

**TAB 3**



Australian  
Human Rights  
Commission

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## Minutes of the Commission Meeting

26 June 2013

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Minutes of the Meeting of the Australian Human Rights Commission held on Monday 26 June 2013, commencing at 9.00am in Level 5 Meeting Room 21, at the Commission offices, 175 Pitt St, Sydney.

**Present:** President Gillian Triggs (GT), Commissioner Elizabeth Broderick (EB), Commissioner Mick Gooda (MG), Commissioner Graeme Innes (GI), Commissioner Megan Mitchell (MM), Executive Director Ms Padma Raman (PR) and [REDACTED].

**Present via phone:** Commissioner Susan Ryan (SR)

The meeting opened at 9.01am.

## **1 Preliminary Matters**

### **1.1 Confirmation of Minutes of meeting held on 29 April 2013**

The minutes of the meeting of 29 April 2013 were confirmed.

### **1.2 Matters (if any) arising from Minutes**

No matters.

### **1.3 'Starring' of additional items for discussion and formal acceptance or noting of all non-'starred' items.**

The following items were starred:

4.1 Draft Communications Strategy 2013-15 (Paper 062/13)

4.2 2013-14 Commission workplan (Paper 063/13)

## **2 Record of Decisions**

### **2.1 Ratification of Decisions of the Commission made since previous meeting (Paper 043/13)**

There was no discussion about the Record of Decisions.

Decision: The Commission ratified the decisions as recorded in the Record of Decisions.

## **3 Matters for noting**

The Commission formally noted or accepted as appropriate all unstarred items:

3.1 Action Summary

3.2 Letters to and from Attorney General and Ministers (Paper 044/13)

3.3 Reconciliation Action Plan Committee Report (Paper 045/13)

3.4 Disability Action Plan Report (Paper 046/13)

3.5 Twenty Years Twenty Stories – Preliminary Evaluation Results – no paper

5.1 President's Report (Paper 047/13)

5.2 Report of Disability Discrimination Commissioner (Paper 048/13)

5.3 Report of Acting Race Discrimination Commissioner (Paper 049/13)

5.4 Report of Sex Discrimination Commissioner (Paper 050/13)

5.5 Report of Age Discrimination Commissioner (Paper 051/13)

5.6 Report of Aboriginal and Torres Strait Islander Social Justice Commissioner (Paper 052/13)

5.7 Report of National Children's Commissioner (Paper 053/13)

- 5.8 Report of Sex Discrimination Commissioner for Australian Defence Force Review (Paper 061/13)
- 6.1 Executive Director's Report (Paper 054/13)
- 7.1 Legal Report (Paper 055/13)
- 7.2 International Programs Report (Paper 056/13)
- 7.5 Investigation and Conciliation Report (Paper 059/13)
- 7.6 Communications Report (Paper 060/13).

#### **4 Matters for Discussion or Decision**

##### **4.1 Item 4.1 Draft Communications Strategy 2013-15 (Paper 062/13)**

The Commissioners discussed the draft Communications Strategy and made the following observations:

- (a) Strategic context
  - (i) That the goal 'understanding and respect for human rights' needed to be better communicated. It was felt that some case examples would be useful to illustrate how rights work. Commissioner Innes referred to a publication by the Victorian Equal Opportunity and Human Rights Commission that contained case studies. President Triggs noted that it would be beneficial to have this information on our website. **[Action: GT to obtain a copy of the publication recommended by GI.]**
  - (ii) That while that Commission had settled on a good description for the term 'human rights based approach', more examples of this needed to be available.
- (b) Audiences
  - (i) That the business sector be included as part of the Commission's critical audience. It was noted that businesses were becoming more involved in the area of human rights and that we would be missing a potential audience segment if businesses were excluded. The President commented that the policy workplan outlined clear priorities in relation to the business community and that the Communications strategy needed to reflect the policy workplan so that both strategies were better aligned.
  - (ii) That the term 'human rights community' needed a clearer description. It wasn't apparent if the non-government sector, which is increasingly becoming the provider of services, and unions, that are strong advocates for human rights, are part of this community.

(c) Branding and Marketing

Commissioners Gooda and Innes noted that the Commission needs to lead by example and must organise accessible events. President Triggs suggested that the wording for Point 3 be amended to read "All Commission events must be accessible ...".

(d) Risk Management

Commissioner Innes stated that the Commissioner responsible for a particular area of work should also be consulted as part of the crisis management process. It was agreed that Point 2 should be amended to read "The portfolio Commissioner should be consulted and other Commissioners and staff to be kept informed of developments ...".

(e) Appendix D) Major Risks

Commissioner Broderick suggested that any funding cuts could affect the level of Communications support available to the Commission Executive and should thus be recognised as a major risk. President Triggs agreed that it should be acknowledged that there is a risk to meeting the objectives of the strategy depending on budgetary restraints.

President Triggs noted that while it was a good first draft as a strategy for the Communications team, she thought the document was too long.

Decision: Subject to the comments above being incorporated, the draft Communications Strategy 2013-2015 was accepted.

#### 4.2 Item 4.2 2013-14 Commission Workplan (Paper 063/13)

██████████ Acting Director of Policy and Programs (AS) and ██████████ Senior Projects and Policy Officer (JD), joined the meeting.

The President noted that the Commission Workplan had been developed with extensive cross Communication consultation, led by Darren Dick, Director of Policy (DD) and JD. The plan focuses on violence, harassment and bullying, human rights education and training and respect for rights, business sector engagement, children and young people, international engagement and organisational systems.

The Commission Executive praised the Policy team for producing an outstanding document but expressed concerns about the level of the workload. President Triggs stated it was important that a strategy be put in place for the workplan to be reviewed and adapted as required.

JD confirmed that the monitoring process had been strengthened with a mid-year review built into the process.

Commissioner Broderick noted that two projects were not included in the report as additional funding for these projects were still being negotiated. They were the

'Pregnancy and return to work' research and the potential for an independent oversight of the military in relation to recent claims of abuse for the next five years. Commissioner Broderick said she that these projects will come with their own line of funding and that she would discuss this later in the meeting.

*Commissioner Ryan joined the meeting by telephone.*

Decision: The Commission approved all the recommendations in the Commission Workplan on the understanding that it will be reviewed and adjusted if necessary.

Commissioner Innes thanked DD and JD for their work in making the document accessible.

*JD left the meeting.*

#### **4.3 Item 7.3 \* Policy Report (Paper 057/12) Endorsement of CET activities (Paper 064/13)**

The Commission Executive discussed the matters put forward for approval in the Policy report including the issue of who would be the key spokesperson for SOGI issues and, more generally, for program areas. While Commissioners have traditionally taken on this role, it was decided that further discussion would be necessary to explore options of having staff members represent the Commission at public events. **[Action: Discussion about a Commission spokesperson for program areas to be listed as an agenda item for an upcoming Commissioners' fortnightly catch-up.]**

Commissioner Broderick recommended that external expertise be engaged to consider issues such as product pricing, marketing strategy and evaluating the competition in relation to the human rights training strategy. The Executive Director noted that the Community Engagement team were investigating the merits of becoming a registered training organisation (RTO). The Commission Executive agreed it was necessary for the Commission to do this although it was acknowledged that it was a difficult process.

Decision: The Commission approved the recommendations relating to human rights training strategy, the Big Banter, implementing the new protections in the Sex Discrimination Act and the extended activity of the Access to Justice project.

Decision: The Commission endorsed the proposals outlined in the Face the Facts and Something in Common paper.

#### **4.4 Item 7.4 \* Corporate Services Report (Paper 058/12)**

The Executive Director reported that funds had been provisioned for a number of activities including developing the website, resources for Something in Common and the Access to Justice project. She also reported that a contract had been recently awarded for a cost benefit analysis to be conducted of ICS.

There followed some discussion about the merits of Whole-of-Government procurement contracts. The Executive Director noted that changes will shortly be introduced to the process of booking travel. She stated that, as a small agency, the

Commission gained little benefit from these procurement contracts and added that we would have greater autonomy if amendments to the Financial Management Act are passed.

*AS left the meeting*

## **5 Other Business**

### **5.1 Pregnancy Inquiry**

Commissioner Broderick provided the background to the 'Pregnancy and return to work after parental leave' research project and explained how she dealt with the premature announcement by the Attorney-General's Department .

Commissioner Broderick outlined the process of the project - gathering the data and understanding the nature and complexity of career pregnancy discrimination. She said there was widespread support for the project and it was necessary to consult very widely if the research data is to be supported by our stakeholders. President Triggs stated that it was imperative that the research data obtained is of the highest quality and indicated there should be more consultation about the methodology that is to be adopted.

### **5.2 AHRC Monitoring Role**

Commissioner Broderick informed the meeting that the Minister for Defence had requested that the Commission have a continuing role in reporting on issues of abuse and harassment in the Australian Defence Force (ADF). In carrying out this proposed work, the Commission will work with the ADF to support efforts to prevent and respond to abuse and harassment. This will include consideration of abuse and harassment occurring on the basis of gender, race and sexual orientation. A proposal and costings have been provided to the Minister's office.

The Executive Director reported that the terms of reference relating to this role were kept very broad so as to be able to develop the potential for an education component if the opportunity arises. She added that the Commission will attempt to bring together the learnings of the Defence Abuse Review Task Force and the systemic issues within the ADF that the Defence review have identified.

*Commissioner Ryan left the meeting.*

Commissioner Broderick highlighted that the relationship with the ADF is one that is unique among NHRIs and critical in being able to address serious human rights abuses in the workplace.

She noted that in July 2013, the Minister for Defence will be launching the Sexual Misconduct Prevention Office (SeMPRO) and releasing the Commission's audit report into the ADFA. It was unclear at this stage when the Minister will announce the Commission's continuing role with the ADF.

The President agreed that this was a critical role and asked that she be kept updated on all developments.

### **5.3. Cate McGregor**

Commissioner Broderick advised the Commission Executive that discussion was underway to second an officer of the Australian Defence Force (ADF), Cate McGregor, to work at the Commission. Ms McGregor is a speechwriter and her secondment is fully funded by the ADF. She will join the Sex Discrimination Team but will also likely to be assisting with SOGI-related matters.

### **5.4 Big Banter update**

Commissioner Mitchell provided some brief feedback from her dialogues with children and young people and her recent visit to Pontville Detention Centre in Tasmania.

The meeting closed at 10.51am.



# COMMISSION MEETING PAPER

RECEIVED:	17/06/2013
PAPER NO:	063/13
MEETING:	26/06/2013
ITEM:	4.2

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**TO:** President and Commissioners  
**DATE SUBMITTED:** 17 June 2013  
**SUBJECT:** 2013-14 Commission Workplan  
**FROM:** [REDACTED], [REDACTED]  
**ACTION REQUESTED:** Approval of the workplan

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## 1 2013-14 Commission Workplan

The 2012-13 planning process has now concluded. The first stage in the planning cycle – the release of a situational analysis - was approved at the Commissions April meeting. The analysis outlined how we are travelling and the challenges that we are likely to face in the coming year (from an internal and external perspective). Developed with cross Commission staff input, the recommendations in the situational analysis guided the planning of all teams.

The work plan has also been consultatively developed and is provided as **Attachments 1**. The document is divided into two 'volumes'.

- Volume I p 1-28, describes the integrated set of activities which comprise the work plan.
- Volume II p1-20, is the collated snapshots of individual team workplans. Policy team snapshots also provide a hyperlink to the detailed project plan for each activity. Policy project plans are collectively located on the intranet under the Commission Workplan tab.

Your attention is also drawn to several new elements in the plan:

### 1. *Cross Commission programs*

This year we have sought to organise the work program according to the Commission's key priorities as well as the major themes that cut across different areas. This enables clearer and more holistic communication of our work to the external world. It also assists us in better coordinating our stakeholder engagement, tapping the skills and experience across the Commission, alignment of our

monitoring and evaluation work, and ensures that our activities advance our strategic directions to the maximum extent possible.

Accordingly, the work plan includes a program of work for the following issues:

- Violence, harassment and bullying (including work in cyber space)
- Human rights education and training (includes the Building understanding and respect for rights priority)
- Business sector engagement
- Children and young people
- International engagement
- Organisational systems

For each program area an accountable manager is identified—this is a senior officer who will take on the primary responsibility of coordinating our efforts in the relevant area.

The plan suggests that the Commission discuss the appropriate **Commission spokesperson / lead** for each of these areas. This is the commissioner who will be the lead contact for a program area.

## *2. Communications planning*

There has been a tendency in past years for the size and complexity of projects to grow during the financial year. In particular, there have been often complex communications elements (such as videos and websites) added during the project cycle – in turn leading to increased work pressures on the communications team.

For those projects requiring a higher degree of communications support, the project team will be required to develop a communications strategy for the project in conjunction with the Communications Team. Additional support and resources for the communications elements of the projects will then be planned and factored into the work plan of the Communications team for the year.

With approval of the workplan, the next step is the development of the 2013-14 *Our Agenda* resource, which is the published summary of our annual work plan.

## **2 Recommendation**

**That the Commission approve this work plan on the following basis.**

- 1. All projects listed in section 5 of the work plan are those which can be undertaken in the 2013-14 financial year. Accordingly, any other activities not included in this work plan will require formal commission approval to proceed.**

Commencement dates for projects within teams are staggered, to ensure sufficient capacity to undertake projects from commencement through to completion. This provides greater flexibility in responding to changes in resourcing that may occur during the financial year.

- 2. The Commission is satisfied that, in addition to the approved projects, team level snapshots provide sufficient resource capacity for commissioners to undertake strategic advocacy in the areas identified.**

It is understood that there is not capacity to undertake work that sits outside the approved projects or identified strategic advocacy areas. Accordingly, any proposed additional work can only be undertaken (with the required approvals sought in advance) where the issues are assessed as being of sufficient seriousness to justify re-allocating existing resources or modifying the timelines / activities in the work plan.

- 3. Teams can also undertake 'scoping work' to research potential future projects.**

This work is to be approved by the relevant member of the Commission and is subject to there being sufficient capacity for this work at the team level, without displacing the approved work program.

- 4. Processes will be put in place across policy teams, and where relevant other areas of the Commission, to ensure that work that is thematically similar is undertaken in a coordinated manner in order to maximise the whole of Commission benefit and impact from the work.**

Section 6 of the work plan identifies the need for commissioners to take a 'Commission spokesperson / lead' role for the different thematic areas and related projects that are cross-commission in nature. **The Commissioner spokesperson needs to be identified by the Commission.**

Section 6 of the work plan also identifies which managers will take the lead management and coordination role on different thematic areas. This will involve some level of oversight outside of manager's immediate work areas.



Australian  
Human Rights  
Commission

# Attachment 1, Volume I 2013-14 Commission Work Plan

June 2013

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## Volume I

### 1 Introduction

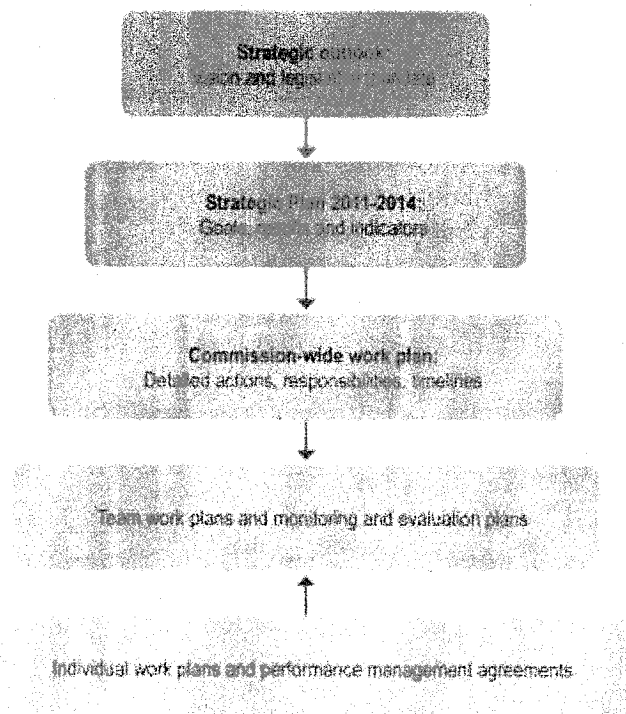
This document sets out the Commission's work plan for the 2013-14 financial year.

It articulates the major activities across all areas of the Commission – the policy teams, Australian Defence Forces review, Communications, Legal, Investigation and Conciliation Section, and the International Programs Team. The critical support services provided by our Corporate Affairs areas (Finance, Human resources and IT) are also reflected in the work plan via the team level project snapshots.

The work plan identifies the key milestones and events across the Commission for the year. It also outlines how the specific projects and activities each team will undertake contribute to the achievement of the Commission's strategic goals.

The diagram below illustrates the 'line of sight' between the Commission work plan, team and individual level work plans and the Commission's strategic plan.

**Please note: The work plan is tailored to the resources available across the Commission at 1 July 2013, and will need to be reviewed in light of any changes resulting from the upcoming federal election.**



## 2 Guidance for planning process

The work plan is informed by a situational analysis conducted in early 2013 that identified the critical internal and external factors impacting on the Commission, and the major challenges that we face. The situational analysis included a series of recommendations to guide planning, summarised in the table below. These recommendations were also informed by the capacity assessment process undertaken in conjunction with the APF in mid-2012.

Project work	
1	Undertake fewer projects, but ones which are supported by larger budgets so that meaningful activities can be undertaken.
2	Identify a limited number of 'flagship projects' across the organisation (to be prioritised in terms of funding, communications support and profile). These projects should then form the basis of a more strategically targeted outreach to the community and key stakeholders.
3	Ensure externally funded projects adequately reflect the resource implications of administering and managing them.
4	Ensure that activities contribute to the Commission's priority areas of tackling violence, bullying and harassment and building respect for human rights; as well as maximising our communications tools such as the enhanced Commission website, <i>Something in Common</i> and social media capacity.
Strategic advocacy focus	
5	Each Commissioner and their team to identify the key issues (strategic advocacy areas) on which they wish to conduct the great majority of their advocacy work over the course of the year and ensure that they have adequate resources (especially staff time) for this anticipated work.
6	Recognise that issues that fall outside of these strategic advocacy areas (and the specific projects of the team) will generally be seen as outside the resourcing and capacity of the team, and only undertaken where there is a critical rationale for it.
7	Improve dissemination of information about submissions, speeches and other advocacy work.
Building external relationships and partnerships	
7	Enhancing our focus on building external partnerships and funding opportunities across the Commission through streamlined and coordinated approaches.
8	Increased focus on the Commission's visibility on key community debates and building a broader set of external relationships. The starting point for this work should be regular public events to stimulate debate and bring people into the commission.
9	Better capture of relationship data – through a CRM or CMS database, centrally coordinated.

### 3 Work areas and themes

(a) *2011-14 Strategic Goals*

This work plan covers the final year of our current Strategic Plan.

All of the projects and activities in this work plan are linked to the Commission's strategic goals, and to their results and indicators. In doing so, it is recognised that projects will often contribute to more than one goal.



(b) *Priority areas*

Since 2010, the Commission has identified two organisation wide priorities for our work: Violence harassment and bullying (VHB), and Building understanding and respect for human rights (BURR).

These are in place for the duration of our current Strategic Plan, i.e. until 30 June 2014. All of our projects and activities under each of the two priorities are integrated in a work program. This enables us to maximise connections between projects and activities, as well as to implement a monitoring framework that applies across all relevant activities.

For this final year the activities aligned with the Building understanding and respect for human rights priority area will also be coordinated under the auspice of the Human Rights Education and Training Program (see below).

(c) *Cross Commission programs*

This year's work plan also seeks to ensure a stronger focus and coordination of our activities in the following areas:



- **Engagement with the business sector:** multiple areas are working on projects within the same sector, targeting similar audiences. This is also a growing area of focus under the Education and training program.
- **Children and young people:** with the commencement of the National Children's Commissioner it is proposed that there is a stronger communications focus on all activities that relate to children and young people across the Commission.
- **Human rights education and training (+ BURR):** Building on our activities under the Human Rights Framework, this focus point reflects the strong desire of the Commission to increase its educational and training activities in a targeted and strategic manner.
- **International engagement:** international activities under HRTA programs, our membership of NHRI organisations (ICC, APF) and engagement with special procedures and treaty bodies at the UN create opportunities for strengthening our advocacy, building our training capacity and strengthening implementation of international obligations domestically.
- **Organisational systems:** further actions are required to ensure appropriate levels of record management, particularly in light of new Information Publication Scheme, FOI and e-record schemes from Archives. Further refinement will also be needed to approaches to sponsorship, partnerships and fee for service arrangements.

For each of these issues, a program approach has been adopted. This means that individual teams will continue to undertake planned activities, but that at an organisational level these shall be coordinated and communicated in a more holistic manner under the leadership of different principal advisers.

*(d) Communications planning*

This year's work plan also identifies those projects that require a higher degree of communications support.

There has been a tendency in past years for the size and complexity of projects to grow during the financial year. In particular, there have been often complex communications elements (such as videos and websites) added during the project cycle – often leading to increased work pressures on the communications team.

For those projects requiring a higher degree of communications support, the project team will be required to develop a communications strategy for the project in conjunction with the Communications Team. Additional support and resources for the communications elements of the projects will then be planned and factored into the work plan of the Communications team for the year.

## 4 The work plan

### 4.1 *What is in the work plan?*

The work plan for the Commission for 2013-14 is set out as follows:

- **Section 5:** A master list of all activities to be undertaken during 2013-14, by team and with their strategic goal alignment.
- **Section 6:** A list of activities organised according to the priority areas as well as the key 'program' areas identified earlier —this provides a useful structure for the external communication of our work plan and to understand the coordinated approach that we take to all of our work.
- **Section 7:** Identification of the cross-commission implications of different projects. For example, support needs and thus capacity demands from the Communications, and Legal Teams, Investigation and Conciliation Section, evaluation support from the Scrutiny and Evaluation team and content or campaign support from the *Something in Common* web portal.
- **Attachment 1:** A team level snapshot of the work plan for every area of the Commission. The snapshot communicates the key activities, milestones and timeline for all team level activities. In addition, the policy teams have also detailed the following:
  - the staffing needed for their activities.
  - project plans for more intensive activities (these are hyperlinked on the intranet)
  - opportunities within projects to develop content for *Something in Common* or through use of the newly available web technologies on the main Commission site
  - cross-Commission implications of projects i.e., the resultant workload that each project includes for all areas of the Commission.

### 4.2 *Commission approval of the work plan*

The Commission has approved this work plan on the following basis:

1. **All projects listed in section 5 of the work plan are those which can be undertaken in the 2013-14 financial year. Accordingly, any other activities not included in this work plan will require formal commission approval to proceed.**

Commencement dates for projects within teams are staggered, to ensure sufficient capacity to undertake projects from commencement through to completion. This provides greater flexibility in responding to changes in resourcing that may occur during the financial year.

- 2. The Commission is satisfied that, in addition to the approved projects, team level snapshots provide sufficient resource capacity for commissioners to undertake strategic advocacy in the areas identified.**

It is understood that there is not capacity to undertake work that sits outside the approved projects or identified strategic advocacy areas. Accordingly, any proposed additional work can only be undertaken (with the required approvals sought in advance) where the issues are assessed as being of sufficient seriousness to justify re-allocating existing resources or modifying the timelines / activities in the work plan.

- 3. Teams can undertake 'scoping work' to research potential future projects.**

This work is to be approved by the relevant member of the Commission and is subject to there being sufficient capacity for this work at the team level, without displacing the approved work program.

- 4. Processes will be put in place across policy teams, and where relevant other areas of the Commission, to ensure that work that is thematically similar is undertaken in a coordinated manner in order to maximise the whole of Commission benefit and impact from the work.**

Section 6 of the work plan identifies which commissioners will take the 'Commission spokesperson / lead' role for different thematic areas and projects that are cross-commission in nature.

Section 6 of the work plan also identifies which managers will take the lead management and coordination role on different thematic areas. This will involve some level of oversight outside of manager's immediate work areas.

### **4.3 How will we track implementation of the work plan over the year?**

The implementation of the work plan will be tracked over the course of the year in the following ways:

- 1. Commission reports:** Commission papers will identify progress in conducting activities in the work plan. For example, the commission paper from the policy section includes a 'traffic light system' to identify whether implementation of the work program is on track or not.
- 2. Monitoring and evaluation activities:** Evaluations will be designed for specific projects as well as across some thematic areas – section 6 provides information about proposed monitoring activities for 2013-14,
- 3. Mid-year review:** A high level review of progress in meeting our strategic goals will be included in the policy report to the commission mid-year.

4. **Coordinated programmatic approach:** Designated managers will be tasked with coordinating activities across the commission in relation to a) training and education; b) violence, harassment and bullying; c) building understanding and respect for rights; d) business engagement; e) children and young people; and f) international engagement.
5. **Monthly calendar update:** The work plan is intended to be a living document that can be used to forecast and track progress against planned milestones and known deadlines. However, the context in which we work often requires us to adjust our plans in response to external events and emerging issues.

For this coming calendar year it is proposed that we trial a milestone and events calendar which would be updated monthly and include:

- Program/project milestones (for example launches)
- Commission events
- Significant upcoming external meetings of the Executive
- Senior staff leave
- International events (including days of celebration and major events in the human rights sphere that relate to the commission)
- Federal parliamentary events (including sitting dates, senate estimates)

This will be updated at the commencement of each month, and maintained on the intranet.

#### 4.4 **Team acronyms**

The following acronyms are used for each commission team in the work plan:

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• <b>Australian Defence Forces Review team (ADFR)</b></li><li>• <b>Communications Team (CT)</b></li><li>• <b>Investigation and Conciliation Section (ICS)</b></li><li>• <b>International Programs Unit (IPU)</b></li><li>• <b>Legal Section (LS)</b></li></ul> <p><b>Corporate Services:</b></p> <ul style="list-style-type: none"><li>• Finance (F)</li><li>• Human resources (HS)</li><li>• Information and Communications technology (ICT)</li></ul> | <p><b>Policy teams:</b></p> <ul style="list-style-type: none"><li>• Age Discrimination Team (ADT)</li><li>• Children's Rights Team (CRT)</li><li>• Civil and Political Rights Team (CPRT)</li><li>• Community Engagement and Human Rights Education Team (CET)</li><li>• Disability Rights Team (DRT)</li><li>• Race Discrimination Team (RDT)</li><li>• Sex Discrimination Team (SDT)</li><li>• Sexual Orientation Gender Identity and Intersex (SOGII)</li><li>• Social Justice Team (SJT)</li><li>• Human Rights Scrutiny /Policy Coordination and Evaluation Teams (SET)</li></ul> |
|---|--|

## 5 Planned activities by team

Arranged in alphabetical order, the following tables indicate the planned activities of all Commission teams. The tables also indicate which of the strategic goals the work most substantively contributes to.

### 5.1 Communications

CT	Service/Activity	Strategic Goal
	Consolidate new Website	1,3,4
	Implement a Customer Relationship Management System to manage Commission's contacts.	1,3,4
	Support Major Launches and Events	1, 4
	Human Rights Awards	1,3,4
	Digital Media Project	1,3,4
	Publications and Branding	1,3,4
	BackMeUp (with CET)	1,3
	Children and Young People	1,3
	RightsTalk and CyberTalk (with CET)	1,3,4
	Intranet	4
	Ongoing: including media support to Commissioners, assistance with releases, crisis management.	4

### 5.2 Corporate services

Team	Service/project	Strategic Goal
F	Day to day business services related to maintaining the financial accounts	
F	Prepare annual statutory financial reports for AHRC and OAIC	
F	Finalise 2012-13 budget for AHRC and OAIC	
F	Prepare External Budget Documents for AHRC and OAIC	
F	Prepare and Lodge ATO Business Reports BAS and FBT returns	
F	Compliance - audit, procurement and records management	
HR	Day to day business services related to the human resources service.	

HR	Workplace Change	
HR	Employee engagement and development review	
HR	Work Health and Safety	
HR	OAIC Service delivery	
HR	Public Service Reform Agenda	
HR	Implementation and monitoring of Diversity Strategies	
HR	Internal Systems Review	
ICT	Day to day service related to the IT service and IT HelpDesk,	
ICT	EDRMS / SharePoint	
ICT	Completion of Submissions and reports	

### 5.3 Investigation and Conciliation Section

ICS	Service/Activity	Strategic Goal
	Provide a national best practice Complaint Information and Investigation Conciliation Service	2, 4
	Provide education about the law and the complaint process	1, 3
	Other cross Commission liaison and projects	4

### 5.4 International Programs Unit

IPU	Service/Activity	Strategic Goal
	China-Australia Human Rights Technical Cooperation Program	3
	Vietnam-Australia Human Rights Technical Cooperation Program	3
	Cooperation with the Indonesian Commission on Violence Against Women ('Komnas Perempuan')	3

### 5.5 Legal Section

LS	Service/Activity	Strategic Goal
	Day-to-day responsive workload	1, 2, 3, 4
	Develop and implement legal training schedule (internally and externally)	1



Develop and implement an information publication scheme (in accordance with the new <i>Freedom of Information Act</i> requirements)	4
Update legal manual to incorporate KPIs/timeframes and uploaded onto IPS section of website Develop streamlined processes for the management of human rights complaints under AHRC Act Develop and implement a process for the quarterly up-skilling of legal section staff Develop KPIs and plan to coordinate the completion of responsive legal work Expand focus and scope of liaison meetings with Commissioners/other areas of the Commission	4

## 5.6 Policy Section

\* Externally funded

Team	Project	Strategic Goal
ADFR*	Phase 3 Review into the ADFA Audit	1, 2, 3
	Treatment of Women: Recruit Schools Review	1, 2, 3
	ADF Audit	1, 2, 3
ADT*	Countering stereotypes of older people	1, 2, 3
ADT	<i>Access all Ages – Older Workers and Commonwealth Laws: Guidelines for leading practice in the recruitment of older workers</i>	1, 2, 3
ADT	<i>Access all Ages – Older Workers and Commonwealth Laws: Responding to the ALRC recommendations directed to the Commission</i>	1, 2, 3
ADT	Your rights at retirement	1, 2, 3
CET	Human rights education and training program: Human rights training strategy	1, 3,
	Human rights framework- education: APS Network and Forums	1
	Human rights education in schools	1, 3
	Human rights education and advocacy: TAFE National Aboriginal and Torres Strait Islander Legal Advocacy Courses	1, 3
	Something in common – schools focus	1
	Cyber bullying: BackMeUp campaign (with CT)	1, 3
CET	CyberTalks: Human rights and the internet (with CT)	1, 4

CET	Face the Facts	1
CRPT	Snapshot report on 'the state of the system [immigration detention and asylum]'	2
CRPT	Ten year review of A Last Resort? National Inquiry into Children in Immigration Detention	2
CRT	Listening Tour	1,3
CRT	Children's Rights Report	1,2,3
DRT	20 years 20 stories	1
DRT	Access to justice	1, 2
DRT	CRPD engagement	1,3,
DRT*	International participation of disability organisations	1
DRT	Violence against people with disability in institutional settings	1, 2
RDT	National Anti-Racism Strategy:	1, 2, 3 4
	NARPS Campaign	
	Workplace diversity health check tool	
	Racism in health service delivery	
	Policing in a Multicultural Australia: Best Practice Forum on Training	
SDT	Sexual harassment: resource and campaign	1, 3
SDT	Gender Stereotypes	1, 3
SDT*	Pregnancy and return to work after parental leave research project	2, 3
SJT	Social Justice and Native Title Report 2013	1, 2, 3
SJT	National Strategy - Declaration on the Rights of Indigenous People	1, 2, 3, 4
SJT*	Close The Gap	3
SJT*	Indigenous Peoples Organisation Network	1, 2
SJT*	Indigenous Human Rights Network Australia	1,2
SOGII	State of the nation LGBTI14	1, 2, 3
SOGII	Homophobic bullying in schools	1
SOGII	Implementing SOGII Bill and related strategies (with LS & ICS)	1
SET	Integration and transparency of human rights scrutiny on new website	3
SET	Human Rights – occasional publications series	1, 3
SET	Annual Planning and 2015-18 Strategic Plan	3, 4
SET	Monitoring and evaluation	3, 4



Team	Strategic advocacy or coordination
ADT	Cyber Inclusion for Older Australians
ADT	International /Convention
ADT	Panel on Positive Ageing
ADT	Research Partnerships
CET	Coordination of the BURR and VHB Programs
CRPT	Community engagement on asylum seekers and immigration detention
CRPT	Immigration detention and asylum policy
CRT	Access to Justice with DRT
CRT	Justice Re-investment with SJT.
CRT	Manual on sexual harassment for young people with SDT
DRT	National Disability Strategy and National Disability Insurance Scheme
DRT	Sterilisation
DRT	Children & Young People with Disability
DRT	Mental Health
DRT	Parents with a disability
RDT	Temporary migrant workers
SDT	Increasing women's economic security
SDT	Promoting women's leadership
SDT	Preventing violence against women and sexual harassment
SDT	Strengthening gender equality mechanisms and legal protections
SJT	Justice Reinvestment
SJT	Constitutional Recognition
SET	Joint Parliamentary Committee
SET	Consolidation of discrimination and HR law and related strategies
SET	Monitoring of UPR implementation including NHRAP
SOGII	Improving Data Collection

## 6 Strengthening collaboration on issues across the Commission

In this year's annual work plan, we have sought to organise the work program according to the Commission's key priorities as well as the major themes that cut across different areas.

This enables clearer and more holistic communication of our work to the external world. It also assists us in better coordinating our stakeholder engagement, tapping the skills and experience across the Commission, alignment of our monitoring and evaluation work, and ensures that our activities advance our strategic directions to the maximum extent possible.

Accordingly, the work plan includes a program of work for the following issues:

- Violence, harassment and bullying
- Human rights education and training (inc. Building understanding and respect for rights-BURR)
- Business sector engagement
- Children and young people
- International engagement
- Organisational systems

For each program area:

- an **accountable manager** is identified: This is a senior officer who will take on the primary responsibility of coordinating our efforts in the relevant area.
- a **Commission spokesperson / lead** is also identified: This is the commissioner who will be the lead contact for a program area, as well as for certain projects that are cross-commission in nature.

Program area	Commission spokesperson / lead	Accountable manager
<b>Violence Harassment and Bullying:</b>	To be advised by the Commission	[REDACTED], [REDACTED] [REDACTED]
<b>Human Rights Education and Training (+ BURR)</b>	To be advised by the Commission	[REDACTED], [REDACTED]
<b>Business sector engagement</b>	To be advised by the Commission	[REDACTED], [REDACTED] [REDACTED]
<b>Children and young people</b>	To be advised by the Commission	[REDACTED]
<b>Organisational systems</b>	To be advised by the Commission	[REDACTED], [REDACTED]
<b>International engagement</b>	To be advised by the Commission	[REDACTED], [REDACTED] [REDACTED]

For some project areas, internal working groups are operating to provide input and support from across the Commission. Similarly, we are seeking to ensure that our monitoring and evaluation work can capture data across related areas rather than at an individual project level.

This section provides a quick overview of the major activities that fall within each thematic area of work.

## 6.1 Violence Harassment and Bullying Program (VHB)

Coordination of this priority as a program is well established, led by CET and guided by the cross team Violence, harassment and bullying Program Working Group.

The program is currently focusing on developing a 'report' for communicating our VHB narrative and activities to external audiences. This resource will be updated with any new VHB work from the 2013-14 work plan.

### *Commission activities tackling VHB, 2013-14*

Team	Service/Project
ADER	Review into the Treatment of Women in the ADF Phase 3 a, b, c.
ADT	Access all Ages – Older Workers and Commonwealth Laws: Responding to the ALRC recommendations directed to the Commission
	Your Rights at Retirement
	Strategic Advocacy Area: Human rights and end of life
SDT/CRT	Manual on sexual harassment for young people
DRP/CRT	Access to Justice
PA	Violence against people with disability in institutional setting
	Strategic Advocacy Area: Sterilisation
IGS	Provide a national best practice Complaint Information and Investigation Conciliation Service
	Provide education about the law and the complaint process
IPU	China-Australia Human Rights Technical Cooperation Program 2013-2014
	Vietnam-Australia Human Rights Technical Cooperation Program 2013-2014
	Cooperation with the Indonesian Commission on Violence Against Women
RDT	National Anti-Racism Strategy
	Workplace health check
	Racism in health
	Policing project
SDT	Sexual harassment resource and campaign
	Strategic Advocacy Area: Preventing violence against women and sexual harassment
	Strategic Advocacy Area: Strengthening gender equality mechanisms and legal protections
SOGH	Homophobic bullying in schools
	<b>Cyberspace activities</b>
ADT	Strategic Advocacy Area: Cyber Inclusion for Older Australians
CET	Cyberbullying: BackMeUp campaign
	Human Rights and Internet
RDT	National Anti-Racism Strategy: Campaign
CE/CCT	Rights Talk: Cyber Talk

To manage this challenge the working group agreed the definition (see p5) of BURR program activities to those that actively facilitate:

- the acquisition of knowledge/skills and
- changes in attitudes or behaviours or motivating social action.

The 2013-14 listing of these activities is not provided in this work plan—we will task the existing working group with developing a framework for this work once the work plan has been approved.

There is an inevitable overlap between this program and the Human Rights Education and Training Program outlined in the next section.

## **6.2 Human Rights Education and Training Program (and BURR)**

To streamline coordination and monitoring of potentially similar activities—coordination of BURR related work will be coordinated under the auspice of this new program area. Following approval of the work plan, CET will liaise with the BURR Working Group to establish how this will be implemented.

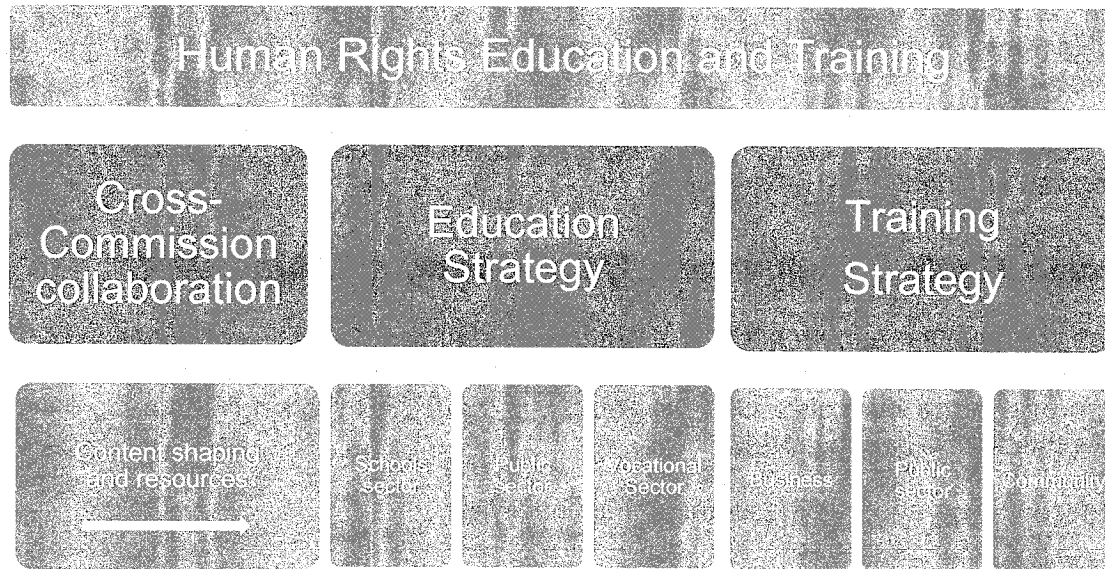
Human rights education and training is defined as involving:

- acquiring knowledge and skills
- developing respectful values and attitudes and changing behaviour
- motivating social action and empowering active citizenship.

This program is led by CET, who will also coordinate a cross-Commission program approach to this work. The program is illustrated in the following diagram and comprises:

1. **Education strategy** – focusing on the human rights education delivered in the school system as well as strategies to reach teachers and students, and through the vocational sector (for example TAFE)
2. **Training strategy** – focusing on delivering training in work and professional contents, especially to business and the Australian Public Service, as well as providing in-depth community targeted training
3. **Cross-Commission collaboration** to guide and shape teaching content and to develop teaching resources from Commission products.

*Education and training program*



*Commission education and training activities, 2013-14*

Team	Education and training activity
CET	Human Rights Education and Training Program (Training Strategy-with ICS)
ICS	Education about the law and the complaint process events
Legal	Staff and legal sector training events
IPU	HRTC programs
	<i>Projects shaping content/developing resources</i>
ADT	<i>Access all Ages – Older Workers and Commonwealth Laws: Responding to the ALRC recommendations directed to the Commission</i>
ADT	Countering stereotypes of older people
CET	Face the Facts
CRPT	Ten year review of A Last Resort?
DRT	20 years 20 stories
DRT	CRPD appearance
RDT	NARPS Campaign
RDT	Racism in health
SDT	Gender Stereotypes
SOGII	Implementing SOGII Bill

### 6.3 Engagement with the Business sector

This program area will be focused on coordinating our stakeholder management across the business sector and ensuring the resources we are developing for business present externally as integrated and linked.

#### *Commission activities engaging with business, 2013-14*

Team	Service/Project
ADT	Access all Ages – Older Workers and Commonwealth Laws: Guidelines for leading practice in the recruitment of older workers
ICS	Investigation and Conciliation Section
DRT	20 years 20 stories
RDT	Racism in health
RDT	Workplace diversity health check
SDT	Gender Stereotypes
SDT	Pregnancy and return to work after parental leave research project
SDT (SA)	Promoting women's leadership
SDT (SA)	Preventing violence against women and sexual harassment: Women in male dominated industries project
SDT (SA)	Increasing women's economic security
SJT	National Strategy - Declaration on the Rights of Indigenous People
SJT	Social Justice and Native Title Report 2013
SOGII	Implementing SOGII Bill and related strategies (with LS and ICS)

### 6.4 Children and young people

Many of our activities reach children and young people. Projects and activities in this program approach undertake work specifically with and for this target group and /or prioritise them as audience.

#### *Commission activities with and for children and young people, 2013-14*

Team	Service/Project
CRP	Listening Tour
CRT	CR Statutory Report to Parliament
DET	Human rights education in schools
CET	Something in common
CET	Cyber bullying BackMeUp campaign
CRPT	Ten year review of A Last Resort? National Inquiry into Children in Immigration Detention
DRT/CRT	Access to justice
ICS	Investigation and Conciliation Service (increasing access work)



RDT	NARPS Campaign
SDT/GRT	Sexual harassment: resource and campaign
CRPT (SA)	Community engagement on asylum seekers and immigration detention
DRT (SA)	Children & Young People with Disability

## 6.5 International activities

This year's work plan has an active international program with the following major components:

1. Technical assistance in China and Vietnam
  - o Further opportunities may present in Indonesia, the Asian and African regions (through AICHA, the APF and the Cth Forum of NHRIs).
2. Support for Indigenous rights – with dedicated funding of the IPO network from Government.
3. Support for disability rights – with dedicated funding for the DPO network from Government.
4. Engagement in regional and global NHRI networks – APF, ICC, Cth Forum.
5. Engagement with human rights mechanisms – such as UPR, treaty bodies, Special Rapporteurs and other Human Rights Council procedures.
6. Engagement with other UN procedures: CSW, Permanent Forum on Indigenous Issues.

### International Commission activities, 2013-14

Team	Project/activity
ADT (SA)	Promote development of international convention for the rights of older people.
DRT	Convention on the Rights of Persons with a Disability – periodic reporting
DRT	International Participation of DPOs
IPU	China-Australia Human Rights Technical Cooperation Program
IPU	Vietnam-Australia Human Rights Technical Cooperation Program
IPU	Cooperation with the Indonesian Commission on Violence Against Women ('Komnas Perempuan')
SDT (SA)	Strengthening gender equality mechanisms and legal protections : CSW 58, Preparation for reporting on progress CEDAW
SIJ	Indigenous Peoples Organisations Network
SIJ	Expert mechanism on the Rights of Indigenous Peoples
SET	Permanent Forum on Indigenous Issues
SET	OPCAT
Exec Dir. / IPU / SET	Management of relationship with DFAT and AusAid
President / Exec Dir	NHRI activities: ICC and its Finance Committee , handover of role as Chair of the Commonwealth Forum of NHRIs , Asia Pacific Forum

## 6.6 Organisational systems

The Commission is likely to be required to adopt some governance reforms with the impending passage of the *Public governance, performance and accountability bill 2013*. This will provide a focal point for reviewing our arrangements on sponsorship and fee for service. Additionally, we continue to progress arrangements for records management and under the amended FOI Act.

### Organisational systems 2013-14

Team/s	Service/Project
LS/CT/ICS/F	Records management and E-records systems, including: <ul style="list-style-type: none"> <li>Information Publication Scheme (in accordance with the new <i>Freedom of Information Act</i> requirements)</li> <li>Client Relationships Management System</li> <li>Document management system</li> </ul>
LS/F	Reviewing policies / process re partnerships, sponsorship and fee for service arrangements (especially re education and training delivery)
Exc. Dir./LS/F/Dir P	TBC (subject to passage of legislation): Implementation of governance changes under <i>Public governance, performance and accountability Bill 2013</i>
Exc Dir./R/A accountable managers	Risk management framework – maintenance and implementation

## 7 Activities requiring cross team capacity and support

In addition to their own work plans, the Corporate, Communications, Community Engagement teams, Legal Section and Investigation and Conciliation Section are regularly asked to provide specialist support to other teams (most substantially from within the policy section).

Two approaches have been taken to enable these teams more easily plan for the capacity needed to meet these requests:

- Where the support is substantial a staff member from the other team can be formally part of the project team. For example, for the CRPT report 'the state of the system [immigration detention and asylum]' a legal team member formally works on the project for one day per week.
- Where the input is less significant and the support needed is sporadic, for example associated with a project milestone such as a launch or tabling a report—the project manager is asked to simply forecast the need and timing and liaise as early as possible with the relevant support team.

The following tables list the forecasted timeline (where known) and support requested from:



- Communications
- Legal
- Investigation and Conciliation Section
- CET (Something in Common)
- SET (evaluation).

## 7.1 Communications

The following projects have been identified as potentially requiring a higher level of communications support or of involving more complex communication needs. For each of these projects, communications plans will be developed by the relevant project area and the communications team. This will assist in ensuring that there is capacity to provide higher level assistance during the course of the year.

### *Projects requiring communications plans / strategies*

Team	Project
ADT	Countering stereotypes of older people
CET	Human rights education and training program: Something in common – schools focus Cyber bullying: BackMeUp campaign (with CT)
CRPT	Ten year review of A Last Resort? National Inquiry into Children in Immigration Detention
CRT	The Big Banter – listening tour
CRT	Children's Rights Report
DRT	Access to justice
RDT	National Anti-Racism Strategy: NARPS Campaign
SDT	Sexual harassment: resource and campaign
SJT	Declaration on the Rights of Indigenous People
SJT (SA)	Justice Reinvestment
SJT (SA)	Constitutional recognition
SJT	Close The Gap
SOGII	State of the nation LGBTI14
SOGII	Homophobic bullying in schools

The following table indicates the likely communications' impact of each main project / activity for the 2013-14 financial year.

Team	Service/Project	Request	Time
ADFR	Phase 3 Review into the Treatment of Women	Media clipping service Report layout advice Launch media support	tbc
ADT	Countering stereotypes of older people	tbc	tbc
ADT	Your Rights at Retirement	Launch/media support	June/July 13

CET	Something in common	Media advice	Ongoing
CET	Human Rights Framework - Education	APS Network forum event support	tbc
CET	Cyberbullying: BackMeUp campaign	Campaign promotion and media support	Aug 13 Launch of competition tbc Winners announced
CET	Face the Facts	Web product Launch	Tbc March 14
CET (SC)	BURR/VHB Programs	Resource advice and promotion support	June/July 13 Desktop report resources
CRPT	Snapshot report on 'the state of the system'	Launch, report distribution/ promotion, media engagement.	Oct/Nov 13
CRPT	Ten year review of <i>A Last Resort?</i>	Launch, report distribution/ promotion, media engagement.	tbc
CRT	CRT Listening Tour	Big Banter campaign, promotional resources, Film products	April-Aug. 13
CRT	Children's Rights Team Statutory Report to Parliament	Launch and media	Oct-Dec 13
DRT	Access to Justice	Listening Tour Media support	July/Aug 13
DRT	CRPD Appearance	tbc	tbc
DRT	Twenty Years: Twenty Stories	Screening event support. Film festival/broadcasting promotion	July-Dec 13.
RDT	NARPS Campaign	Website, Media, CSA and Event support	Ongoing
RDT	Workplace health check	Launch support	Oct/Nov 13.
RDT	Policing project	Forum event support	
SDT	Sexual harassment resource and campaign	publication and launch support	Oct – Dec13 workplace education campaign
SDT	Gender Stereotyping Toolkit and Education resource	publication and launch of toolkit and education resource	Sept/ Oct 13: Online launch
SDT	Pregnancy and return to work after parental leave research project	Announcement of consultations & launch	Aug-Oct 13 May 14
SJT	Social Justice and Native Title Report 2013	Launch support	Nov 13

SJT	National Strategy - Declaration on the Rights of Indigenous People	Media support	tbc
SJT	Close the gap	tbc	tbc
SJT (SA)	Constitutional reform	tbc	tbc
SET	Integration and transparency of human rights scrutiny on new website	Consultation and options for digitisation of older content	April-July 13
SET	Human Rights – occasional publications series	tbc	Aug 13 onwards
SOGII	State of the nation LGBTI14	Media release and news story	April/May 14
SOGII	Homophobic bullying in schools	tbc	tbc

## 7.2 Legal

Team	Service/Project	Request	Time
ADFR	Phase 3 Review into the Treatment of Women	Senior legal officer services	One day per week.
ADT	Countering stereotypes of older people	Contracts	April 13 other tbc
ADT	Your Rights at Retirement	Publication review	tbc
ADT (SA)	Human rights and end of life	Review of position and briefing paper	tbc
CET	Human Rights in Schools	Review of submissions	tbc
CET	Face the Facts	Contract work	tbc
CET	BURR Coordination	Review of report	tbc
CET	VHB Coordination	Review of report	tbc
CRT	Big Banter	Children's privacy issues	June 13
CRPT	Snapshot report on 'the state of the system'	Legal officer on project team	One day per week
CRPT	Ten year review of <i>A Last Resort?</i>	Detention visit/s, roundtables, report input and legal review	tbc
CRPT (SA)	Community engagement on asylum seekers and immigration detention.	tbc	tbc
CRT	Children's Rights Team Statutory Report to Parliament	Legal review	Aug 13
ICS	Provide education about the law and the complaint process	Consultation with Legal,	tbc
DRT	Access to Justice	██████████ (on Project team)	15% of FTE
RDT	Workplace health check	If businesses request	Ongoing



		contracts with the Commission	
RDT (SA)	Racial Hatred discussion paper	Input and review	Mid-late 13
RDT (SA)	Temporary Migrant Workers Internal discussion paper	Input	tbc
SDT	Gender Stereotyping Toolkit and Education resource	Case studies	tbc
SDT	Pregnancy and return to work after parental leave research project	tbc	tbc
SDT (SA)	Increasing women's economic security	tbc	tbc
SDT (SA)	Strengthening gender equality mechanism and protections	tbc	tbc
SJT	Social Justice and Native Title Report 2013	Review report	Aug 13
SJT	Close the Gap Secretariat	Review chapters in shadow report	tbc
SJT	Indigenous Peoples Organisation Network	Review MoU	tbc
SJT	Indigenous Human Rights Network Australia	Contract support	tbc
SJT (SA)	Native title advocacy	Legal advice	Ad hoc
SJT (SA)	Constitutional reform	Advice as needed	
SET	Human Rights – occasional publications series	tbc	Aug 13 onwards
SET (SA)	Joint Parliamentary Committee	Input required according to subject. Rapid turnaround of submissions is required	ongoing
SET (SC)	Consolidation of discrimination and human rights laws and related strategies	tbc	tbc
SOGII	State of the nation LGBTI14	Review of paper	April 14
SOGII	Implementing SOGII Bill and related strategies	Review of materials	Tbc

### 7.3 Investigation and Conciliation Section

Team	Service/Project	Support request	Time
CET	Human Rights Education and Training Program: Human Rights Training Strategy	Participate in the development and delivery of training.	tbc

<b>CRT</b>	Big Banter	Input as required	
<b>CRPT</b>	OPCAT and immigration detention standards	Input into review of DIAC <i>Human Rights Standards for Immigration Detention.</i>	tbc
<b>CRPT</b>	Ten year review of <i>A Last Resort? National Inquiry into Children in Immigration Detention</i>	Report review and Input as required	tbc
<b>CRPT</b>	Snapshot report on 'the state of the system (immigration detention and asylum)'	Report review Report review and Input as required	Aug/Sept. 13
<b>SDT</b>	Gender Stereotyping Toolkit and Education resource	Input as required	tbc
<b>SDT</b>	Pregnancy and return to work after parental leave research project	Input as required	tbc
<b>RDT (SA)</b>	Racial Hatred discussion paper	Input and review	Mid-late 13
<b>RDT (SA)</b>	Temporary Migrant Workers Internal discussion paper	Input as required	tbc
<b>SET (SC)</b>	Joint Parliamentary Committee work	Input required according to subject. Rapid turnaround of submissions is required	ongoing
<b>SET (SC)</b>	Consolidation of discrimination & human rights laws & related strategies	Input as required	tbc
<b>SOGII</b>	Implementing SOGII Bill and related strategies	Updating complaints resources, staff training	May-Oct 13

#### 7.4 *Something in Common (SIC) support*

Earlier this year teams identified which of their projects could provide content for SIC activity. However, we have recently decided to refocus the publicity/promotion of the content of the SIC website away from social media interactions and to place a stronger focus on schools and young people. CET and the Communications Team will liaise with the following to teams in order to manage these requests.

Team	Service/Project	Request	Time
<b>CRPT</b>	Ten year review of <i>A Last Resort?</i>	tbc	tbc
<b>CRT</b>	CRT Listening Tour	tbc	April-Aug 13
<b>CRT</b>	Children's Rights Team Statutory Report	tbc	tbc
<b>DRT</b>	Access to Justice	tbc	tbc
<b>DRT</b>	CRPD Appearance	tbc	tbc
<b>RDT</b>	NARPS strategy Racism in health service delivery	tbc	tbc
<b>SDT</b>	Sexual harassment resource and campaign	promote through	

		SIC	
<b>SOGII</b>	Homophobic bullying in schools	Campaign	Oct - Nov 2013
<b>SET</b>	Human Rights – occasional publications series	tbc	Aug 13 onwards
<b>SET</b>	Integration and transparency of human rights scrutiny on new website	Tbc	tbc
<b>SJT</b>	Social Justice and Native Title Report 2013	Tbc	tbc
<b>SJT</b>	National Strategy - Declaration on the Rights of Indigenous People		

## 7.5 Evaluation commitment and SET support

Team	Project	M&E Level	Time/request
<b>ADT</b>	Countering stereotypes of older people	Depth/Ext & Internal	Ongoing
<b>CET</b>	Human Rights Education & Training Program	Depth/Ext & Internal	Ongoing
<b>CRPT</b>	Snapshot report on 'the state of the system'	Medium/Internal	tbc
<b>CRPT</b>	Ten year review of <i>A Last Resort?</i>	Medium/Internal	tbc
<b>CRT</b>	Children's Rights Report	Medium/Internal	tbc
<b>DRT</b>	Twenty years: Twenty stories	Medium/Internal	July & Dec 13 reports
<b>DRT</b>	Access to Justice	Medium/Internal	tbc
<b>DRT</b>	CRPD	Medium/Internal	tbc
<b>DRT</b>	International Participation	Medium/Team	FaCHSIA reporting cycle
<b>RDT</b>	National Anti-Racism Strategy: incs evaluation of: the Campaign, Policing, health and workplace audit tool projects	Depth/Ext & Internal	Ongoing
<b>SDT</b>	Sexual harassment resource and campaign	Medium/Internal	Feb 14 report
<b>SDT</b>	Gender Stereotyping Toolkit and Education resource	Medium/Internal	Sept/ Oct 13 Evaluation
<b>SJT</b>	Social Justice and Native Title Report 2013	Medium/Internal	tbc
<b>SJT</b>	National Strategy - Declaration on the Rights of Indigenous People	Medium/Internal	tbc
<b>SJT</b>	Indigenous Peoples Organisations Network	Medium/Team	FaCHSIA reporting cycle
<b>SOGII</b>	Homophobic bullying in schools	Medium/Internal	tbc
<b>SOGII</b>	LGBTI State of the Nation	Medium/Internal	tbc





Australian  
Human Rights  
Commission

# Attachment 1, Volume II 2013-14 Commission Work Plan

June 2013

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## Volume II, Team snapshots

The following snapshots are prepared according to the planning templates and guidance materials (available on the intranet). These assist in estimating timelines, resourcing and milestones for different activities so that we can see a snapshot of activity across the Commission at any given point of time.

**For all teams**, a team snapshot document has been prepared. **For policy teams**, there also exists a project plan for each major activity of the team (this uses planning templates that assist in the development and management of projects from inception). Project plans for policy teams are not included in this document but are hyperlinked to documents on the intranet.

### 1. Communications

Team: CT	Key milestones & timeline	Operational factors and impact on other teams	M&E Level (Min, med, in-depth or external)	Strategic Contribution Goals/ Results/ Indicators Priority	Commission comment
Project /activity title					
Consolidate new Website	<p><i>June – Dec 2013</i></p> <ul style="list-style-type: none"> <li>Fix bugs and any significant design flaws</li> <li>Conduct user testing, and remediate accordingly</li> <li>Train more staff across policy to upload content</li> <li>Build new sub-sites</li> <li>Implement development server to allow in-house design changes (budget dependant)</li> <li><i>Something in Common</i> website to move to the Commission site as a sub-site</li> </ul>	<p>This work will impact on the web teams' ability to take on new work.</p> <p>At the same time the training of policy staff in the new CMS is already allowing teams to upload more of their own content.</p>	Independent user testing	Goal 1, 1a, 1d, 1.1, 1.21.5 Goal 3, 3a Goal 4, 4b, 4.4	
Capacity	Web Manager EL1 (0.3), Web Developer APS6 (0.3), Web Assistant APS5 (0.3), Director EL2 (0.05)				
Implement a Customer Relationship	<p><i>June –Nov 2013</i></p> <p>Functional specification by June 2013 Contract by Aug. 2013</p>	Events and Marketing Coordinator away in July.	Min.	Goal 4, 4b, 4.4 Goal 1, 1a, 1d, 1.1, 1.21.5	

<b>Management system (CRM) to manage the Commission's contacts</b>	<p>Implementation by Oct. 2013</p> <ul style="list-style-type: none"> <li>• Functional specification to be prepared in conjunction with IT</li> <li>• Contract and implementation negotiated with company selected</li> <li>• Customisation of the CRM</li> <li>• Contacts transferred into CRM</li> </ul>	<p>A positive impact will be to move to a coordinated approach to contacts and email lists.</p>	<p>Goal 3, 3a</p>
<b>Capacity</b>	<p>Events and Marketing Coordinator APS6 (0.5 until July then 0.3 Aug-Nov.) , Web Manager EL1 (0.05), Director EL2 (0.05)</p>		
<b>Support Major Launches and Events</b>	<ul style="list-style-type: none"> <li>• Your Rights at Retirement and Age Stereotyping June/July 2013</li> <li>• BackMeUp competition Aug. 2013</li> <li>• Children's Commissioner Report to Parliament Oct-Dec 2013</li> <li>• Social Justice and Native Title Report Nov. 2013</li> <li>• Workplace Health Check Oct-Dec 2013</li> </ul>	<p>Need to try and avoid too many launches in the lead up to the Human Rights Awards.</p> <p>Comm's will have reduced capacity in Nov. due to the Awards.</p>	<p>Goal 4, 4b, 4.4 Goal 1, 1a,1b,1c,1d, 1.1, 1.4,1.5,1.6</p>
<b>Capacity</b>	<p>Media Advisor EL1 (0.05) Project Coordinator , Events and Marketing Coordinator APS6 (0.1) Director EL2 (0.05)</p>		
<b>Human Rights Awards</b>	<p>June-September</p> <ul style="list-style-type: none"> <li>- Nominations open Sept. 2012</li> <li>- Nominations close and judging begins December 10, 2012</li> <li>- Awards event</li> </ul>	<p>We hope that we might have a Communications intern to assist.</p>	<p>In-depth. Initial indication through ticket sales and sponsorship. Feedback on the event is monitored, &amp; online survey conducted.</p> <p>Goal 4, 4b, 4.4 Goal 1, 1a, 1d, 1.1, 1.2,1.5 Goal 3, 3a</p>
<b>Capacity</b>	<p>Events and Marketing Coordinator APS6 (0.5 June and Nov.) Media Advisor EL1 (0.05), Director EL2 (0.05)</p>		

<b>Digital Media Project</b>	<ul style="list-style-type: none"> <li>Implemented throughout 2013/14</li> <li>- Purchase video equipment, train some staff</li> <li>- Undertake limited in-house video work, while still out-sourcing major work</li> <li>- Update the Social Media guidelines</li> <li>- Analytics tracked and reports provided regularly to the Commission</li> </ul>	<p>Additional support for video work.</p> <p>Risk is of unrealistic expectation for in-house support, and consequent</p>	Min	<p>Goal 1, 1a, 1d, 1.1, 1.21.5</p> <p>Goal 3, 3a</p> <p>Goal 4, 4b, 4.4</p>
<b>Capacity</b>	Web Manager (0.1), Executive Assistant working on analytics (0.3), Media Advisors (0.1), Director (0.05)			
<b>Publications and Branding</b>	<ul style="list-style-type: none"> <li>- September 2013 Annual Report</li> <li>- Late July- September: Update branding standards</li> <li>- Create templates for minor publications such as reports to parliamentary committees.</li> </ul>		Min	<p>Goal 1,3 and 4</p> <p>Results 1a, 1c, 1d, 3a, 4b, 4d.</p>
<b>Capacity</b>	Media Advisor (0.3) August and September for 2013, Events and Marketing Coordinator APS6 (0.1 June-Sept),			
<b>BackMeUp</b>	<ul style="list-style-type: none"> <li>- June to October 2013</li> <li>- Major work is on promotion and marketing</li> <li>- Video production</li> <li>- Launch</li> </ul>		CET	<p>Goal 1, 1a, 1d, 1.1, 1.21.5</p> <p>Goal 3, 3a</p>
<b>Capacity</b>	Project anticipated to run until October 2013. During this period Media Advisor (0.2), Events and Marketing Coordinator (0.1) Web Manager (0.05), Director (0.05)			
<b>Intranet</b>	<ul style="list-style-type: none"> <li>- Possible project for Feb-June 2014</li> <li>- In the meantime, minor re-design work could be undertaken.</li> <li>- Project not yet funded or approved.</li> <li>- Aim is to improve internal communication. A critical part of this project is to consult staff about their needs.</li> </ul>	<p>Combined project with IT.</p> <p>The key issue with this Project is staff capacity to undertake it.</p>	Staff survey	<p>Goal 4, 4b, 4c., 4.4</p>
<b>Capacity</b>	Ideally a Contractor would need to be employed to undertake staff consultation and prepare re-design. They would then need to work with IT and Communications on implementation. Web Manager (0.3) Feb-June 2014, Web Developer (0.3) Feb-June 2014, Director (0.05) Feb-June 2014			

Children and Young People	-BackMeUp as detailed above -Support to Big Banter June –August - Sub-site on Commission website		CRT	Goal 1, 1a, 1d, 1.1, 1.21.5 Goal 3, 3a
Capacity	Media Advisor (0.3), Web Developer (0.3), Director (0.05)			
RightsTalk and CyberTalk	- 2013/14 - Coordinating the seminar program, organising publicity and marketing.	This is an area of growing importance to the Commission, so its' anticipated the workload will increase.	Audience feedback	Goal 1, 3 and 4. Results 1a, 1c, 1d, 3a, 3d, 4d.
Capacity	Director EL2 (0.2), Manager Web Team EL1 (0.1). This work could expand to include media advisors and members of the web team.			
Ongoing Work	-Update webpages as required by Units and develop new sub-sites. -Media support to Commissioners, assistance with releases, launches and crisis management. -Coordinate contracts for communications support eg videos, desk-top publishing, editing etc.			
Capacity Total	Director ████████ EL2 Media Advisor ████████ EL1 Media Advisor ████████ EL1 Media Advisor ████████ EI1 Web Manager ████████ EL1 Web Designer ████████ (maternity leave) APS 6 Events and Marketing Coordinator ████████ APS 6 Web Developer ████████ (filling in for ████████) APS 5 Web Assistant ████████ APS 4 Executive Assistant ████████ (Currently on maternity leave – works 3 days )APS4 Executive Assistant ████████ (3 days) APS 4			

## 2. Corporate services

### (a) Finance

Team: Finance	Key milestones & timeline	Key outcomes	Contribution to Strategic Goals/Results/ Indicators	Executive Comment
Project /activity title:				
1. Normal day to day business services related to maintaining the Commission's financial accounts	Specific Significant Business Activities undertaken by Corporate Services are set out below			
2. Prepare annual statutory financial reports for AHRC and OAIC	July – September. Prepare final management reports to staff for validation. Finalise external financial reports, face statements and notes.	<ul style="list-style-type: none"> <li>Audit cleared reports tabled in Parliament and completion of a Certificate of compliance from the CEO to the Finance Minister</li> </ul>	4b, 4.1 We report to government as business owners on the Commission's use of financial resources during the year	
3. Finalise 2012-13 budget for AHRC and OAIC	July – August Validate projected expenses, confirm organisational changes and identify required savings.	<ul style="list-style-type: none"> <li>CEO approved Budgets uploaded to management reporting software and preparation of monthly management reports</li> </ul>	4b, 4.3 We provide effective feedback to internal clients	
4. Prepare External Budget Documents for AHRC and OAIC	Sept, Dec-Jan, Apr	<ul style="list-style-type: none"> <li>Finance cleared Portfolio Budget documents including NPP initiatives and monthly estimates profile. Completion of monthly financial reporting to Finance</li> </ul>	4b, 4.1 We report to government as business owners on the Commission's use of financial resources during the year and forecast expenditure in out years	
5. Prepare and Lodge ATO Business Reports BAS and FBT returns	Monthly with FBT return in March	<ul style="list-style-type: none"> <li>BAS and FBT lodgement</li> </ul>	4b, 4.1 We are a good corporate citizen and report as required on tax collections and payments.	



(b) Human resources

<b>Activity</b> <i>We will engage in this activity to help achieve our strategic plan</i>	<b>Strategic plan</b> <i>The activity will contribute to this strategic goal in this way</i>	<b>Impact</b> <i>The activity will achieve this impact on these people</i>	<b>Success measure</b> <i>We know we will have succeeded if this happens</i>
<b>1. Workplace Change</b> <ul style="list-style-type: none"> <li>Support the transition to the new Race Commissioner (June/July 2013)</li> <li>Implement new HRIS modules in recruitment and selection, performance management and learning and development (June 2013-December 2014)</li> <li>Review HR team capacity (August-September 2013)</li> <li>Planning for new EA Sept 2013-March 2014)</li> </ul>	<b>4.1 Our Commission Executive maintains effective governance and strategic management and oversight of the organisation.</b>		Smooth transition and minimal disruption to the work of the Commission  Harmonious change process with positive outcomes for staff  Effective implementation
<b>2. Employee engagement and development review</b> <ul style="list-style-type: none"> <li>Collaborate with Commission Manager's on learning and development needs across the Commission (July-Sept 2013)</li> <li>Prepare and implement new intern intake and management process (July-Oct 2013)</li> <li>Employee consultation and discussion around new EA.</li> </ul>	<b>4b Our systems, policies and procedures are efficient, flexibly administered, while also meeting all professional standards and legislative requirements.</b>	Alignment with the goals of the organisation leading to improved productivity and engagement Strong performance culture as an attraction/retention tool Build confidence that the Commission is open and responsive to staff feedback and values development opportunities to build the capacity of staff Broaden opportunities for personal and professional development	Timely information and advice provided to Commission Executive Feedback from staff is valued and acted upon where possible Implementation of automatic workflow to support the timely completion of performance management cycle discussions and paperwork transfer
<b>3. Work Health and Safety</b> <ul style="list-style-type: none"> <li>Implement a calendar of health and wellbeing seminars (August 2013-July 2014)</li> </ul>	<b>4c We maintain a diverse and safe workplace</b>  <b>4.6 Our staff are respected and</b>	Employ positive strategies for management of workload and health Ensure staff have consultation	Workplace health and safety optimised Attendance at planned events reflects interest expressed

<ul style="list-style-type: none"> <li>• Increase networking opportunities for broader experience base (ongoing)</li> </ul>	<p>valued and are supported with a work life balance, professional development and job satisfaction</p>	<p>opportunities.</p> <p>Enable staff to deliver on Commission objectives</p> <p>Safety of staff in our workplace maintained</p>	<p>Cohesive, positive and professional work relationships are evident</p> <p>Staff are productive and positive</p> <p>Ergonomic standards are met</p>
<p><b>4. OAIC Service delivery</b></p> <ul style="list-style-type: none"> <li>• Finalise new MoU arrangements</li> <li>• Support review of employment policies (ongoing)</li> <li>• Provide advice and support on WHS changes (ongoing)</li> <li>• Reflect structural changes in payroll/leave management systems</li> </ul>	<p>This activity is exclusive from those that have direct links to the Commission's work. It will however, take significant time and resources which will potentially impact on HR's capacity to deliver on other Commission focussed objectives.</p> <p>Maintenance of this arrangement has budget implications for the Commission.</p>	<p>There will be an impact on IT Finance and HR staff to varying degrees dependent on service demands under this arrangement.</p>	<p>Seamless transition.</p> <p>Industrial harmony</p> <p>Positive feedback from staff and agency executives</p> <p>Service standards clearly defined and agreed.</p>
<p><b>5. Public Service Reform Agenda</b></p> <ul style="list-style-type: none"> <li>• Monitor shared services arrangements (ongoing)</li> <li>• Monitor impacts arising from any political change</li> <li>• Prepare for and implement the new Public Service Amendment Bill changes (July/August 2013)</li> </ul>	<p>Demonstration of corporate responsibility and good governance</p> <p>Regular assessment of priorities to maximise return for the community</p>	<p>Staff and Commission Executive will receive information about change in a timely, clear and accessible manner</p> <p>Opportunities for career development will be communicated and supported where possible</p> <p>Service wide changes for staff will be minimised where it is within the Commission's capacity to do so.</p>	<p>Timely information and advice provided to Commission Executive</p> <p>Any change implemented with industrial harmony</p>
<p><b>6. Implementation and monitoring of Diversity Strategies</b></p> <ul style="list-style-type: none"> <li>• Review the Commission's Workplace Diversity Strategy</li> </ul>	<p>4c We maintain a diverse and safe workplace</p> <p>4.2 We exceed Australian Public</p>	<p>More flexible and responsive workplace</p> <p>Higher morale and productivity</p> <p>Increased diversity in our workforce</p>	<p>% usage of flexible work arrangements and across different classification levels</p>



<p>(September – December 2013)</p> <ul style="list-style-type: none"> <li>• Support the APSC As-One Disability Employment Strategy and monitor the Commission's Disability Action Plan. (ongoing)</li> <li>• Prioritise diversity strategies around new intern arrangements (Jan-June 2014)</li> <li>• Monitor workplace flexibility arrangements in line with the National Telework Strategy and federal government targets for 2020.</li> </ul>	<p>Service rates for workplace diversity.</p>	<p>Overt demonstration of our human rights values</p> <p>Improve our record on employment of people with a disability              Harness a diverse set of skills and life experiences to inform our work and each other</p>	<p>Improved attraction, development, support and retention of indigenous employees              Increased % of employment diversity statistics              % pool of candidates with a disability applying for work with the Commission              Timely information and advice provided to Commission Executive</p>
<p><b>7. Internal Systems Review</b></p> <ul style="list-style-type: none"> <li>• In collaboration with internal stakeholders review existing Commission engagement systems including internships and professional development opportunities. (ongoing)</li> <li>• Co-ordinate implementation of an e-records system in HR (Sept 2013 – June 2014)</li> <li>• Review HR documentation and policies for consistency with APS reform changes and EA implementation (November 2013-May 2014)</li> <li>• Evaluate changes to Commission web jobs page (June –December 2013)</li> </ul>			

(c) Information and Communications technology

Team: IT	Key milestones & timeline	Cross team implications	M&E Level Min, med, depth external	Strategic Contribution Goals/ Results/ Indicators. Priority*	Commission comment
Activity /project title:					
Maintain IT HelpDesk	<b>Ongoing</b> Including Purchasing , setup and maintenance of iPhone, iPads, laptops, PC's and MFD's Support of Commission A/V equipment Support and setup of approximate 100 remote users from AHRC and OAIC Support for Avaya phone system and VoIP Back up all data on a daily basis	All of the commission and OAIC rely on day to day support from the IT HelpDesk	N/A	Goal 4 Result 4b Indicator 4.3	
Capacity	3 X APS3, 100% with 1X APS4 20%, 1 X APS6 50%, 1 x EL1/EL2 20% FTE's				
Security Accreditation of AHRC/OAIC networks	<b>Current August 13</b> Update and implement all security Policies and procedures	Both the Commission and OAIC must comply with the AG's PSPF	N/A	Goal 4 Result 4b Indicator 4.3	
Capacity	1 X APS6 1 X EL1/EL2 60% 1 X EL2 70%				
CRM	<b>Current – July 13</b> Implement a Customer Records Management system for use by EA's and Communications	IT Servers need to have servers built and ready for migration of all Contact databases	N/A	Goal 4 Result 4b Indicator 4.3	
Capacity	3X APS3 25% 1 X APS4 25% 1X EL1/EL2 60% FTE				
AHRC EDRMS / SharePoint	<b>Current - June 14</b> Upgrade of AHRC's document management systems, building servers to suit and working with Contractors on integration with our network	IT Servers need to have servers built and ready for migration for contractors work to begin at end of 2013	N/A	Goal 4 Result 4b Indicator 4.3	
Capacity	1 X APS4 1 X APS6 25% 1 X EL1/EL2 60% 1 X EL2 70% FTE				

<b>Completion of Submissions and reports</b>	Ongoing AGIMO, Department of Finance and Deregulation, DSD and the Commission's Finance department require many reports from our IT department and with OAIC every report needs to be filled out twice.	It is now compulsory for small government agencies to fill in all these reports for the issuing agency	N/A	Goal 4 Result 4b Indicator 4.3
<b>Capacity</b>	1 X EL1/EL2 40% FTE			

### 3. Investigation and Conciliation Section

Team: ICS	Key milestones & timeline	Operational factors (Include impact on other teams)	M&E Level Min, med, depth, external	Relevant Strategic Goals/ Results/ Indicators,	Contributes to: VHB, BARR, SIC, Children, Cyberspace	Commission comment
<b>Provide a national best practice Complaint Information and Investigation /Conciliation Service</b>	<p><b>April - May 2013</b></p> <ul style="list-style-type: none"> <li>Staff training on legislative amendments (as required)</li> <li>Finalisation of national mediator accreditation process for staff</li> </ul> <p><b>Aug – Sept 2013</b></p> <ul style="list-style-type: none"> <li>All staff review of performance re KPIs and benchmarking information</li> <li>Review of service delivery for specific client groups</li> </ul> <p><b>Oct 2013</b></p> <ul style="list-style-type: none"> <li>Implementation of proposed improvement/activities arising from Review and Planning Day</li> </ul> <p><b>Jan 2014</b></p> <ul style="list-style-type: none"> <li>Mid-year review of performance</li> </ul>	<ul style="list-style-type: none"> <li>Feedback sought from internal stakeholders</li> </ul>	Medium/ in-depth	<p><u>Goal 2</u> Results 2a Indicator 2.1</p> <p><u>Goal 4</u> Results 4b Indicator 4.5</p>	BARR VHB	
<b>Provide education about the law and</b>	<p><b>April - Dec 2013</b></p> <ul style="list-style-type: none"> <li>Update of public information re</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with Legal,</li> </ul>	Medium/ In-depth	<u>Goal 1</u> Results 1a -	BARR VHB	



<p><b>the complaint process</b></p>	<p>legislative changes (as required) \</p> <p><b>July-Dec 13</b></p> <ul style="list-style-type: none"> <li>Participate with CET in the development and implementation of the Human Rights Training Strategy as a component of the Human Rights Education and Training Program.</li> </ul> <p><b>Aug – Sept 2013</b></p> <ul style="list-style-type: none"> <li>Review of current CEE strategy and impact</li> </ul> <p><b>Oct 2013</b></p> <ul style="list-style-type: none"> <li>Planning re future CEE work including training activities arising from HRECC</li> <li>Initiation of educational impact survey project</li> </ul>	<p>Policy teams</p> <ul style="list-style-type: none"> <li>Collaborative work with CET</li> </ul>		<p>d Indicator 1.5</p> <p><u>Goal 3</u> Results 3d Indicator 3.3 – 3.5</p>		
<p><b>Other cross Commission liaison and projects</b></p>	<p><b>Aug – Sept 2013</b></p> <ul style="list-style-type: none"> <li>Review of current information sharing and collaborative work between ICS and internal stakeholders</li> </ul> <p><b>October 2013</b></p> <ul style="list-style-type: none"> <li>Commence implementation of proposed improvement activities</li> </ul>	<ul style="list-style-type: none"> <li>Requires input /participation of Commissioners , Legal &amp; Policy Teams</li> </ul>	<p>Minimum</p>	<p><u>Goal 4</u> Results 4b Indicator 4.4</p>	<p>BURR VHB Cyberspace</p>	
<p><b>Business systems</b></p>	<p><b>Aug – Sept 2013</b></p> <ul style="list-style-type: none"> <li>Review of Smart form processes</li> <li>Participation in Commission-wide document management working group</li> </ul> <p><b>October 2013</b></p> <ul style="list-style-type: none"> <li>Commence work on updated Procedures Manual</li> </ul>	<ul style="list-style-type: none"> <li>Requires input of ICT and Legal</li> </ul>		<p><u>Goal 4</u> Results 4b Indicators 4.4 &amp; 4.6</p>		

#### 4. International Programs Unit

Team: IPU	Key milestones & timeline	Cross team implications	M&E Level (Min, med, in-depth or external)	Strategic Contribution Goals/ Results/ Indicators. Priority*	Commission comment
Program/ Project & Advocacy title:					
<p><b>China-Australia Human Rights Technical Cooperation Program (HRTC), 2013-2014</b></p>	<p>[Note: It is expected that the latter half of 2013 will also include some remaining activities of the 2012-2013 cycle of the China HRTC Program that have been delayed or re-scheduled. They include a Model United Nations Conference that will be held in China in November 2013. The Model UN will be attended by Chinese and Australian university and will simulate the UN Commission on the Status of Women.]</p> <p><b>July 2013:</b> Planning Mission to China to design the activities to be implemented in the 2013-2014 HRTC. Report of planning mission will be completed and submitted to AusAID by September 2013.</p> <p><b>Late 2013 to June 2014:</b> The 2013-2014 Program will consist of a series of activities implemented in cooperation with a selected group of Chinese partner agencies. The lead coordinating agency on the Chinese side is the Ministry of Foreign Affairs.</p> <p>It is anticipated that activities may be undertaken with</p> <ul style="list-style-type: none"> <li>▪ All-China Women's Federation</li> </ul>	<p>The mission will be fully funded by AusAID, covering both expenses and staff time.</p> <p>It is expected that the planning mission will be led by the President, assisted by IPU staff. AusAID funding for the 2013-2014 HRTC will be \$2.5 million.</p> <p>Some modest level assistance from other units of the Commission on activities that relate to their portfolio areas.</p>	<p>Medium M&amp;E with support from external technical expert provided by AusAID</p>	<p><u>Goal 3: Leadership and Influence:</u> Results: 3a 3c 3d Indicators: 3.2 3.3 3.4  VHB BURR</p>	

- Beijing Zhicheng Legal Aid Organization
- China Disabled Persons Federation
- Ministry of Civil Affairs
- Ministry of Foreign Affairs
- Ministry of Justice
- Ministry of Public Security
- National Population and Family Planning Commission
- Supreme People's Court
- Supreme People's Procuracy
- United Nations Association of China

The 2013-2014 HRTC program will support activities at three levels – i) relationship-building and exposure to human rights; ii) short-term, one-off activities; iii) long-term strategic engagement. These activities, such as exchanges, study tours and workshops, will facilitate dialogue on human rights practice between Chinese and Australian individuals and organisations.

More specific timelines and milestones will be determined during the planning mission later in 2013.

**Capacity**

Project team members – 4 FTE

**Vietnam-Australia Human Rights Technical Cooperation Program (HRTC), 2013-2014**

[Note: It is expected that the latter half of 2013 may also include some remaining activities of the 2012-2013 cycle of the Vietnam HRTC Program that have been delayed or re-scheduled.]

**August or September 2013:** Planning Mission to Vietnam to design the activities to be implemented in the 2013-2014 HRTC. Report of planning mission will be completed and submitted to AusAID in September or October 2013.

AusAID funding for the next stage (i.e. Phase 5) of the Vietnam HRTC in is yet to be confirmed. However, on present indications it looks likely to be about \$3.2 million over three years commencing at the

In-depth M&E with support from external technical expert provided by AusAID

Goal 3: Leadership and Influence:  
Results:  
3a 3c 3d  
Indicators:  
3.2 3.3 3.4  
VHB BURR