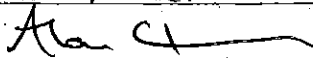


Productivity Education and Training Fund (PET Fund)

Australian Industry Group

Outline Plan

From: 1 July 2014 to 30 June 2015

Approval of this Outline Plan		Signature and Date
Australian Industry Group	Delegate:	31 Julv 2014 x
Department of Employment	Delegate:  Branch Manager responsible for programme	<date> / x 22/9/2014

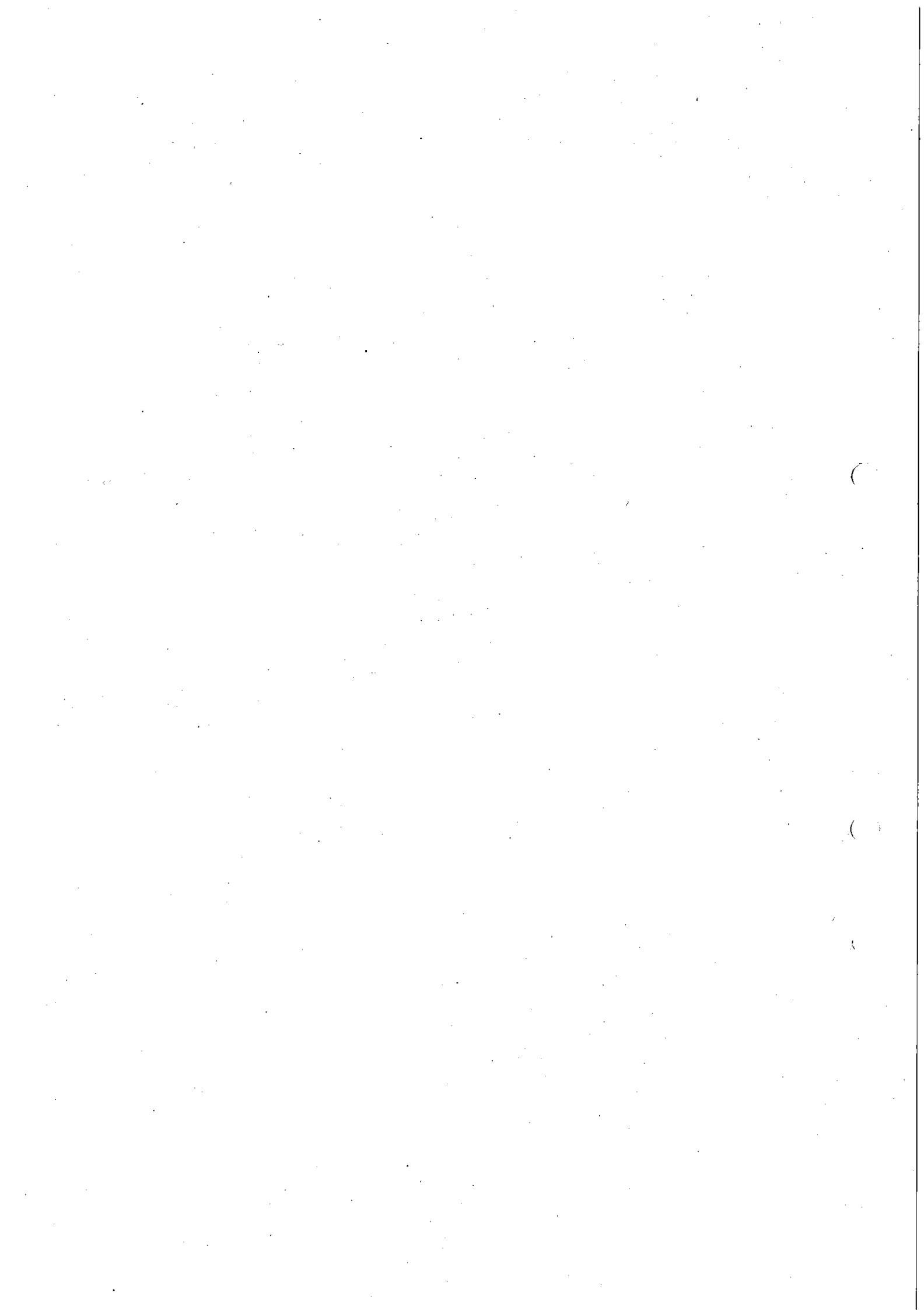
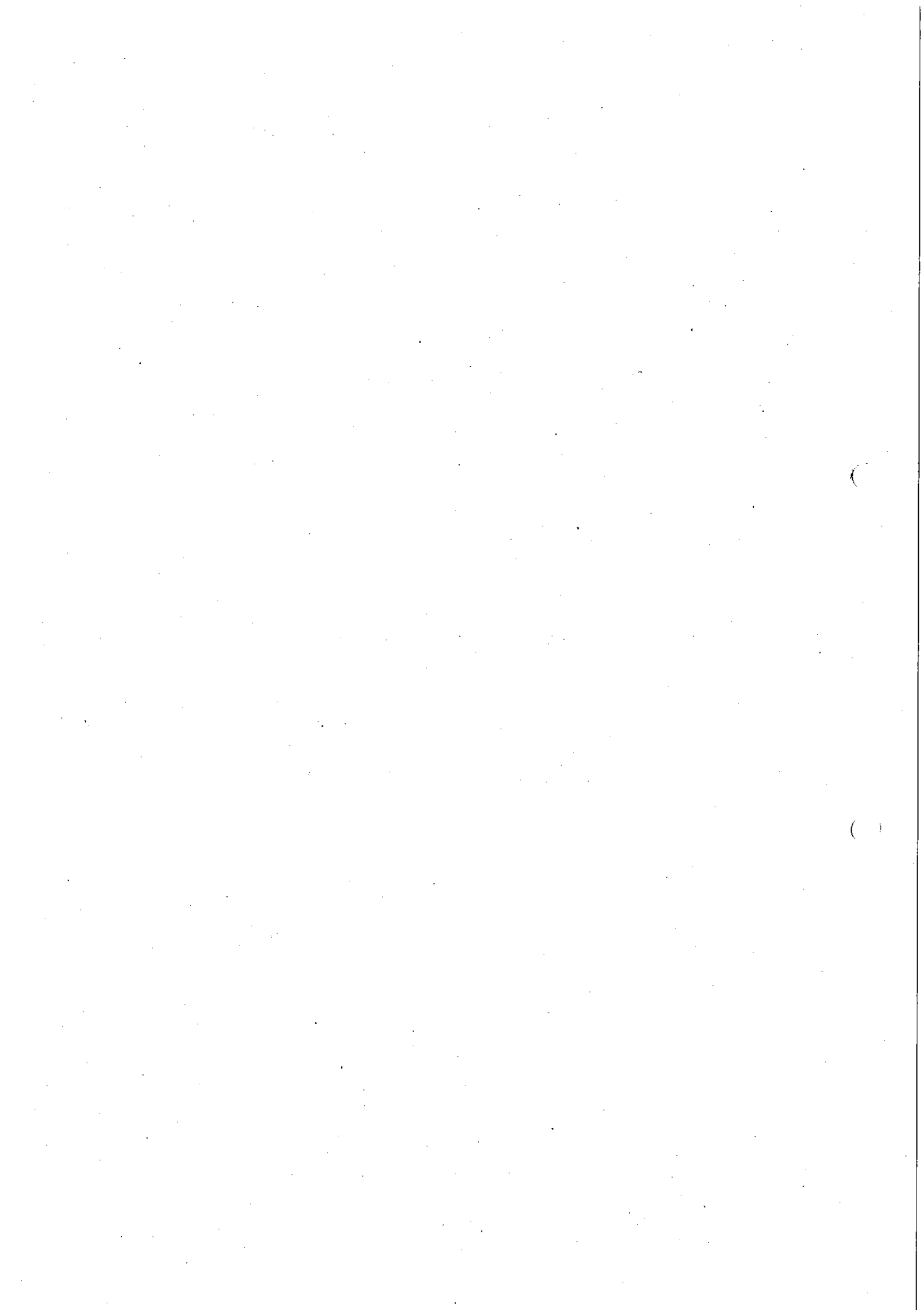


Table of Contents

1 INTRODUCTION	3
2 DELIVERABLES	3
3 GOVERNANCE	3
4 RISK MANAGEMENT	4
5 APPROVALS.....	4
6 BUDGET	5
7 EVALUATION OF PERFORMANCE AGAINST OBJECTIVES.....	5
8 SUBMITTING YOUR OUTLINE PLAN.....	5



1 Introduction

This document is the Outline Plan for the implementation of the Productivity Education and Training Fund (PET Fund) in 2014-15. It establishes:

- what the project is to deliver in 2014-15;
- 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 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 2014 to 30 June 2015 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 2014 – 2015

Attachment A

Attachment 2: Activity Overview (changes from original submission)

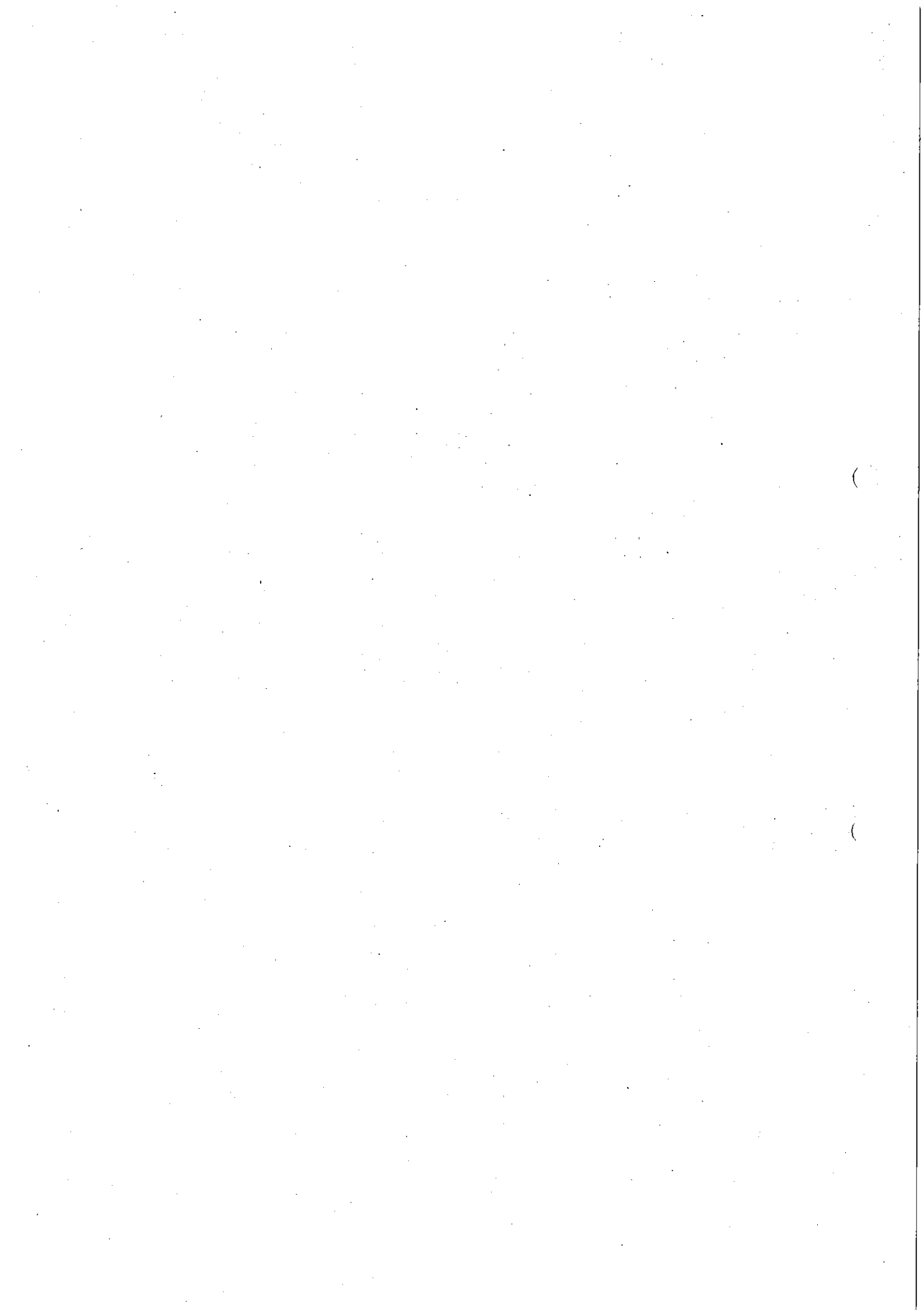
Attachment B

3 Governance

Describe any proposed changes to Governance arrangements outlined in the Milestones and Deliverables Plan and previous Outline Plans 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.



- 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 and previous Outline Plans including any new risk you have identified.

Attachment 3: Risk Management Plan

Attachment C

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 departmental 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

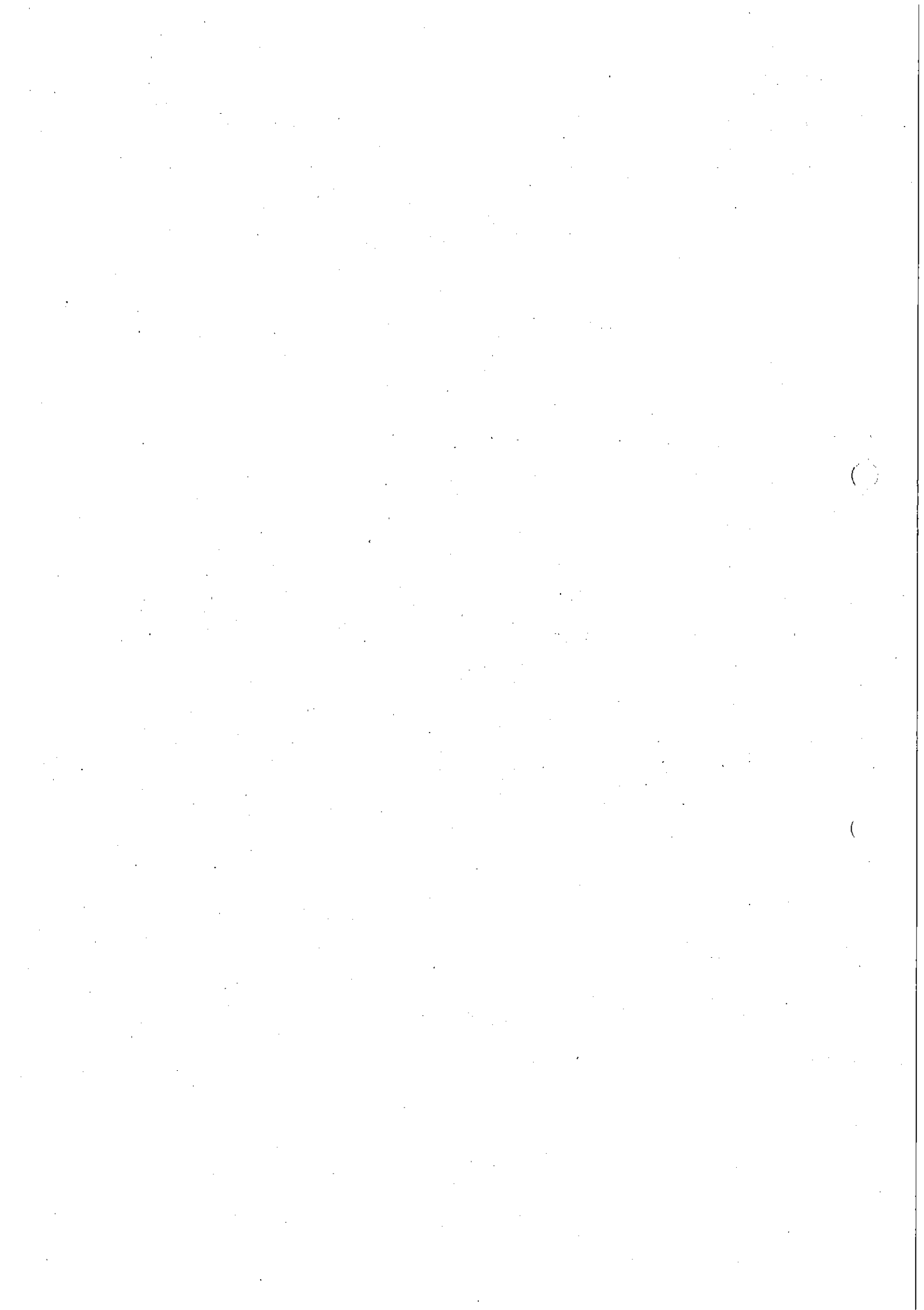
Clause 7 of the Funding Agreement provides for the Department to give written approval of subcontractors.

- 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)

Nil to report.

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

Subcontractor	Role/Responsibilities



6 Budget

Provide a comprehensive budget including:

- Itemised expenditure for the 2014-15 financial year.
- A general outline of expenditure with regard to the remaining financial years of the Programme.
- 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.

Attachment 4: Budget 2014 - 2015

A Hachana P

7 Evaluation of Performance against Objectives

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

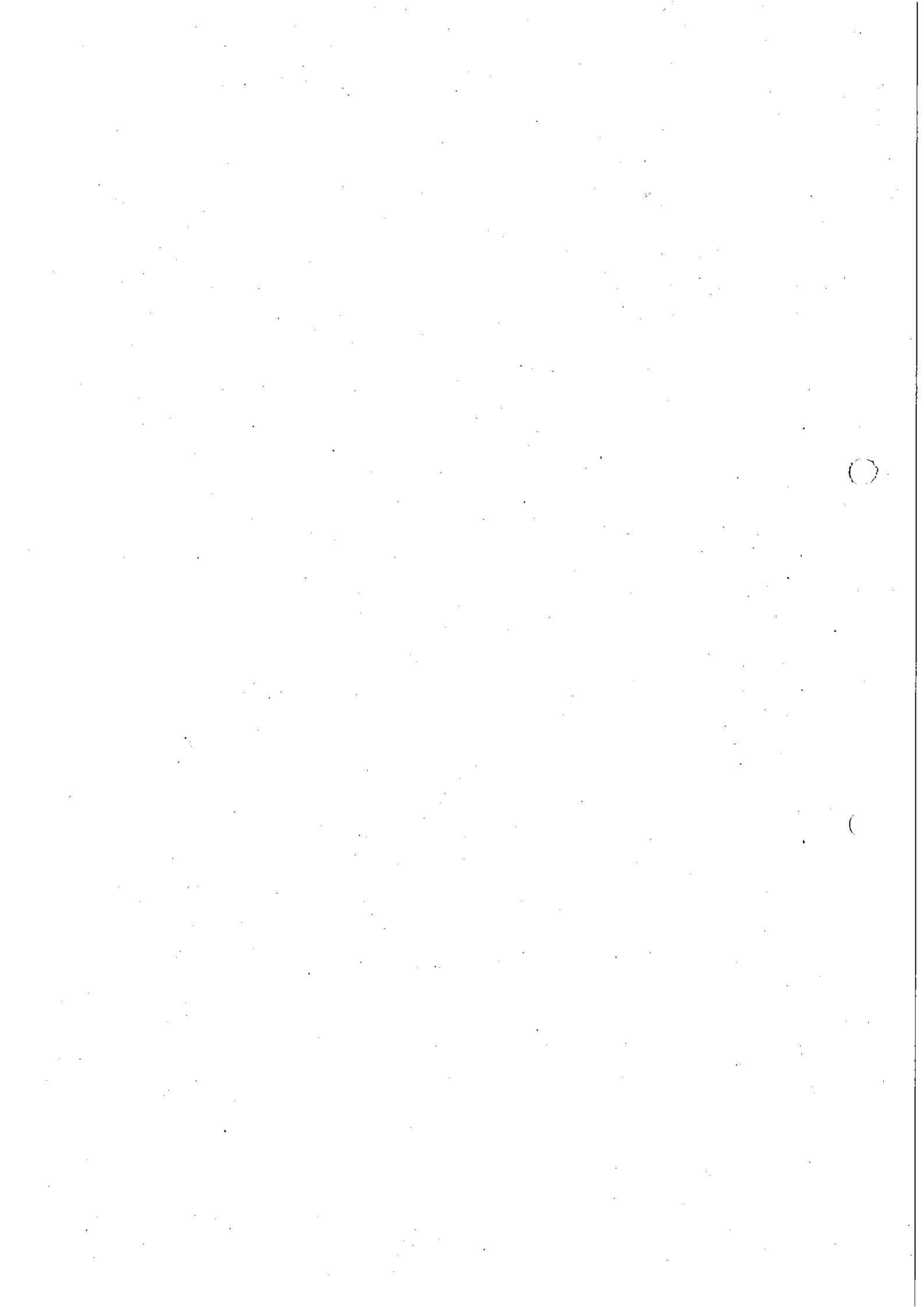
Please note that data required to evaluate performance will need to be collected consistently throughout the life of the project.

Evaluation collection has been highlighted in the Risk Management Plan.

8 Submitting your Outline Plan

Please email a signed copy of the completed PET Fund Outline Plan by close of business on Thursday 31 July 2014 to: Damlan Booth – Programme Manager, at the:

PET Fund Inbox – PETFund@employment.gov.au



Attachment 1

1.1 Project Milestones and Deliverables

Targets for these milestones and deliverables for the 2014-15 financial years are noted below. Shaded areas identify changes to original submission.

Year 3					
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 satisfaction level 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 2015	Two surveys conducted and two reports released in Year 3 on workplace relations and business outlook on innovation, productivity and technological improvement.	The coverage of the 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 to each survey in Year 3 of the Program.	We will measure the number of downloads of the reports and aim to achieve 1,000 downloads per report.
4.2 Research Project for Technology Estimated delivery May 2015	Research report including case studies. The material will be made available online and a number of activities will be organised to disseminate research findings.	The coverage will be broad and will range across the manufacturing, construction and services sectors.	Accessible to all business regardless of location.	Businesses from across Ai Group's membership will be invited to participate in a written survey in late 2014. The research will also include case studies of at least five businesses.	Publication of research report, including case studies.

Year 3					
<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>4.2 Research Project for Workplace Relations</p> <p>Focus groups will explore the current workplace relations barriers to productivity improvements.</p> <p>Estimated delivery December, 2014</p>	<p>9 focus groups.</p> <p>Duration, 1.5 hours.</p> <p>Focus groups will be facilitated by a workplace relations specialist with the people managers within business.</p>	<p>The coverage range across various industry sectors, including manufacturing, construction, transport and storage and services sectors.</p>	<p>Workshops will be offered in 9 locations, including both metropolitan and regional locations.</p>	<p>Participant targets for each focus group will average 10.</p>	<p>Overall participants to rate focus groups as 3.5 where the highest level is 5.</p>
<p>4.4.1 Leadership Roundtables.</p> <p>In Year 3 the focus will be breaking down silos to work together to improve productivity</p> <p>Estimated delivery November/ December 2014 and May/June 2015</p>	<p>12 workshops</p> <p>Duration: 2 to 2.5 hours (Part 1 and Part 2 by 6 locations)</p>	<p>Service will cover the needs of a broad range of industry sectors.</p>	<p>Each workshop series will be offered in 6 locations including capital cities and regional locations.</p>	<p>Participant targets for capital city workshops will range from 15-25, and for regional locations 12 – 20 for Year 3 of the program.</p>	<p>Overall participants to rate events as 3.5 where the highest level is 5.</p>
<p>4.4.4 Masterclass – Becoming a High Performing Organisation</p> <p>Estimated delivery October 2014 – May 2015</p>	<p>6 onsite workshops</p> <p>Duration: 3 hours</p>	<p>Service will cover the needs of a broad range of industry sectors.</p>	<p>Workshop will be offered nationally via an expression of interest.</p>	<p>Target audience are management teams from organisations.</p>	<p>Overall participants to rate events as 3.5 where the highest level is 5.</p>

Attachment 1

Year 3					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.4.5 Leadership Conference Estimated delivery March – June 2015	One major leadership event.	Service will cover a broad range of industry sectors.	Major capital city (Sydney or Melbourne)	350 – 400 participants	Overall participants to rate events 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. Continuing 2014/2015	Completed 22 audits from Year 2. Carry forward = 128 in addition to Year 3 funding of 54. Total audits = 182 1.5 hours each. 1 hour followed by 30 minute telephone advice. <i>It is recommended that participants view the 'Employment – are you compliant?' webinar prior to applying for the Desk Audit</i>	Service will cover the needs of a broad range of industry sectors.	Available to metropolitan and regional employers.	Respond to a minimum of 182 audits in Year 3 of the Program.	Overall participants to rate service as 3.5 where the highest level is 5.

Attachment 1

Year 3						
<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>	
4.5.4 Consultation, Communication and Conflict Resolution Workshop – Leaders Estimated delivery November 2015	6 workshops Duration: 2.5 hours	Service will cover the needs of a broad range of industry sectors.	Each workshop will be offered in 6 locations including capital cities and regional locations.	Participant targets for each workshop will be an average of 20 participants, 120 in total in Year 3 of the Program.	Overall participants to rate event as 3.5 where the highest level is 5.	
4.5.4 Consultation, Communication and Conflict Resolution Workshop Onsite – Leaders Estimated delivery July – 2014 – June 2015	30 workshops Duration: 2.5 hours	Service will cover the needs of a broad range of industry sectors.	Available to metropolitan and regional employers.	Participant targets for the workshops will be 300 participants in total in Year 3 of the Program.	Overall participants to rate event as 3.5 where the highest level is 5.	
4.5.4 Consultation, Communication and Conflict Resolution Workshop Onsite – Team Estimated delivery July – 2014 – June 2015	15 workshops Duration: 1.5 hours	Service will cover the needs of a broad range of industry sectors.	Available to metropolitan and regional employers.	Participant targets for the workshops will be 150 participants in total in Year 3 of the Program.	Overall participants to rate event as 3.5 where the highest level is 5.	

Attachment 1

Year 3					
<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>
4.5.5 Productivity and Enterprise Bargaining Strategy Sessions Estimated delivery August 2014 and June 2015	80 strategy sessions Duration: 2 hours plus 30 mins preparation (reviewing existing agreement or enterprise bargaining objectives).	Service will be relevant to the needs of a broad range of industry sectors.	Available to metropolitan and regional employers.	80 strategy sessions in Year 3 of the Program.	Overall participants to rate sessions as 3.5 where the highest level is 5.
4.5.7 Continuing successful operation of the workplace relation system – modern award review	Scheduling and progress will reflect timetable set by Fair Work Commission.	Broad range of industry sectors.	National	N/a	N/a
4.7.5 WHS Coaching and Mentoring Continuing 2014/2015	85 x 30 minute telephone consultations 131 x 4 hour face to face consultations	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 include capital cities and regional areas.	85 x 30 minute telephone consultations in Year 3 131 x 4 hour face to face consultations in Year 3 of the Program.	Overall participants to rate face to face consultations as 3.5 where the highest level is 5.
4.7.6 Building a Workplace Safety Culture to drive 'Safe Production' Estimated delivery commencing February 2015	12 workshops Duration: 3.5 hours	Service will cover the needs of a broad range of industry sectors.	The workshop will be offered in 7 locations including capital cities and regional locations.	Participant targets for each workshop will be an average of 15 participants, 180 in total in Year 3 of the Program.	Overall participants to rate event as 3.5 where the highest level is 5.

Year 3					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.7.7 Online Safety Awareness Training for Workers Estimated delivery February 2015.	20 minute online program.	Service will cover the needs of a broad range of industry sectors.	Accessible to all business regardless of location.	350 participants complete the online training program in Year 3.	Overall participants to rate online program as 3.5 where the highest level is 5.
4.9.4 Sustainability Coaching and Mentoring Continuing 2014/2015	120 x 30 minute telephone consultations 110 x 4 hour face to face consultations	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 include capital cities and regional areas.	120 x 30 minute telephone consultations in Year 2 110 x 4 hour face to face consultations in Year 3 of the Program.	Overall participants to rate face to face consultations as 3.5 where the highest level is 5.

Attachment 1

Activities from Year 2 that will be carried forward to Year 3:

Activities completed in Year 2 with the 12 month KPI still to be achieved
Activities completed in Year 2 with funding and expenses carried forward to Year 3 for payment
Activities not completed with funding carried forward from Year 2 to complete activities and achieve KPI

Year 2 – Year 3

Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.5.4 Conflict Resolution Workshops Leaders (previously Consultation, Communication and Conflict Resolution Workshops)	4 workshops x 2.5 hours offered Year 3	Service will cover the needs of a broad range of industry sectors	Accessible to a broad range of business	Participation target is 65 in Year 3 of the Program.	Overall participants to rate events as 3.5 where the highest level is 5
4.5.4 Conflict Resolution Workshops Teams (previously Consultation, Communication and Conflict Resolution Workshops)	9 workshops x 1.5 hours offered Year 3	Service will cover the needs of a broad range of industry sectors	Accessible to a broad range of business	Participation target is 104 in Year 3 of the Program.	Overall participants to rate events as 3.5 where the highest level is 5
4.5.5 Productivity and Enterprise Bargaining Seminar Estimated delivery November 2014	3 seminars x 1.5 hours offered Year 3	Service will cover the needs of a broad range of industry sectors	Seminar will be offered in 3 locations, Melbourne, Sydney and Brisbane.	Participant target is 47 in Year 3 of the Program.	Overall participants to rate events as 3.5 where the highest level is 5

Year 2 – Year 3					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.4.1 Leadership Breakfast Estimated delivery August and September 2014	2 x breakfast sessions offer Year 3	Service will cover the needs of a broad range of industry sectors	Breakfast to be in Adelaide and Albury	Participant target is 60 in Year 3 of the Program.	Overall participants to rate events as 3.5 where the highest level is 5
4.4.2 Building a Productive Workplace Culture Webinar Webinar is completed, launch to be August 2014	Four short webinars to total of 1 hour available on demand	Service will cover the needs of a broad range of industry sectors	Accessible to a broad range of business.	150 views in Year 3 of the Program	Overall participants to rate webinar as 3.5 where the highest level is 5.
4.4.3 Building a Productive Workplace Culture Organisational Culture Reviews Estimated delivery September 2014	One Organisational Culture Reviews 4 days including: Development, facilitation, reporting and action plan. (1 organisation)	Service will cover the needs of a broad range of industry sectors.	Accessible to a broad range of business.	1 organisation in Year 3 of the Program	Participant to rate the Organisational Culture Reviews as 3.5 where the highest level is 5.
4.6.3 Competitive Systems and Practices Improvement Project Estimated completion October 2014	Seven individual companies are at different stages of the project.	Selection process based on application.	Selection process based on application.	Seven companies complete the project in Year 3 of the Program.	Overall participants to rate project as 3.5 where the highest level is 5.
4.7.2 Key Elements of Establishing and Implementing an Effective Safety System	Included as part of the WHS suite of activities including webinar, coaching	Service will cover the needs of a broad range of industry sectors.	Accessible to all business regardless of location.	66 down loads of Diagnostic Tool in Year 3 of the Program.	Overall participants to rate diagnostic as 3.5 where the highest level is 5.

Attachment 1

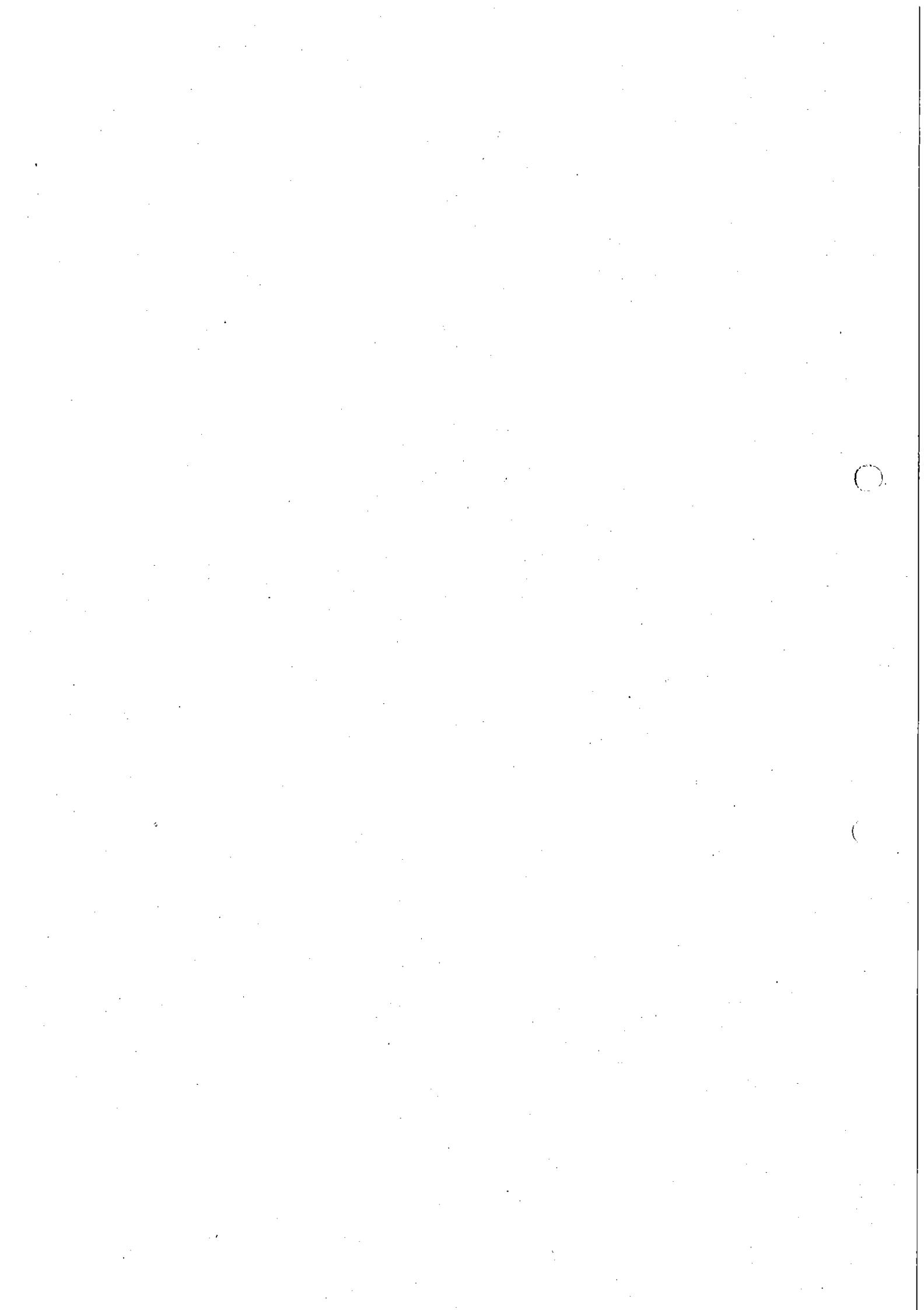
Year 2 – Year 3						
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target	
<p>Diagnostic Tool Launched in March 2014 – 12 month KPI not met. Details included in Summary Report</p>	<p>and mentoring and workshops.</p>					
<p>4.7.3 Reviewing and Improving your Safety Performance – Webinar Launched in March 2014 – 12 month KPI not met. Details included in Summary Report</p>	<p>A total of 20 minutes available on demand.</p>	<p>Service will cover the needs of a broad range of industry sectors.</p>	<p>Accessible to all business regardless of location.</p>	<p>67 views in Year 3 of the Program.</p>	<p>Overall participants to rate webinar as 3.5 where the highest level is 5.</p>	
<p>4.7.3 Reviewing and Improving your Safety Performance – Diagnostic Tool Launched in March 2014 – 12 month KPI not met. Details included in Summary Report</p>	<p>Included as part of the WHS suite of activities including webinar, coaching and mentoring and workshops.</p>	<p>Service will cover the needs of a broad range of industry sectors</p>	<p>Accessible to all business regardless of location.</p>	<p>81 down loads of Diagnostic Tool in Year 3 of the Program.</p>	<p>Overall participants to rate diagnostic as 3.5 where the highest level is 5.</p>	

Year 2 – Year 3

Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
<p>4.7.4 Reviewing the Effectiveness of an Employer's Workers' Compensation and Injury Management – Webinar</p> <p>Webinar is completed, launch to be August 2014</p>	<p>Four 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 all business regardless of location.</p>	<p>150 views in Year 3 of the Program.</p>	<p>Overall participants to rate webinar as 3.5 where the highest level is 5.</p>
<p>4.7.4 Reviewing the Effectiveness of an Employer's Workers' Compensation and Injury Management – Diagnostic Tool</p> <p>Diagnostic Tool is completed, launch to be August 2014</p>	<p>Included as part of the WHS suite of activities including webinar, coaching and mentoring and workshops.</p>	<p>Service will cover the needs of a broad range of industry sectors.</p>	<p>Accessible to all business regardless of location.</p>	<p>100 down loads of Diagnostic Tool in Year 3 of the Program.</p>	<p>Overall participants to rate diagnostic as 3.5 where the highest level is 5.</p>
<p>4.9.1 Environment and Energy Risk – Diagnostic Tool</p> <p>Launched in March 2014 – 12 month KPI not met. Details included in Summary Report</p>	<p>To be available on demand.</p>	<p>Service will cover the needs of a broad range of industry sectors.</p>	<p>Accessible to all business regardless of location.</p>	<p>306 down loads of Diagnostic Tool in Year 3 of the Program.</p>	<p>Overall participants to rate diagnostic as 3.5 where the highest level is 5.</p>

Attachment 1

Activities from Year 1 that will be included in the Year 3 reporting period – no funding required					
Proposed Activity	Delivery Target	Industry sector	Geographic Region	Participation Target	Participation Evaluation Target
4.6.1 Succeeding through improved business operations – Webinar	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 3 of the Program.	Overall participants to rate webinar as 3.5 where the highest level is 5.
4.8.2 Technology and Productivity - Webinar	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 3 of the Program.	Overall participants to rate webinar as 3.5 where the highest level is 5.



Productivity Education and Training Fund Activity Overview – Year 3

(Including changes to original submission)

AI Group has reviewed all Year 3 activities that were included in the 2012 original submission. We have in some cases made minor changes to activities, removed activities and proposed a number of new activities for your approval.

Activity 4.2 Research projects - Revised

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

- Focus groups will examine the extent to which workplace relations affect the

Attachment 2

productivity outcomes for a business. These focus groups will explore the experience of firms seeking to implement productivity improvements and the extent to which they have encountered cultural, managerial or system barriers. The outcomes of these focus groups will inform the structure of the national survey to be conducted also in Year 3. *(Note this activity is referenced to the Year 2 carryover funding).*

- A national survey and report of workplace relations in Australian businesses, to be conducted during the third year of the project, in order to ascertain how businesses are adjusting and improving their workplace relations in order to meet their productivity objectives.
- 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 case studies including involving businesses involved in the PET program would be undertaken in Year 3 and Year 5. Businesses will be invited to participate and material will be 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 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 4.4.1 Leadership Roundtables - Revised

Objective

The objective of the roundtables is to provide leaders with knowledge and understanding around leadership and cultural issues in order to bring about sustained productivity improvements. These will be offered biannually and designed to highlight a range of activities which can be undertaken by companies to address leadership capability. Each roundtable will go for approximately 2 – 2.5 hours due to the complexity of the topic to provide more opportunity to interact and discuss issues.

Outline

Public Program - Roundtable Part 1: Leading together – breaking down silos to work together to improve productivity

In this roundtable, participants will learn how to work together in new ways to break down silos and solve problems in the workplace through a more collaborative style of leading. The workshop will introduce simple tools for working in cross-functional teams to tackle issues that cut across the supply chain or challenges that require a whole of organisation approach.

Public Program - Roundtable Part 2: Building high performing teams for sustained productivity

Utilising a simple diagnostic tool, participants will be able to assess areas for priority to work towards a high performing organisation. Participants will also gain insight into techniques for building a high performing team with actions that can be implemented immediately.

Activity 4.4.4 Masterclass – Becoming a High Performing Organisation - New

Objective

AI Group Leadership Consultants will work together with the management team onsite to identify their company's strengths and opportunities for implementing High Performing Organisation practices.

Outline

Working with a Leadership Consultant, companies will develop specific action plans for building a high performing team. By benchmarking against High Performing Organisations in AI Group's 2012 study, the management team will identify targeted strategies in order to engage their people in order to improve organisational performance. Duration: customised onsite 3 hour workshop.

Activity 4.4.5 Leadership Conference - New

Objective

The objective is to showcase best practice in Leadership at both national and international levels through the engagement of a broad cross section of high level industry representatives. Supported by major research on leadership in business the conference will present the latest in leadership thinking to help drive productivity improvements in business performances across the economy.

Outline

Delegates will have the opportunity to learn from recognised local and international business leaders best practice examples of leadership in action that achieves results. We will invite a political leader at Federal Cabinet level to convey messages on the importance of leadership.

Attendees will benefit from exclusive content and the unique opportunity to network with leaders from industry and government at both national and international levels. This will be a full day event in a major capital city.

Program Outline:

- Full day event in major capital city, and positioned as a Premier National Leadership event.
- Will engage a technology provider to enable interactivity and distribution options during the event through mobile applications and social media.

Activity 4.5.2 Conflict Resolution Workshops - Revised

Objectives

These workshops are designed to improve communication and minimise conflict in the workplace through:

- Training managers/supervisors to understand the fundamentals of conflict resolution.
- Joint management/employee workshops regarding effective communication and conflict resolution mechanisms.

Outline

Leaders Workshop – Conflict Resolution

The workshops will provide managers and supervisors with positive strategies to help manage conflict situations in the workplace. The workshops are practical and use group discussion, personal reflection, case studies and individual questionnaires. Topics include defining conflict, types and levels of conflict, mapping conflict, communication styles, behaviours in conflict, consultation and assertive communication. These will be delivered both onsite and as public programs. Duration 2.5 hours

Team Workshops – Conflict Resolution

The workshops are to provide techniques for conflict resolution and effective workplace communication. Both management and employee representatives will be invited to attend. These workshops will be delivered onsite. Duration 1.5 hours.

Activity 4.5.3 Compliance and Policy - Desk audits – No change

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.

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).

Activity 4.5.5 Productivity and Enterprise Bargaining Strategy Sessions - Revised

Objective

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

Outline

Planning and preparation is essential for companies to be best placed to achieve the most productive outcomes from enterprise bargaining.

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

Activity 4.5.7 The continuing successful operation of the workplace relations system – modern award review – No change

Objective

To ensure the continuing successful operation of the modern award system.

Outline

In consultation with its members, Ai Group will dedicate significant resources to the 4 year review of modern awards to ensure that the awards are operating effectively, without anomalies or errors, and are meeting the modern awards objective. The modern awards objective contains a number of similar elements to the objects of the PET Program. For example the modern awards objective includes encouraging collective bargaining, promoting social inclusion through increased workforce participation, promoting flexible modern award practices, and promoting the efficient and productive performance of work.

Ai Group will be involved in the review of most modern awards including both single industry proceedings and multi-industry Full Bench proceedings.

Activity 4.7.5 WHS Coaching and Mentoring – Employer Consultation Sessions - Revised

Objective

This service is designed to assist companies to be better equipped to face the Safety 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 diagnostic tool an opportunity to discuss and work through any identified gaps. This can 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, mentoring and coaching can be undertaken to provide the employer with guidance on how to improve their workplace productivity, whilst focussing on safety performance. This can be undertaken through discussions, site inspection to review compliance activities, a focus on a key issue that the employer is currently facing or drafting of an Action Plan.

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 Safety and Workers' Compensation performance in business.

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

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

Activity 4.7.6 Building a Workplace Safety Culture to drive 'Safe Production' - New

Objective

This half day training program is designed to raise employer awareness of the influences on safety culture in the workplace and how this can hinder productivity if left unaddressed. The objective of this program is to provide an understanding of the basic elements needed to establish a positive safety culture in the workplace to encourage employers to strive for 'safe production'.

Outline

People managers play a pivotal role in guiding and sustaining performance for an organisation. This program will be engaging with people managers from various industries to allow them to share their experiences and understand what influences safety behaviour, and what they can do in their roles to improve their workplace safety culture. The critical link to the success of a safety system is the 'glue', which is the safety culture.

Attachment 2

The program will link to the 'What is Safety? Webinar' and 'Reviewing and Improving your Safety Performance Webinar' as well as the Safety Culture Diagnostic Tool. It will provide employers with an understanding of the need to embed safety into production as safety culture will not only influence human behaviour but performance at work. In this program we will provide the business case for focussing on safety culture as 'safety makes good business sense.

Program outline:

- Understand the need for a good safety culture to drive down incidence and drive up productivity. Compliance is only half the picture.
- Understanding the elements of a good safety culture
- Understand the psychology of human behaviour and how it impacts on the culture
- The need for accountability and to lead from the top

Duration: 3 hours

Activity 4.7.7 Online Safety Awareness Training for Workers - New

Objective

Ai Group will be offering an online safety training program designed to educate workers about workplace safety fundamentals. The tool will be used to provide workers with an understanding of safety basics so that they can do their part in assisting the workplace to manage workplace safety and thereby improve productivity.

Many small to medium employers don't have dedicated safety resources, or tend not to have effective safety training systems. Even companies that provide training still struggle to provide training with adequate quality to ensure their compliance and injury prevention needs are met. By developing an online safety training program for workers, Ai Group can assist employers meet their immediate compliance need in training with minimal loss to productivity. More importantly it will assist to improve workplace safety, reduce injuries and cost which in turn will improve productivity in their business.

Outline

Workers will be provided with an online safety awareness training program providing them with a basic safety overview. The program will take 20 – 25 mins to complete. This program can be used by all employers regardless of geographical location, size or industry sector.

Program outline:

- An overview of legal obligations under safety laws
- Understanding the concept of a safety management system
- Hazard identification and risk management
- Engagement in safety consultation
- Understanding the expectation of reporting incidents and near misses
- How workers can contribute to everyone's safety

Activity 4.9.4 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. The coaching and mentoring program is open to employers who have undertaken the Environment and Energy diagnostic tool.

Outline

The coaching and mentoring program offers employers an opportunity to discuss and work through any identified gaps. This may be undertaken using three methods:

- 30 minute telephone consultation to feedback results of the completed diagnostic tool
- Face to face consultations:
 - 2 hour master-classes and 2 hour follow up support; or,
 - 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.

Activities not proceeding in Year 3

The following activities were proposed in the original submission from Ai Group in November 2012. The rationale for not continuing with these activities is noted below and based on the past 18 months experience and feedback on activities that have been delivered.

Activity 4.1 Introductory and Overview Webinar

The "Paths to Productivity" Introductory and Overview webinar resulted in a large investment of funds in Year 1 of the program. It remains in our view to the productivity issues continuing to be faced by Australian business. We see no value in allocating additional funding to revise or replace this webinar during Year 3.

Activity 4.3 Workplace Productivity Infoline Advisory Service

As noted in our Summary Report we have developed a large number of Info sheets which can be easily accessed through the dedicated website. The Ask an Adviser phone number remains in place and available for inbound calls, however we will not be allocating funds to this service in Year 3 as inbound call volumes do not require it.

Activity 4.4.3 Building a productive workplace culture – Action Learning Change

Building a productive workplace culture – Organisational Culture Reviews

Whilst both of these projects have achieved a high level of success during Year 2 of the project, it has been decided not to continue these activities in Year 3. We acknowledge the previous concerns from DEEWR that these activities had limited exposure due to the small number of participating companies who could engage with the activity and the relatively high cost per business. A revised activity in the form of leadership workshops and master classes will involve a higher number of participants in a related leadership engagement program.

Note : that there is still one outstanding Organisational Culture Review from Year 2 that will be completed in the first quarter of Year 3.

Activity 4.5.1 Making your Workplace Relations Work – Webinar

It was originally thought that it may be necessary to refresh this webinar in Year 3 of the program. We have reviewed the content and don't consider that is necessary as topics covered remain current and relevant.

Activity 4.5.6 WorkLife Balance – Webinar

We have reviewed the option to develop another webinar to add to the current series available through the dedicated website. Many webinars have been developed as part of the program and the worklife balance topic is already featured in Info sheets, the *Making your Workplace Relations Work* webinar, Enterprise Bargaining seminars as well as the proposed strategy sessions and Desktop Audits relating to related workplace policies and hours of work reviews.

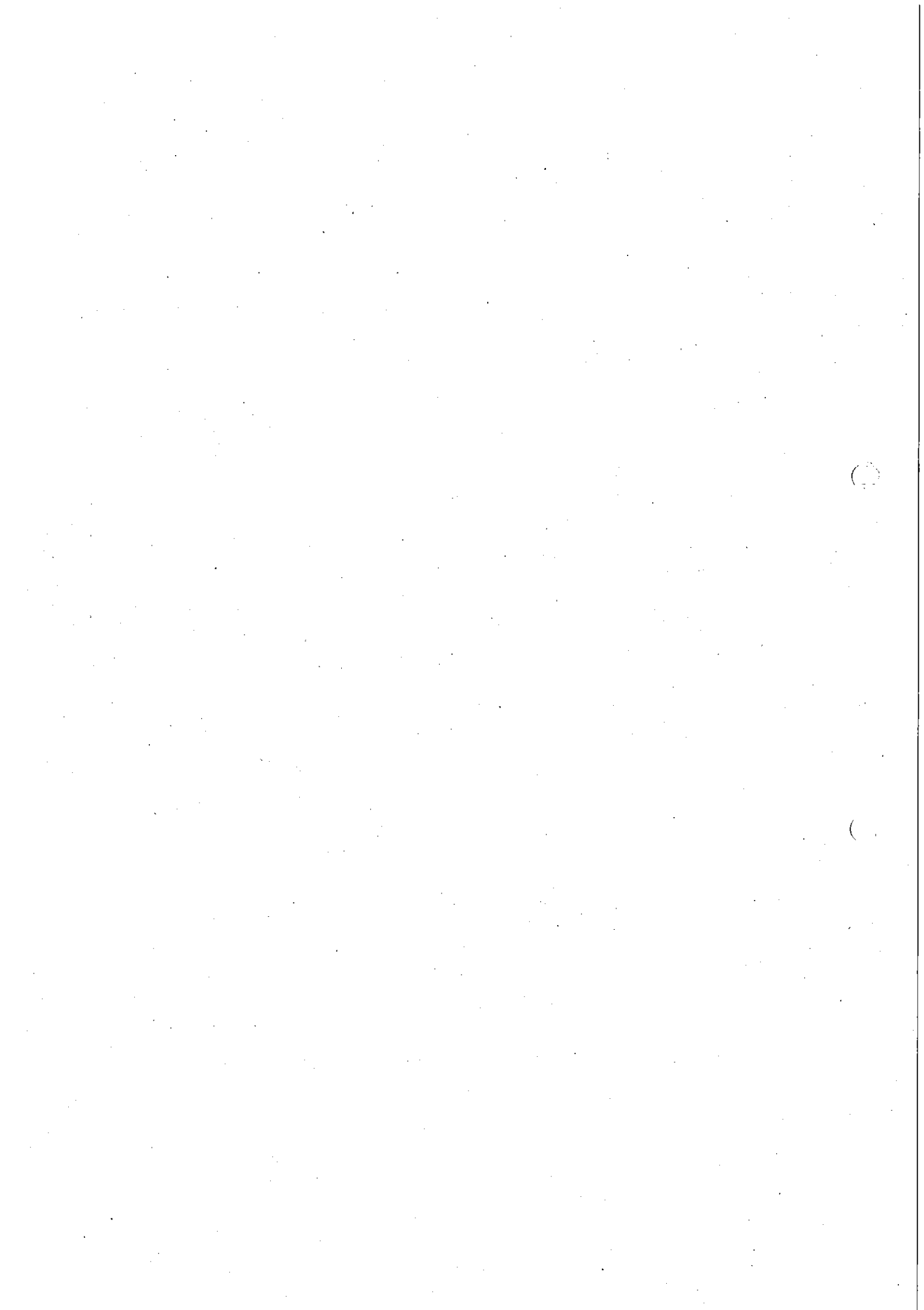
Activity 4.6.3 Competitive Systems and Practices Improvement Project

This project is not proposed for Year 3 due to the small numbers of businesses that can participate. The project has been worthy of funding, has had met the key objectives and learning from it will benefit other businesses through case studies to be made available on the dedicated website.

Note: the outstanding Competitive Systems and Practices Improvement Projects from Year 2 will be completed in the first quarter of Year 3.

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 for face to face public events.	Registrants not attending free events	Not meeting participant KPI's for face to face public events. Scheduling additional events at a cost to Ai Group to reach participant KPI.	All registrants receive a confirmation upon registration, reminder email and SMS where available.	Nominal payment to cover costs of catering, venues and coordination of additional events if required to meet participant KPI and encourage attendance.	2 Ai Group strongly supports the introduction of a nominal fee for face to face public events.
Evaluation of online products and services.	Participants not rating products and services available on the website.	Unable to provide meaningful evaluation ratings for project.	The Star Rating is available throughout the website for participants. Face to face events are managed through the provision of a hard copy evaluation.	Review the options for online evaluations via the website. This will require some software development.	2 Ai Group will investigate options to mitigate this risk.



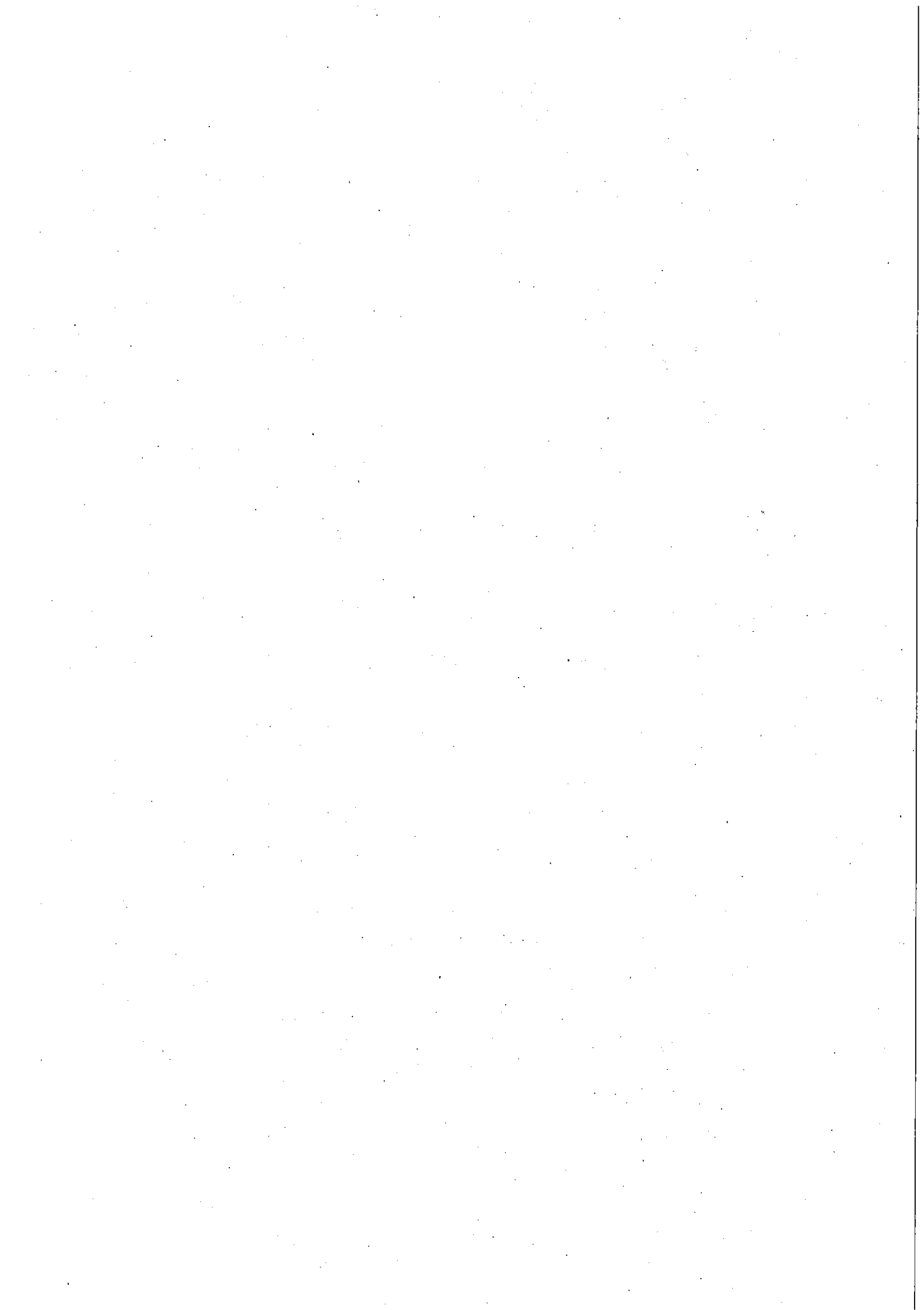
Productivity Education and Training Fund (2012/13 – 2016/18) – Ai Group

Activity	Year 1		Year 2		Year 3		Year 4		Year 5 & 6		Total	
	Total	GST Exclusive	Total	GST Exclusive	Total	GST Exclusive	Total	GST Exclusive	Total	GST Exclusive	Total	GST Exclusive
Activity 4.1: Introductory and Overview Webinar	\$81,980				\$0							
Original allocation	\$62,151											
Activity 4.2: Research Projects	\$201,000		\$123,000		198,000							
Activity 4.3.1: Workplace Productivity Infoline Advisory Service	\$70,000		\$144,000		\$0							
Activity 4.4.1: Leadership Breakfasts	\$42,200		\$84,400		\$0							
Activity 4.4.1: Leadership Workshops					\$84,000							
Activity 4.4.2: Building a Productive Workplace Culture - Webinar			\$71,151									
Activity 4.4.3: Building a Productive Workplace Culture - Workshops			\$96,300		\$0							
Activity 4.4.4: Leadership Master Classes					\$24,000							
Activity 4.4.5: Leadership Congress					\$96,000							
Activity 4.5.1: Making Your Workplace Relations Work - Webinar	\$77,151				\$0							
Activity 4.5.2: Compliance and Policy Desk Audit			\$67,350		\$24,000							
Activity 4.5.4: Consultation, Communication and Conflict Resolution Workshop - Leaders			\$96,600		\$148,290							
Activity 4.5.4: Consultation, Communication and Conflict Resolution Workshop - Team			\$49,860		\$41,850							
Activity 4.5.5: Productivity and Enterprise Bargaining Strategy Session			\$68,250		\$68,250							
Activity 4.5.6: Work Life Balance - Webinar					\$0							
Activity 4.5.7: Continuing successful operation of the workplace relations system - modern award review	\$180,171				\$300,000							
Original allocation	\$200,000											
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	\$0				
Activity 4.7.1: Building healthy and safe workplaces to improve workplace productivity Workshops	0					
Activity 4.7.2: Key elements of establishing and implementing an effective safety system – Workshops – Combined with above money	\$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					
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	\$210,000	\$33,000	✓			
Activity 4.7.6: Building a Workplace Safety Culture to drive 'Safe Production'		\$72,000				
Activity 4.7.7: Online Safety Awareness Training for Workers		\$70,000				
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 Took Kit	\$46,000					
Activity 4.9.3: Environment and Energy - Webinars	0					
Activity 4.9.4: Sustainability Coaching and Mentoring	\$210,000	\$33,000	✓			
Project Coordination	\$58,000	\$161,160	✓			
Project Support	\$6,000	\$4,000	✓			
Web Design	\$30,000	\$4,000	✓			
Technical Reporting	\$5,000	\$8,000	✓			
Website improvements		\$26,067				
	\$1,120,968	\$1,761,563	\$665,575	\$280,675	\$5,224,398	

Amounts carried forward from Year 2 allocation to Year 3 not included in the Year 3 funding allocation

Activity	Carry forward to 2014 /2015
Year 2 Survey Project	61,500.00
Compliance and Policy Desk Audit	57,650.00
Modern Award Review carried over <i>Info line Advisory Service Year 2</i>	144,000.00
Leadership Breakfasts	5,996.00
Building a productive Workplace Culture - Webinar	22,608.51
Building a productive Workplace Culture - Culture Reviews	9,103.48
Conflict Resolution Workshops - Leaders	2,231.96
Conflict Resolution Workshops - Teams	6,211.60
Competitive Systems and Practices Improvement Project	50,038.64
Enterprise Bargaining Workshops	8,326.63
5S Webinar	12,120.00
What is a WHS System? Webinar	6,120.00
Key elements of establish and implementing an effective safety system – Diagnostic Tool	2,265.20
Reviewing and improving your safety performance - Webinar	6,231.00
Reviewing the effectiveness of an employer's workers' compensation and injury management - Webinar	12,120.00
Reviewing the effectiveness of an employer's workers' compensation and injury management – Diagnostic	6,450.00
WHS Coaching and Mentoring Workshops	158,201.15
Environment and Energy Coaching and Mentoring Workshops	153,856.62
Total of funds carried forward	\$725,030.79



BARTHOLD, Geoff

From:
Sent: Friday, 22 August 2014 2:59 PM
To: Employment - PET Fund
Subject: RE: PET Fund Outline Plan - Ai Group [DLM=For-Official-Use-Only]

Hi Geoff

I am still finalising the response to the Summary Report, had hoped to get to you today, but need to triple check all the figures.

However, I can provide you with the detail you need below.

Let me know if you need any more on this one... I will still include in the Summary report, or if you prefer I put this in as the final question/response in the Outline Report and resend?

Question 8

I note Ai Group proposes to charge a nominal fee to cover the cost of catering, venues and co-ordination of additional events if required to encourage attendance. Please advise if Ai Group intends to use these course fees to extend the programme.

Response

The funds would be used to cover the cost of delivering additional events where we have not met the participant attendance KPI within the specified number of events. If the participant attendance is met and the funds are not required to deliver additional events Ai Group will add these funds to the total funding.

In the case where the funds are not required for the specific activity, they could be used to extend other activities or carry forward to the Year 4 for allocation. Ai Group will seek approval for the distribution of funds collected if they are not to be used for the specific event that they were collected.

With thanks

National Manager, Productivity Programs & Events
Australian Industry Group
Ph:
Mob:

max360
@aigroup™

Read > watch > learn > act > thrive >

Visit your new productivity centre

AUSTRALIAN INDUSTRY GROUP

From: Employment - PET Fund [mailto:PETFund@employment.gov.au]
Sent: Friday, 22 August 2014 2:49 PM
To:
Subject: RE: PET Fund Outline Plan - Ai Group [DLM=For-Official-Use-Only]

For Official Use Only

Thanks for your reply. These answers should be sufficient in addressing the questions below.

In my email about the 2013-14 report I had a question about Ai Group's proposal to charge a nominal fee to cover the cost of additional events to meet attendance targets. I'd be grateful for your advice as to how Ai Group proposes to pay for these additional events. In particular:

- Is it proposed that the charges cover the full costs?
- Does Ai Group propose to use all income to extend the programme?
- Is the grant paying for the additional courses you are currently running?

Once I have your responses I should be right to submit the 14-15 outline plan to the delegate for consideration.

Geoff

Geoff Barthold
Assistant Director

Reporting, Programmes and Communication | Office of the Federal Safety Commissioner
Australian Government Department of Employment
Phone (02) 6240 1992 | Fax (02) 6276 7372
Geoff.Barthold@employment.gov.au

www.employment.gov.au

From:
Sent: Friday, 22 August 2014 1:50 PM
To: Employment - PET Fund
Subject: RE: PET Fund Outline Plan - Ai Group [DLM=For-Official-Use-Only]

Hi Geoff.

Sorry for the delay in getting this back to you.

I have attached our response to the questions in your email below, plus one attachment.

Please let me know if you have any further queries on our Outline Plan for Year 3.

With thanks

National Manager, Productivity Programs & Events
Australian Industry Group
Ph:
Mob:



Read ▶ watch ▶ learn ▶ act ▶ thrive ▶



Visit your new productivity centre



From: Employment - PET Fund [mailto:PETFund@employment.gov.au]
Sent: Wednesday, 13 August 2014 4:09 PM
To:
Subject: RE: PET Fund Outline Plan - Ai Group [DLM=For-Official-Use-Only]

For Official Use Only

Hi

Thank you for your work on the Outline Plan for 2014-15. There are few matters I'd like to follow-up with you. I have numbered them for ease of reference.

1. The plan indicates Ai Group plans a range of research activity in 2014-15 including 2 surveys and reports, focus group activity, a literature review and preparation of case studies. I note Ai Group has allocated about \$259,500 to research (\$198,000 + \$61,500 carried forward from 2013-14). Please provide a 'high level' breakdown of proposed expenditure on this research activity.
2. Please advise how Ai Group proposes to select participants in the 6 leadership master classes.
3. I note Ai Group has allocated \$444,000 to the modern award review (\$300,000 + \$144,000). I'd be grateful for your comments on the basis for this budget allocation.
4. The budget table indicates project co-ordination costs have increased by 56% on last year. I'd appreciate your comments on the reasons for this.
5. The proposed budget includes \$26,067 for web improvements. Please advise what this funding is paying for.

Many thanks

Geoff

Geoff Barthold
Assistant Director

Reporting, Programmes and Communication | Office of the Federal Safety Commissioner
Australian Government Department of Employment
Phone (02) 6240 1992 | Fax (02) 6276 7372
Geoff.Barthold@employment.gov.au

www.employment.gov.au

From:
Sent: Thursday, 31 July 2014 5:08 PM
To: Employment - PET Fund
Subject: PET Fund Outline Plan - Ai Group

Good afternoon Damien

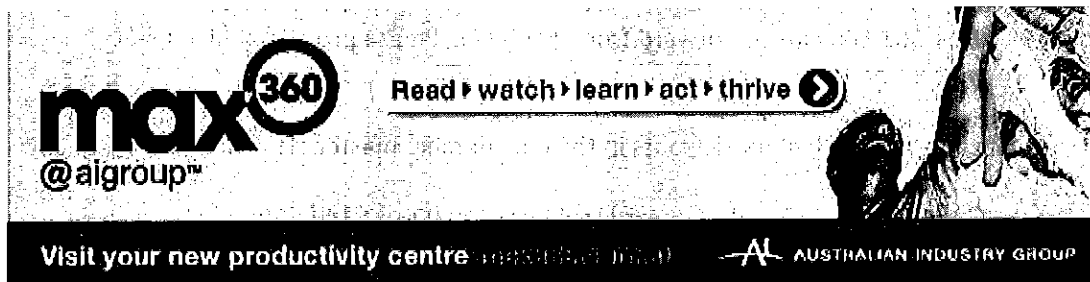
Please find attached the following documents related to the PET Fund Outline Plan for the period 2014 – 2015:

1. Ai Group Outline Plan for 2014 – 2015 PET
2. PET budget reconciliation Year 1 to 5
3. Project Milestones and Deliverables Year 3
4. Risk Management Attachment 3
5. Year 3 Activity Overview Attachment 2

Please do not hesitate to contact me for any questions.

With thanks

National Manager, Productivity Programs & Events
Australian Industry Group
Ph:
Mob:



The sender of this email is using the facilities of The Australian Industry Group (Ai Group). Unless authenticated by the sender as an authorised representative of Ai Group (in the signature block), the views of the sender are not the views or opinions of Ai Group and Ai Group takes no responsibility for the content. Personal information used or disclosed or collected using these facilities is governed by the Privacy Act 1988 as amended (Australia). Refer to www.aigroup.com.au for our current privacy policy. If you have received this email in error please advise us by reply and delete this email immediately as it may contain confidential information.

Productivity Education and Training Fund (PET)

Response to questions on Year 3 Outline Report

Question 1

The plan indicates Ai Group plans a range of research activity in 2014-15 including 2 surveys and reports, focus group activity, a literature review and preparation of case studies. I note Ai Group has allocated about \$259,500 to research (\$198,000 + \$61,500 carried forward from 2013-14). Please provide a 'high level' breakdown of proposed expenditure on this research activity.

Response

The following table outlines the various activities which are included in the Research funding.

Project	Funding allocation	Expenses	Comment
Business Outlook Report	\$61,500	190 hours labour costs = \$57K Publishing and printing = \$4.5K	This is the 3 rd year that we have produced this report and costs are accurate.
Technology Report	\$75,000	190 hours labour costs = \$57K Publishing, printing, presentation of findings at events, travel = \$18K	We did a similar project in Year 1 and are confident this budget is accurate.
Research Project (from Year 2) - Workplace Relations Survey	\$61,500	190 hours labour costs = \$57K Publishing and printing = \$4.5K	Based on experience with research and reports.
Research Project Year 3 - Focus Groups	\$61,500	190 hours labour costs = \$57K Facilitating focus groups = \$4.5K	Based on experience with running member focus groups.

Question 2

Please advise how Ai Group proposes to select participants in the 6 leadership master classes.

Response

Ai Group agrees that the selection of participating organisations will be critical to the success factors of the master class activity.

Therefore this activity will be implemented with a similar approach to that used for the Year 2 Activities including the Organisational Culture Reviews, Action Learning and the Competitive Systems Project. These were based on an application process through an Expression of Interest format. (Attachment 1 is indicative of the information that will be required).

Question 3

I note Ai Group has allocated \$444,000 to the modern award review (\$300,000 + \$144,000). I'd be grateful for your comments on the basis for this budget allocation.

Response

Ai Group is taking a leading role in representing employers in the 4 Yearly Review of Modern Awards. We will be heavily involved in the following Common Issues Cases which are scheduled during the 2014/15 year:

- Annual Leave Case
- Transitional Provisions Case
- Apprenticeship Case
- Casual Employment Case
- Part-time Employment
- Award Flexibility Case

Additional Common Issues Cases are likely to be scheduled by the Fair Work Commission (FWC) following a conference to be chaired by President Ross in late-September 2014.

In addition to the above Common Issues Cases, Ai Group has an interest in most of the 122 modern awards and we will be involved in representing employer's interests in proceedings relating to a large number of awards. For Group 1 Awards, six awards have been identified by the FWC as awards with major issues being contested. Ai Group is involved in all six of these matters.

\$440,000 represents 1,480 hours of work at \$300 per hour. 1,480 hours of work in the year represents 28.5 hours of work per week for one person. This is a fraction of the time which will undoubtedly be spent by Ai Group on the 4 Yearly Review. We currently have several staff members heavily engaged in the Review and the resource requirements will undoubtedly increase over the months ahead.

Question 4

The budget table indicates project co-ordination costs have increased by 56% on last year. I'd appreciate your comments on the reasons for this.

Response

Ai Group had originally spread the Project Management costs over 5 years. It became apparent in Year 2 that the Project Management allocation was not sufficient to cover the full cost of the Project Management and support required for all of the activities. These additional costs were absorbed by Ai Group in Year 2.

Therefore it is proposed to move a percentage of the Project Management funds from Year 4 and 5 in the sum of \$55.7K to Year 3 where the activity engagement is expected to remain very high, in comparison to the level of activity planned for Year 4 and 5.

Question 5

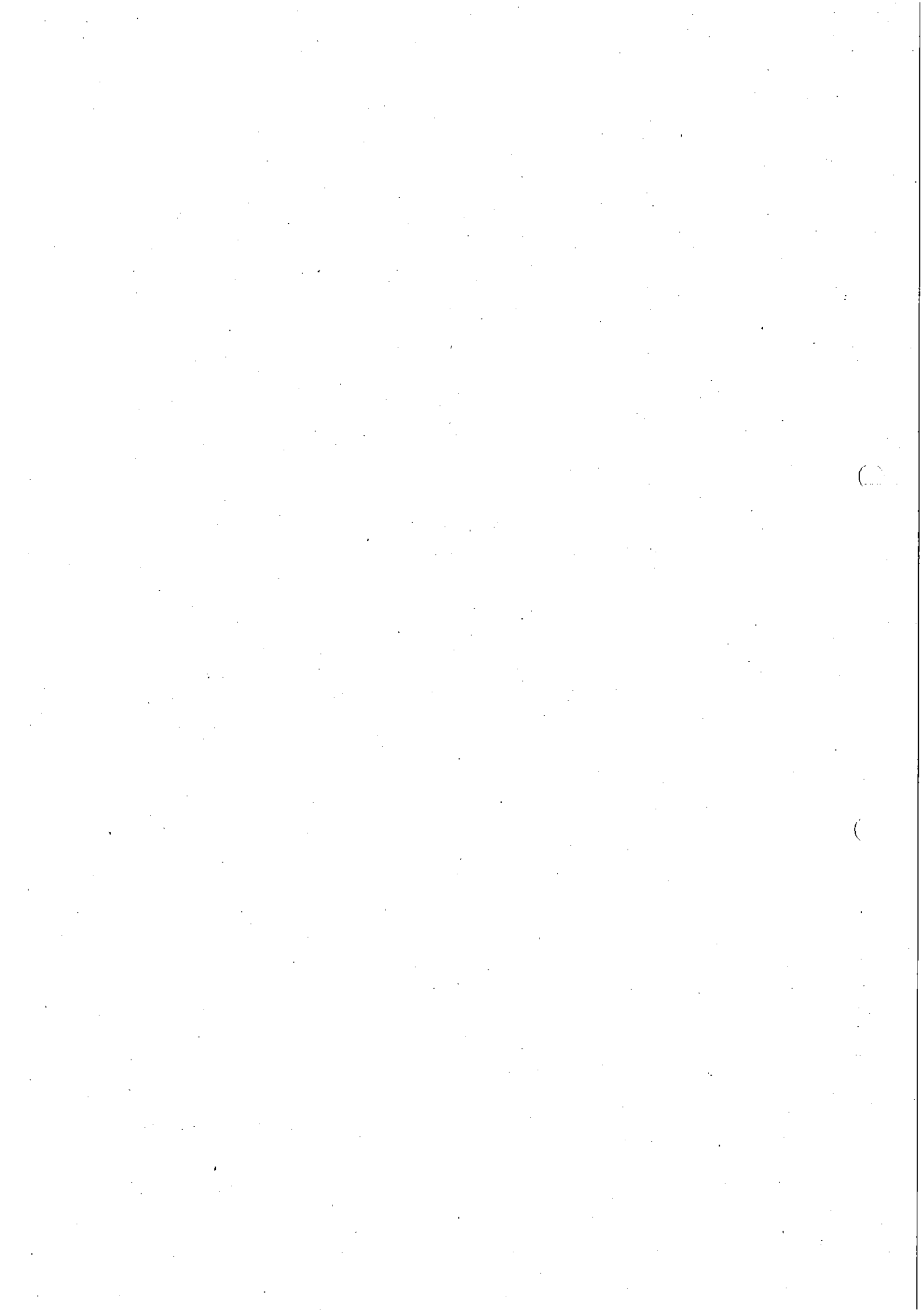
The proposed budget includes \$26,067 for web improvements. Please advise what this funding is paying for.

Response

The current website needs to be reviewed to accommodate the high quantity of products, services and events, in other words, the number of options available for users has outgrown the current functionality of the website. It is common practice to review websites every two years, and whilst this review will be 18 months post production – it is seen as a very high priority for the total project. We will have new resources to include on the website in Year 3 which only strengthens the need to improve both functionality and navigation.

We intend to retain the current max360@aigroup® branding and refresh other visual aspects of the website in keeping with new trends and aesthetic features.

The review process will also allow us to improve the online evaluation process which as mentioned in our Risk Management Plan needs to be addressed.



EOI Part II Cultural Reviews

Qualifying Questions

This form is to be completed by the Program Sponsor (CEO, Managing Director, General Manager). In order for us to evaluate your submission, please respond to all questions and return by Friday 15 November to leadership@aigroup.asn.au or carla.kurzbock@aigroup.asn.au.

All submissions will be treated as strictly confidential.

1. How many employees do you have in total and across how many sites? Please specify location of sites and approximate numbers at each site.
2. What do you hope to gain from this organisational culture review?
3. What are your business goals?

Housekeeping Issues:

	Yes	No
4. Are you willing to provide access to a cross section of staff to complete the survey (paper based or online) and participate in small group/one on one discussions?		
5. Are you willing to allow an AI Group Leadership Consultant to work on site for two or three mornings/afternoons in order to gather data and conduct the interviews/focus groups as agreed?		
6. Are you willing to bring together the senior management team to attend a presentation to discuss and evaluate the outcomes of the review?		

7. Listed below are the characteristics of a high performing organisation:

1. Leadership
2. Participatory decision making
3. Team Based work systems
4. Developing and utilising the skills of the workforce
5. Quality improvement
6. Learning from others – networking and benchmarking
7. Knowledge sharing

Are you committed to implement changes to your organisation to improve performance and productivity in one or more of the key areas identified above?

Yes	No

Signed by Program Sponsor: _____ Date: _____

Name and title of Program Sponsor: _____

Name of organisation: _____

Contact details: _____
(phone and email)