical “how to” webinar on reviewing and improving your WHS performance. This will be relevant to companies that have a WHS system but still have a safety management problem. This webinar would be **backed up by a diagnostic tool** that companies can use to review their WHS systems and processes. This review would be aimed at identifying areas for improvement to support the objectives of a safe and productive workplace.

Objective

The objective of this webinar is to assist organisations who have established WHS programs to evaluate their WHS performance and provide guidance associated with how to overcome challenges.

Outline

Whilst having systems in place and addressing legal requirements will achieve certain outcomes, many companies find that their WHS performance either does not improve or it stagnates with time. This webinar will cover the essential building blocks of an effective WHS program but focusing on more

Attachment 2

advanced topics including culture development and leadership development, whilst still discussing the fundamentals including systems, risk management and the physical environment.

Review the effectiveness of an employer's workers' compensation and injury management and return to work processes - Webinar (no change)

Offer a practical webinar to enhance the effectiveness of an employer's workers compensation and injury management processes. This would be backed up by a diagnostic tool that companies could use to identify opportunities associated with the management of claims and return to work of injured workers. Whilst increasing premiums may be a concern for some businesses (recognising that claims costs will have little or no impact on the premiums of small employers), for most employers the biggest impact on productivity comes from poor claims management and poor return to work outcomes.

Objective

The webinar will outline how organisations can enhance their workers compensation injury management and return to work activities to minimise disruption and reduce the negative impacts on productivity. We will also touch briefly on potential premium impacts associated with poorly managed claims.

Outline

The webinar will cover the following topics:

- Overview of legislative requirements and interaction with insurers/agents
- Importance of early intervention in the return to work process
- Implementing, monitoring and upgrading return to work outcomes

Diagnostic tools will be provided to enable employers to identify opportunities for improvement, and to understand the impact of current and potential claims on their premium performance.

WHS Coaching and Mentoring – Employer Consultation Sessions (revised)

Objective

This service is designed to assist companies to be better equipped to face the WHS and workers' compensation challenges of today's rapidly changing workplace by providing them with the skills to develop and implement the appropriate processes in their organisation.

Outline

The coaching and mentoring program offers employers who have undertaken the WHS Systems diagnostic tool an opportunity to discuss and work through any identified gaps. This may be undertaken using two methods:

- 30 minute telephone consultation to feedback results of the completed diagnostic tool
- 4 hour site visit by a suitably qualified safety professional who will provide feedback on the completed diagnostic tool outcomes. Further, a site inspection to review compliance activities at the employer's workplace would be undertaken with a typed action plan outlining recommendations for improvement.

The coaching and mentoring program offers long-lasting skills, business contacts with a suitably qualified safety professional and an opportunity to work on specific strategies to support improved WHS performance in business. We will consider offering this on a sector basis or by size of company.

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The WHS coaching and mentoring program will provide the employer with the:

- Skills to consult with employees about systems development;
- The knowledge and skills to implement WHS processes to reduce the potential for workplace injury and accidents and lowering workers compensation costs;
- Knowledge to increase compliance with the WHS legislation; and
- The ability to continue the process of documenting their processes.

Companies who have participated in the overview webinar, diagnostic tool above and who employ between 1-200 employees will be able to participate in this coaching and mentoring service.

Activity 4.9 Managing environmental risks to improve workplace productivity

Environment and Energy Risk Diagnostic Tool (no change)

Objectives

The objective of this diagnostic tool is to assist companies determine their current environment and energy risk and to provide guidance on how to improve their environment and energy performance and improve workplace productivity.

Outline

Develop a web based environment risk diagnostic tool. The tool will provide guidance on a company's current performance and risk in relation to energy efficiency, water efficiency, materials and waste. The tool will also provide benchmarking and guidance on what is required to improve performance.

It is intended the diagnostic tool will predominantly be used as a self-assessment tool. However some companies may require support to complete the diagnostic tool which will be provided as part of the Sustainability Coaching & Mentoring component of the Program.

Environment and Energy Toolkit (additional items to be included)

Objectives

The objective of the toolkit is to provide guidance to assist companies manage their environment and energy risks as well as provide industry examples through the use of case studies.

Outline

Develop an environment and energy management tool kit that will be integrated into the diagnostic tool. The toolkit will provide assistance in improving a company's performance. The toolkit may include educational material including factsheets and case studies.

Sustainability Coaching & Mentoring (revised)

Objective

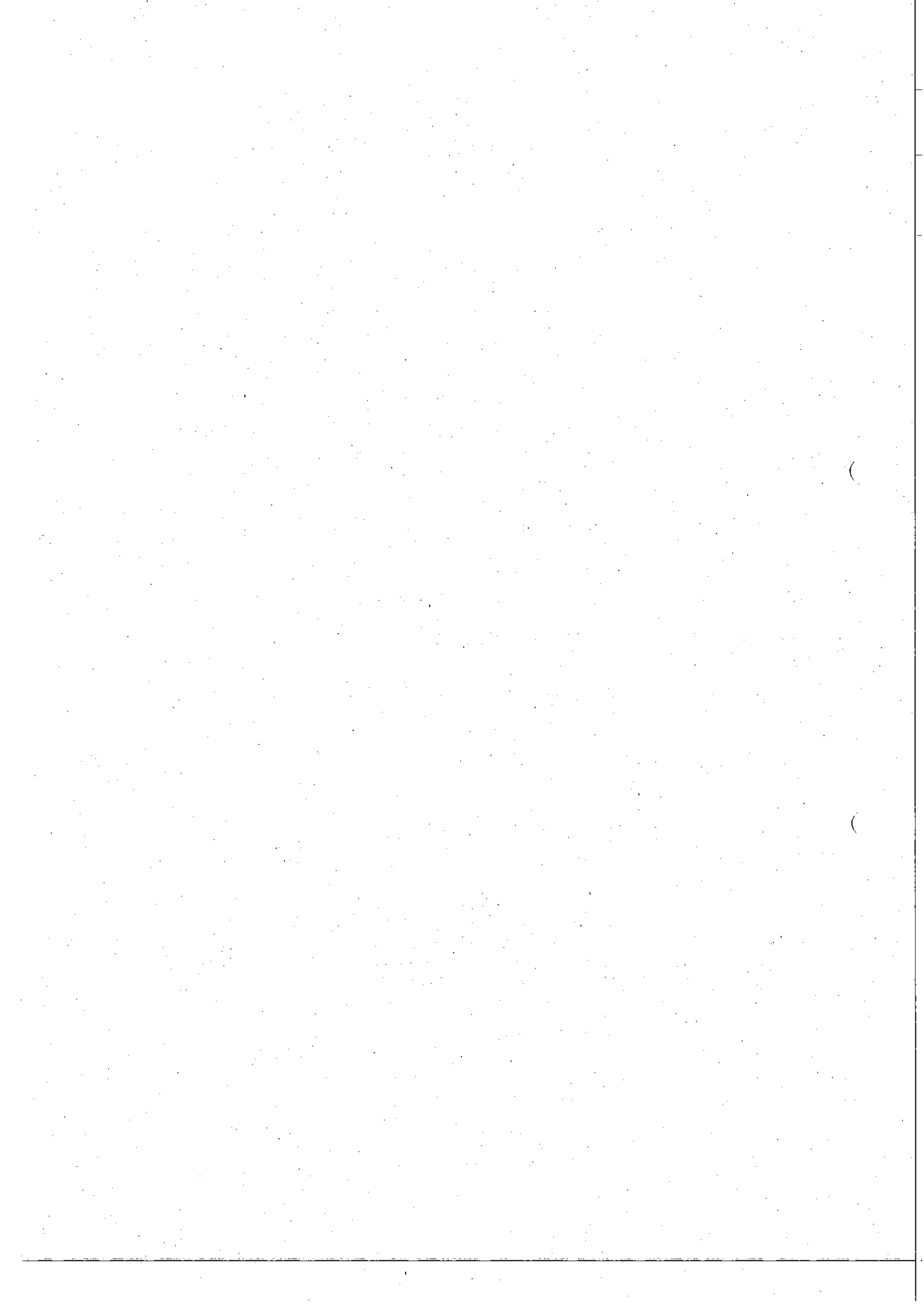
The objective of the coaching and mentoring is to provide specific guidance on managing environment and energy risks at a manufacturing site and identify opportunities for improved workplace productivity.

Outline

The coaching and mentoring program offers employers who have undertaken the Environment and Energy diagnostic tool and that operate a manufacturing site an opportunity to discuss and work through any identified gaps. This may be undertaken using two methods:

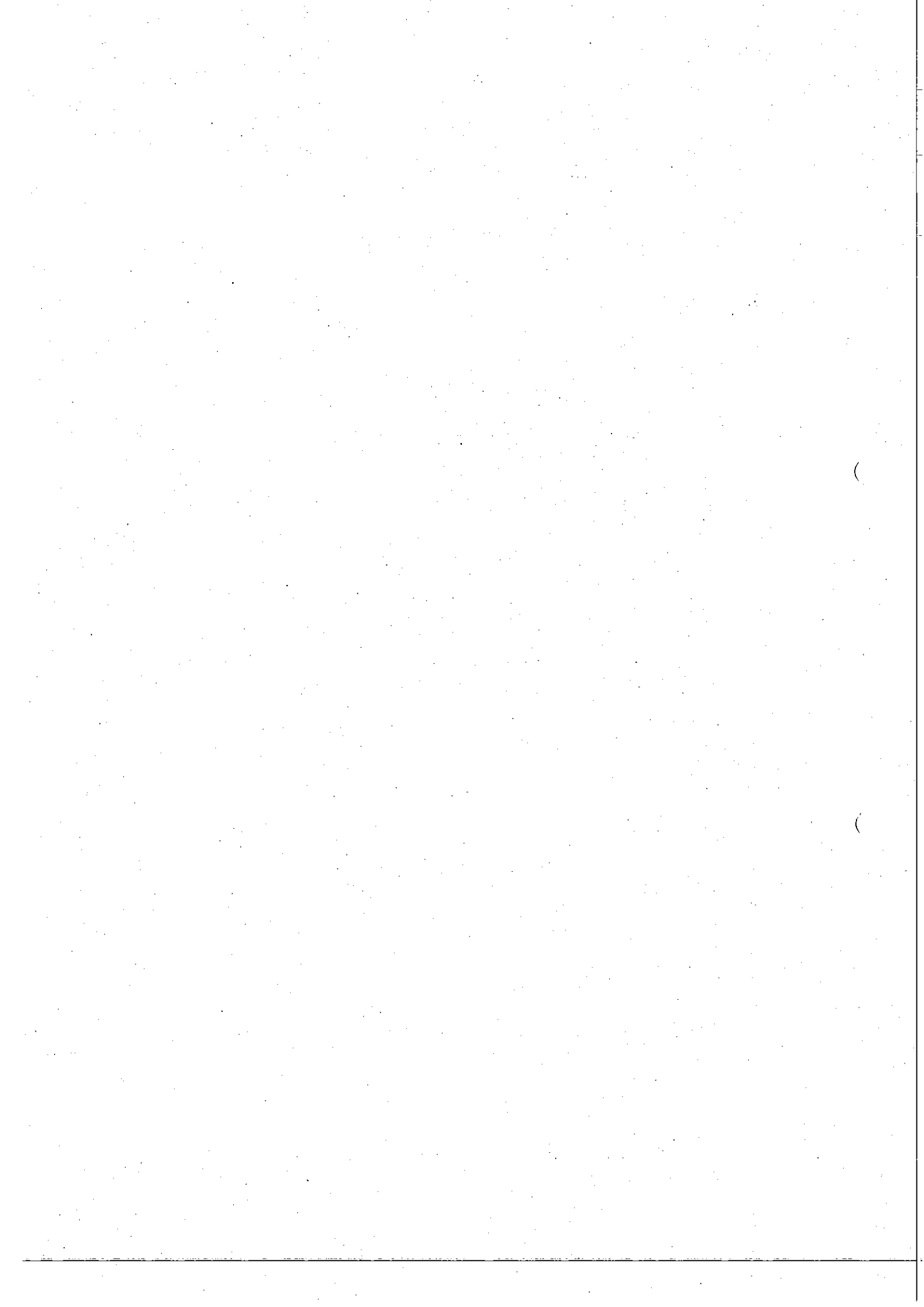
- 30 minute telephone consultation to feedback results of the completed diagnostic tool
- 4 hour site visit by a suitably qualified environment and energy professional who will provide feedback on the completed diagnostic tool outcomes. Further, a site inspection will provide specific guidance on managing environment and energy risks and identify opportunities for improved workplace productivity.

The coaching and mentoring program offers long-lasting skills, business contacts with a suitably qualified environment and energy professional and an opportunity for participants to test their plans for improving their sustainability.



Risk Management

Risk summarised title	Causes	Consequences/ Impacts	Description of controls - measures already in place	Description of treatments - measures to be implemented to mitigate/prevent the risk	Risk rating
Meeting attendance targets	Registrants not attending events	Noy meeting KPI's	All registrants receive a confirmation upon registration.	A second confirmation will be emailed to registrants 5 days out from the event. This email will highlight that we have a waiting list, and request that they contact us if they are unable to attend. A SMS will be sent the day prior to the event as a further reminder.	2 Cannot control registrants deciding not to attend – particularly for free events.



Productivity Education and Training Fund (2012 – 2018)

Activity	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
	Total	GST Exclusive	Total	GST Exclusive	Total	GST Exclusive	Total	GST Exclusive	Total	GST Exclusive	Total	GST Exclusive
Option 1 budget												
Existing budget												
Activity 4.1: Introductory and Overview Webinar	\$81,980				✓							
Activity 4.2: Research Projects	\$201,000		\$123,000		✓					✓		
Activity 4.3.1: Workplace Productivity Infoline Advisory Service	\$70,000		\$144,000		✓				✓			
Activity 4.4.1: Leadership Breakfasts	\$42,200		\$84,400		✓				✓			
Activity 4.4.2: Building a Productive Workplace Culture - Webinar			\$71,151									
Activity 4.4.3: Building a Productive Workplace Culture - Workshops			\$96,300		✓				✓			
Activity 4.5.1: Making Your Workplace Relations Work - Webinar	\$77,151				✓							
Activity 4.5.2: 4Cs - Compliance, Consultation, Communication and Conflict Resolution - Webinar	\$217,164											
Activity 4.5.3: Compliance and Policy Desk Audits			\$67,350		✓				✓			
Activity 4.5.4: Consultation, Communication and Conflict Resolution Workshop - Leaders			\$96,600		✓				✓			
Activity 4.5.4: Consultation, Communication and Conflict Resolution Workshop - Team			\$49,860		✓				✓			
Activity 4.5.5: Productivity and Enterprise Bargaining Seminar			\$68,250		✓				✓			
Activity 4.5.6: Work Life Balance - Webinar					✓							
Activity 4.5.7: Continuing successful operation of the workplace relations system - modern award review	\$180,171				✓							
Activity 4.6.1: Succeeding Through Improved Business Operations - Webinar	\$77,151											
Activity 4.6.2: 5S - Sort, Set in Order, Shine, Standardise, Sustain - Webinar			\$71,151									
Activity 4.6.2: 5S Sort, Set in Order, Shine, Standardise, Sustain - Diagnostic Tool			\$20,000									
Activity 4.6.3: Competitive Systems and Practices Improvement project			\$67,668		✓							
Activity 4.7.1: What is WHS Systems			\$32,281									
Activity 4.7.2: Key elements of establishing and implementing an effective safety system - Diagnostic Tool			\$20,000									
Activity 4.7.3: Reviewing and improving your safety performance - Webinar			\$36,401									

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Activity 4.7.3: Reviewing and improving your safety performance - Diagnostic tool			\$20,000		
Activity 4.7.4: Reviewing the effectiveness of an employer's workers' compensation and injury management - Webinar			\$71,151		
Activity 4.7.4: Reviewing the effectiveness of an employer's workers' compensation and injury management - Diagnostic tool			\$20,000		
Activity 4.7.5: WHS Coaching and Mentoring phone & site visits			\$210,000	✓	✓
Activity 4.8: Technology and Productivity - Webinar		\$77,151			
Activity 4.9.1: Environment and Energy Risk - Diagnostic tool			\$20,000		
Activity 4.9.2: Environment & Energy Tool Kit			\$46,000		
Activity 4.9.4: Sustainability Coaching and Mentoring			\$210,000	✓	✓
Project Coordination		\$58,000	\$103,000	✓	✓
Project Support		\$4,000	\$6,000	✓	✓
Web Design		\$30,000	\$2,000	✓	✓
Technical Reporting		\$5,000	\$5,000	✓	✓
		\$1,120,968	\$1,761,563	\$1,340,457	\$693,155
				\$267,255	\$41,000