



ASSOCIATES ACN 083 481 298

COMMERCIAL-IN-CONFIDENCE

PROPOSAL

to

REVIEW THE SENIOR STRUCTURE

of

FAIR WORK BUILDING AND CONSTRUCTION

November 2014

Information contained in this proposal has been prepared for Fair Work Building and Construction and should not be communicated to a third party at any time without the written permission of Workplace Research Associates Pty Ltd

**TABLE OF CONTENTS**

TABLE OF CONTENTS ..... 2

BACKGROUND TO THE PROPOSAL ..... 3

OUR APPROACH ..... 4

    REVIEW OF THE SENIOR STRUCTURE ..... 4

ABOUT WORKPLACE RESEARCH ASSOCIATES ..... 8

    OUR SERVICES ..... 8

    OUR CODE OF PROFESSIONAL PRACTICE ..... 9

    PERSONNEL ..... 9

    OUR TECHNICAL CAPABILITY AND EXPERIENCE: STRUCTURAL REVIEWS ..... 10

    OUR TECHNICAL CAPABILITY AND EXPERIENCE: JOB ANALYSIS AND CLASSIFICATION ..... 12

TIMEFRAME ..... 13

COSTS ..... 13

ATTACHMENT A: CONSULTANT PROFILE ..... 15

ATTACHMENT B: CONTRACTUAL DETAILS ..... 16

## BACKGROUND TO THE PROPOSAL

This proposal has been prepared in response to an invitation by Mr Nigel Hadgkiss, Director, Fair Work Building and Construction (FWBC) to undertake a review of its senior structure. We have prepared our response based on our understanding of FWBC's requirements, as discussed in a preliminary meeting with Mr Hadgkiss on 15 October 2014.

In early 2014, Workplace Research undertook evaluations of all Senior Executive Service (SES) positions in FWBC and recommended that the number of roles be reviewed. As a result of this work and more recent reviews, Mr Hadgkiss would like the senior structure to be re-examined so that the previous evaluations can be finalised. He is also cognisant of impending legislation before Parliament that, if passed, would see the establishment of the Australian Building and Construction Commission (ABCC). The ABCC would assume a number of functions undertaken by the FWBC and would have additional legislative powers and responsibilities. Also of relevance to a possible restructure is the introduction of the National Building Code which, to be fully implemented and supported, may require some changes to the current structure.

In response to the circumstances outlined above and following from discussions with Mr Hadgkiss, we understand that the Agency now requires the following:

- Examination of the purpose, aims and functions of the Agency to inform recommendations in relation to an appropriate structure for the Executive, the number of Groups in the Agency and their functions, the reporting lines and management arrangements within Groups
- Engagement with senior staff of the Agency to canvass their views in relation to the structure and function of Groups within their responsibility
- Examination of the need for establishment of the position of Chief Operating Officer, its responsibilities and span of control

Below is an outline of our proposed approach to the assignment, details of our expertise in organisational review, job evaluation and relevant information about our company and personnel. We believe that we are very well placed to undertake this project for FWBC because of our extensive experience in this area and our previous work with the Agency. In addition to the SES evaluations mentioned earlier, we also undertook a review of the IT and Planning and Performance Teams in the Capability, Performance and Innovation (CPI) Branch of the Agency in March 2014.

**OUR APPROACH**

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## ABOUT WORKPLACE RESEARCH ASSOCIATES

Workplace Research Associates Pty Ltd was established in 1996 as a management consultancy specialising in organisational research and analysis services.

Our consultants are tertiary trained and highly experienced in all facets of job and organisational analysis. In these areas, we provide both consulting services and professional training and development for internal staff so that we can build internal capability in our client organisations where required.

We combine our practical experience and our strong focus on research to inform project directions and to enhance final recommendations. A particular strength of the company is our high level of expertise in qualitative and quantitative data gathering and analysis.

Our consultants have worked in the public and private sectors and have specialised in a select number of areas.

Workplace Research Associates has practitioners based in Canberra, Wollongong/Sydney and Brisbane who are highly experienced and we are able to deliver services both nationally and internationally.

## OUR SERVICES

We are able to provide specialised services in:

- |   |   |
|---|---|
| ✔ Organisational restructuring                | ✔ Survey design and analysis  |
| ✔ Organisational and work performance reviews | ✔ 360° assessment and feedback  |
| ✔ Job analysis and evaluation                 | ✔ Training for panel members and job applicants   |
| ✔ Competency and capability development       | ✔ Psychometric testing and profiling  |
| ✔ Design of recruitment approaches            | ✔ Design and facilitation of assessment centres and other innovative selection techniques |
| ✔ Organisational analysis                     | ✔ Design of development centres   |
| ✔ Program evaluation                          |   |



**OUR CODE OF PROFESSIONAL PRACTICE**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Consultant	Role	Level of Involvement
[REDACTED]	[REDACTED]	[REDACTED]

**OUR TECHNICAL CAPABILITY AND EXPERIENCE: STRUCTURAL REVIEWS**

[REDACTED]

[REDACTED]

[REDACTED]

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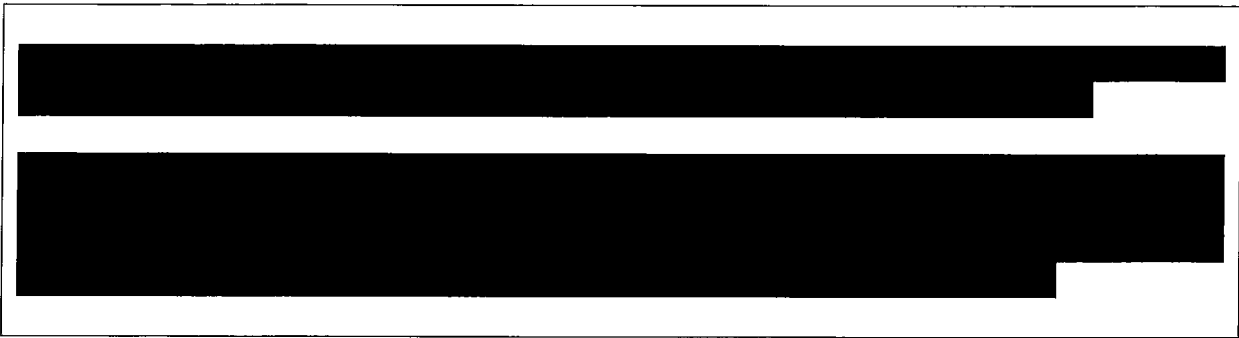
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**TIMEFRAME**

We understand that FWBC would like the review conducted prior to the end of December 2014. We can confirm that we would be able to conduct the review by the end of the year; however, we would be unable to have a final report completed until mid-January 2015. We hope that this timing is acceptable to FWBC.

**COSTS**

In the table below, we set out the costs associated with the achievement of all project activities and outcomes. All prices are GST inclusive: Principal: [redacted] per day.

Item	Price (incl GST)
[redacted] [redacted] [redacted] [redacted]	[redacted]
[redacted]	[redacted]

**Travel**

Workplace Research is located in Canberra. We anticipate that travel to Melbourne and Perth would be required to complete the review. Other travel may be required as requested by the Director.

The following rates will apply for travel interstate:

For all consultants:

Air travel

Accommodation

Transfer and Taxi Fares

Economy Class  
Applicable non-SES rate  
By receipt

**ATTACHMENT A: CONSULTANT PROFILE**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

**ATTACHMENT B: CONTRACTUAL DETAILS**

**Date of Proposal:** 3 November 2014

**Identity of Offerer:** Workplace Research Associates Pty Ltd  
PO Box 4188  
Kingston ACT 2604  
[www.workplaceresearch.com.au](http://www.workplaceresearch.com.au)

Ph. (02) 6280 0090  
Fax (02) 6280 0091  
Mobile # 0412 851 819  
Email [julie.west@workplaceresearch.com.au](mailto:julie.west@workplaceresearch.com.au)  
ACN 083 481 298  
ABN 11 083 481 298

**Offer Validity Period:** Six months from date of proposal submission

**Insurance Details:**

[REDACTED]

**Company Accountant:**

[REDACTED]

**Cancellation Policy:**

Less than 24 hours - 100%  
24 – 48 hours - 50%