

**Registered Organisations Commission - Performance Plan
1 July 2017 - 30 June 2018**

Employee Name: Chris Enright

Position/Title: Executive Director

Supervisor Name: Mark Bielecki

My role and expectations

My Core Work will support the corporate plan of the Fair Work Ombudsman and the Registered Organisations Commission and contribute to the delivery of the strategic intent and operational requirements of the Registered Organisations Commission

ROC's priorities and activities

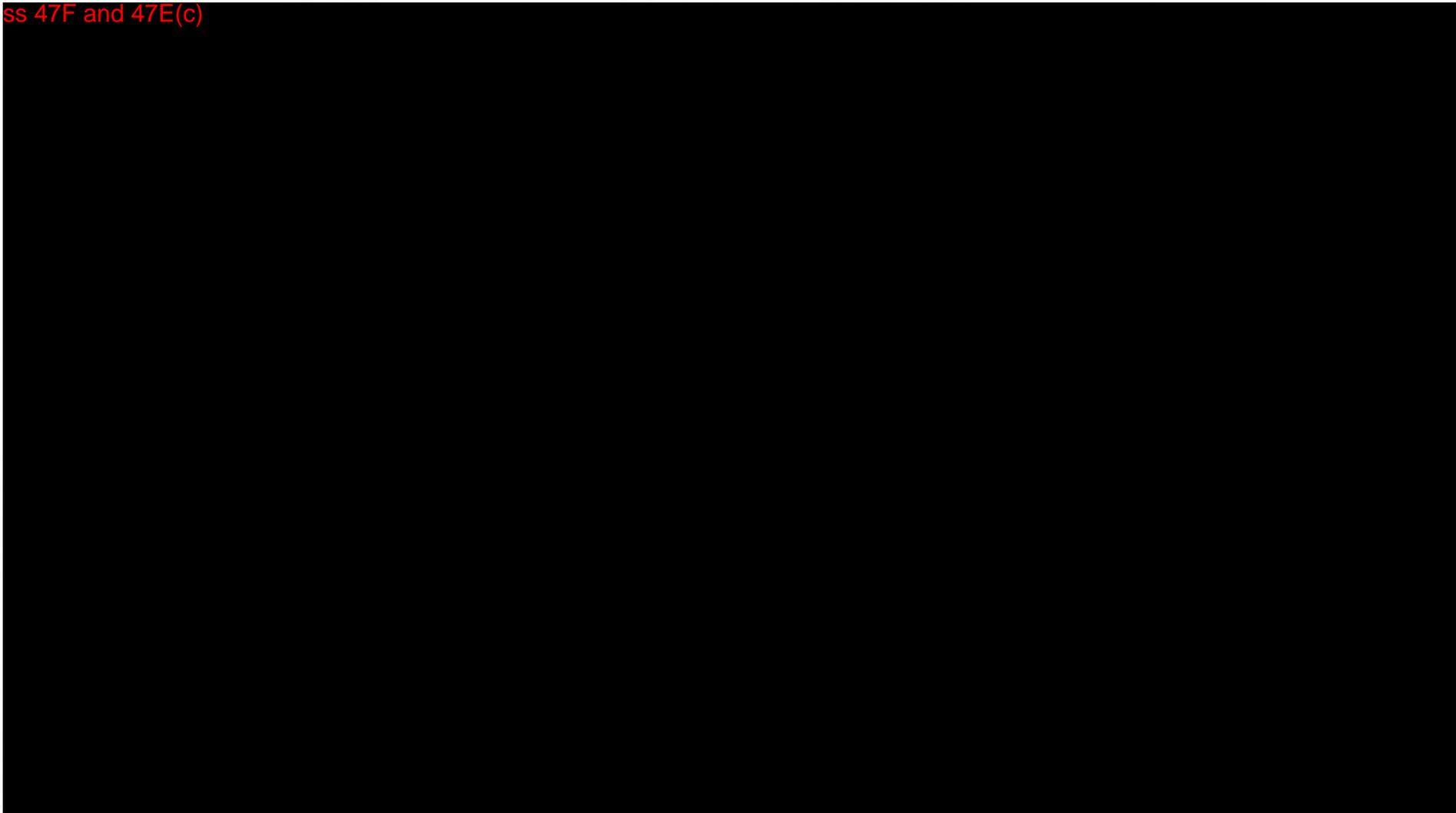
My priorities/responsibilities

Performance measures/targets

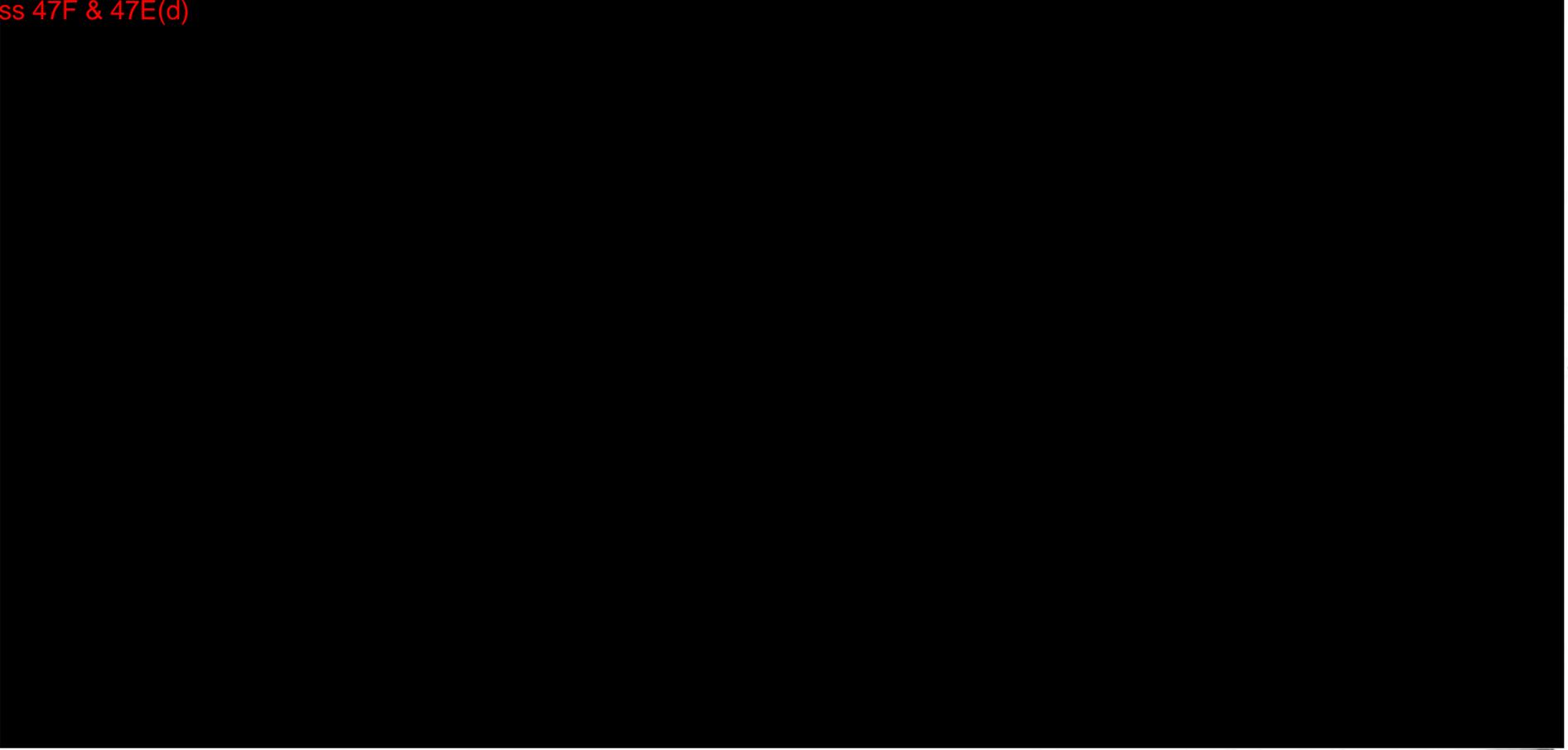
Timeframe for completion

SS 47F and 47E(c)

ss 47F and 47E(c)

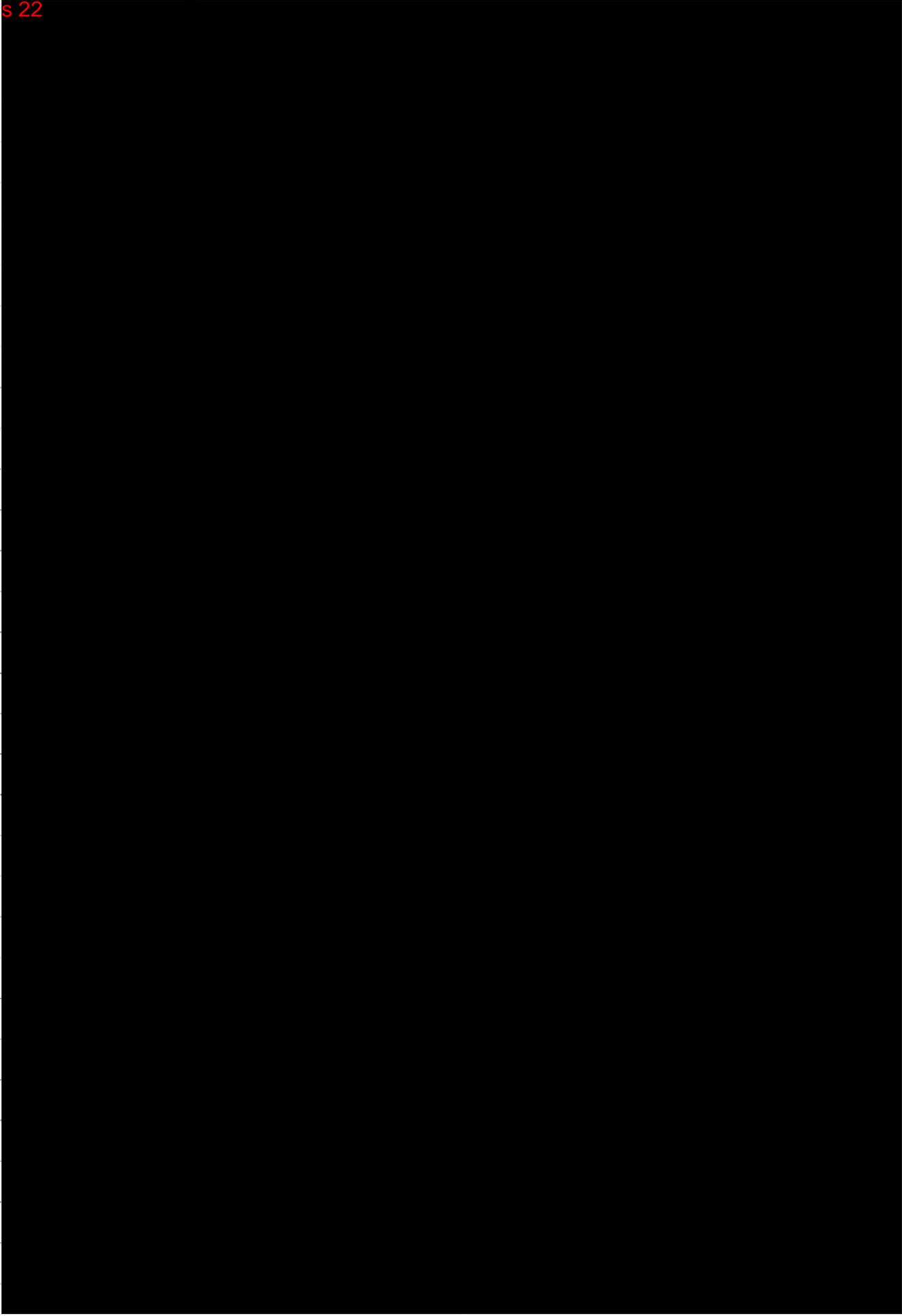


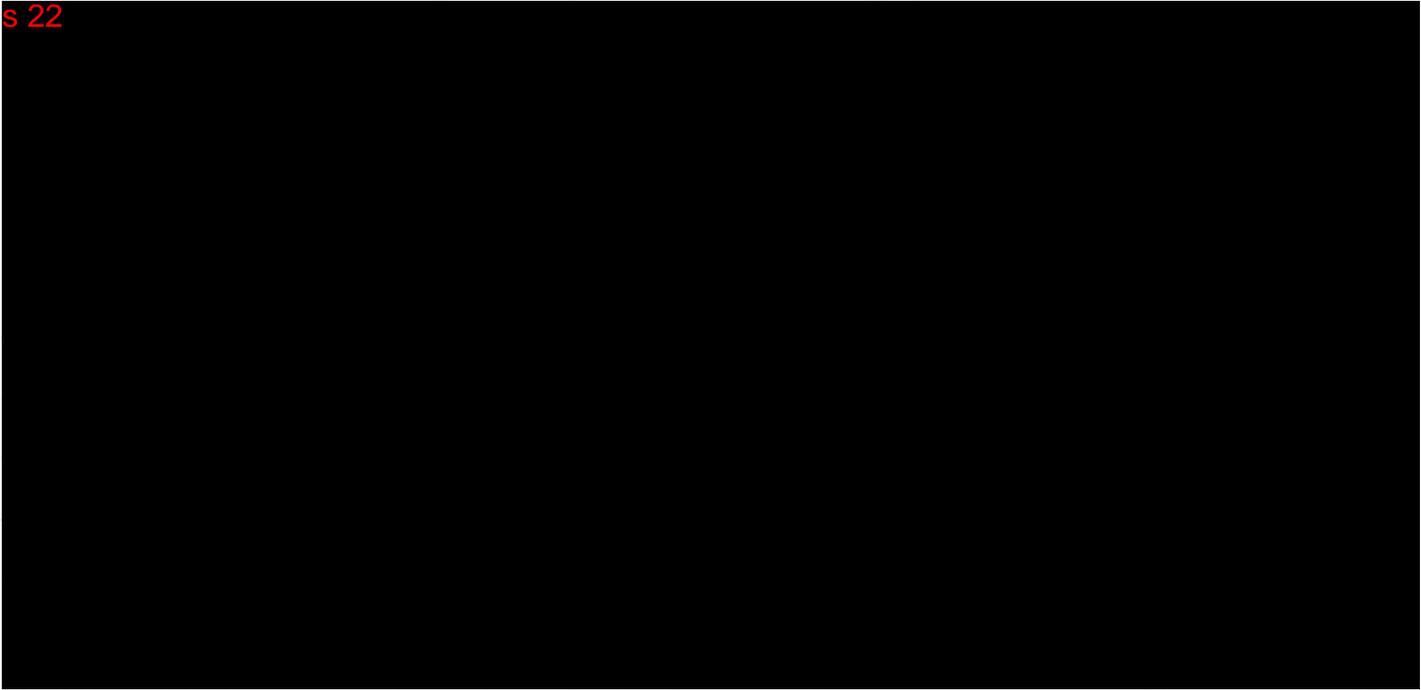
ss 47F & 47E(d)



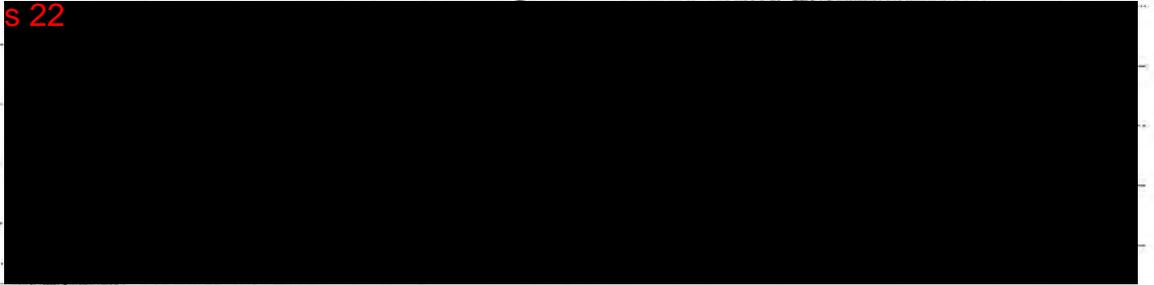
Wed 11/7

s 22





1500 - Meeting with Mark -
Sec - 178 -



Chris ENRIGHT

S 22

From: BLEESER,Naomi
Sent: Monday, 16 July 2018 11:07 AM
To: BIELECKI,Mark
Cc: FWO - Pay Queries; S 22
Subject: RE: SEB 1 - Performance Review [DLM=Sensitive:Personal]

Categories: S 22

Sensitive: Personal

Thank you Mark

SS 47F and 47E(c)

s 22

Pay Team, please action and let me know if you need anything further.

Regards

Naomi

From: BIELECKI,Mark
Sent: Friday, 13 July 2018 5:09 PM
To: BLEESER,Naomi <Naomi.Bleeser@fwo.gov.au>
Subject: SEB 1 - Performance Review [DLM=Sensitive:Personal]

Sensitive: Personal

Confidential

Hello Naomi

Thank you for your recent help with staffing matters.

ss 47F and 47E(c)

Please let me know if you need more from me.

Kind regards,

MARK BIELECKI
Commissioner
Registered Organisations Commission

Tel: s 22
mark.bielecki@roc.gov.au

GPO Box 2983, MELBOURNE VIC 3001 | 414 La Trobe Street, Melbourne Victoria 3000

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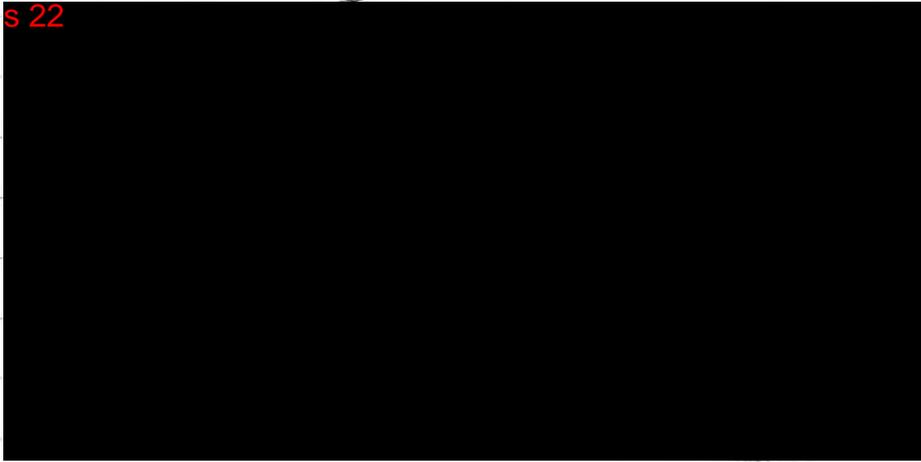


Australian Government
Registered Organisations Commission

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FR 27/0

s 22



Discussion grade Mark:

10.45

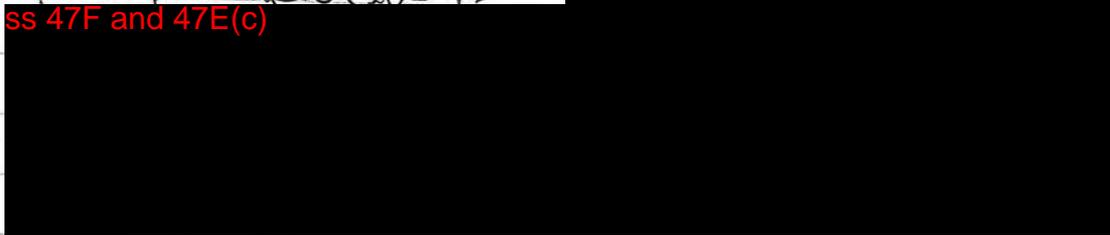
— 12 noon

→ Mark B-

— PDP - level

ss 47F and 47E(c)

ss 47F and 47E(c)



s 22



Mon 20/8

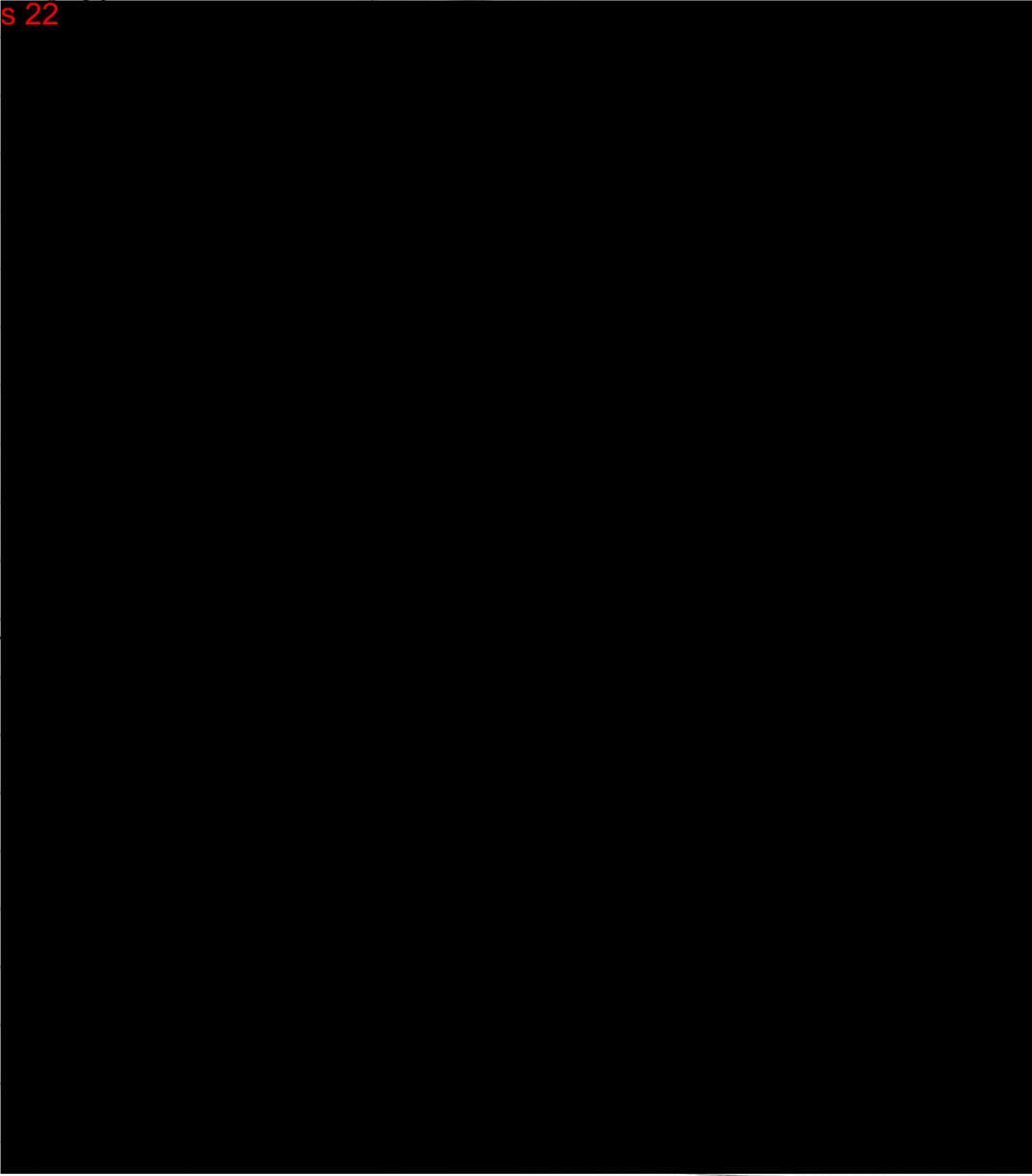
- Meeting with Mab -

s 22



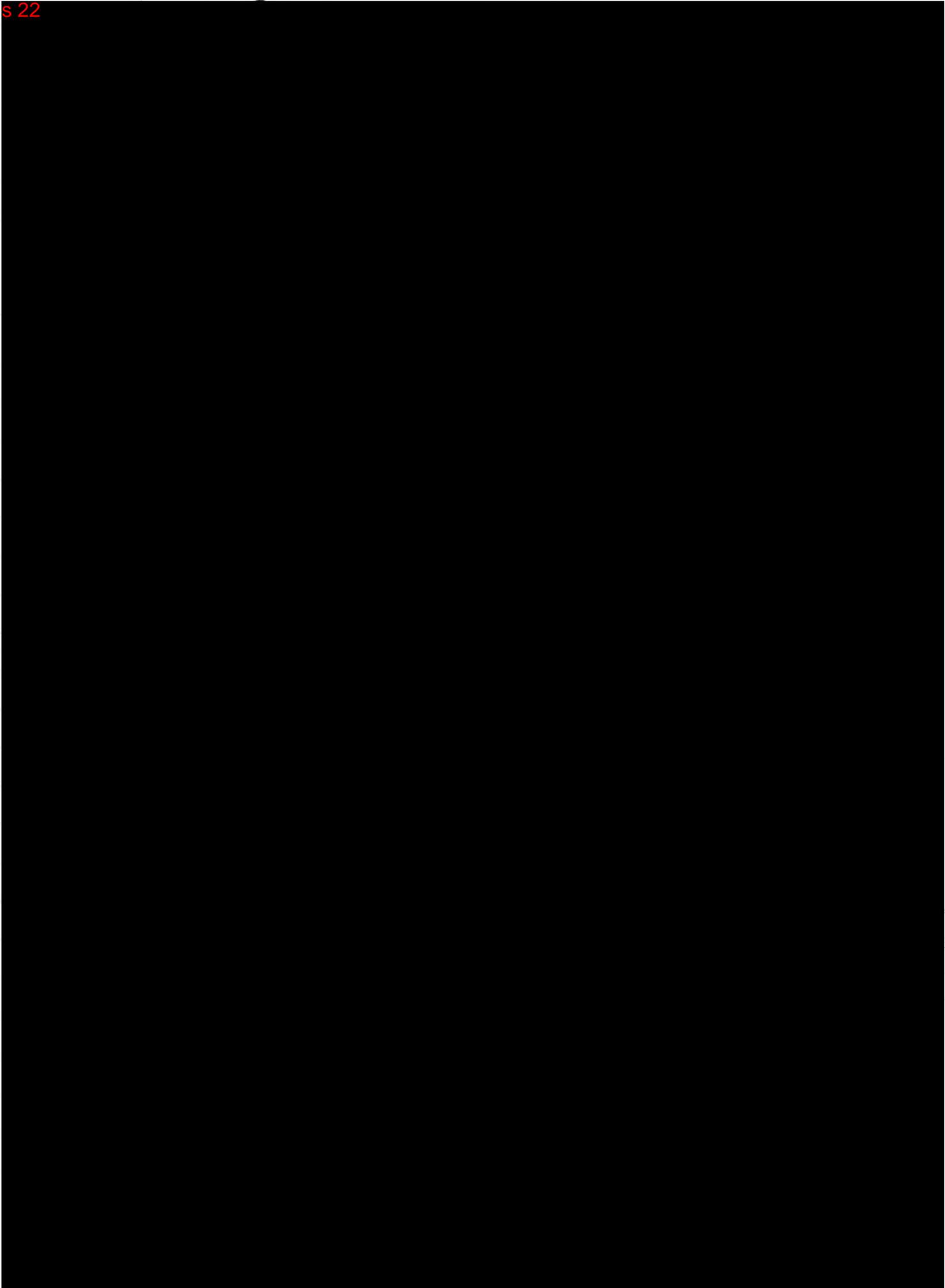
- M PDP

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11/12

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12.38 S/T Mc12 Re⁺ PDP-

s 22

Senior Executive Service Performance and Development Framework

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Introduction and principles	1
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Introduction and principles

1. This framework sets out the arrangements for the performance management of Senior Executive Service (SES) employees at the Fair Work Ombudsman (the Agency). It applies to all ongoing SES employees and those who are employed as SES for three consecutive months or more (including non-ongoing employees, temporary transfers and appointments under acting arrangements).
2. The Agency is committed to performance management that is fair and transparent; rewards effort, behaviours and outcomes; and contributes to individual and organisational performance. Recognising and building the capabilities of SES employees is a key factor in determining how effectively the Agency achieves its strategic priorities.
3. Managing performance is an ongoing process that involves relevant and credible dialogue about business outcomes, progress against those outcomes, behaviour and capability, and any issues to be addressed.
4. SES employees play critical stewardship, leadership and direction-setting roles in the Agency and broader Australian Public Service (APS); therefore, such expectations will be specifically considered. To facilitate this, the Senior Executive Service Work Level Standards (SES WLS), Senior Executive Leadership Capability Framework (SELC) and the Integrated Leadership System (ILS) will be used to support SES performance management.

Elements of the framework

5. SES performance will be managed within an annual performance cycle, based on a calendar year. The four elements of the cycle include:
 - a) **Performance planning** - a performance agreement is developed between an employee and their manager and sets out what the employee is going to achieve for the year (business outcomes), how these are to be assessed (performance indicators), leadership behaviours and personal goals
 - b) **Performance check** - a mid-cycle review provides a formal opportunity to consider progress towards the outcomes, behaviours and goals set out in the performance agreement
 - c) **Performance assessment** – an end-of-cycle review provides a formal assessment of the employee’s performance throughout the cycle, with provision of a performance rating that applies to both the achievement of business outcomes and the demonstration of leadership behaviours
 - d) **Remuneration review** – a review of remuneration will occur at least annually, with remuneration increases, where they are to be paid, determined according to performance ratings.

Performance planning

6. A performance agreement (PA) will be used as the basis for feedback and reviews. It will set out the agreed:

- a) **Business Outcomes** – what will be achieved during the cycle (aligned to Agency strategic priorities) and how it will be assessed (quantitative and qualitative performance indicators)
- b) **Leadership Behaviours** – how the employee will demonstrate visible and strong commitment to behaviours which create and support a positive and high performing culture and fulfil their obligations to:
 - a. uphold the APS Values and Employment Principles; and promote them by personal example and other appropriate means
 - b. foster an inclusive, supportive and collegiate culture, including showing real commitment to genuine collaboration and consultation
 - c. provide stewardship and leadership, including by engaging employees in the work and corporate agenda of the Agency and building employee commitment
 - d. be committed to building the capabilities of self and others.
- c) **Personal Goals** – stretch goals to build effectiveness through specific, measurable and professional objectives, which may include:
 - a. *development* – to build skills, knowledge and/or capabilities; for self-improvement
 - b. *career* - to support ongoing professional growth and career development.

7. The roles and responsibilities of SES are rarely static and they will evolve or change during the performance cycle. PA content should be reviewed, as required.

Performance check and assessment

8. Performance management should be based on ongoing communication about performance between the employee and their manager. Regular, informal feedback discussions are supported by documenting performance expectations, progress and outcomes at key points in the cycle.

9. In addition to regular informal feedback, formal assessment at the middle and end of the performance cycle will occur. This should include a written assessment of the employee's performance in relation to their business outcomes and leadership behaviours.

10. At the end of the performance cycle, performance ratings will be given by the Fair Work Ombudsman, in consultation with the employee's manager, where relevant. Feedback will also be sought from a range of sources to inform the assessment, including via 360 degree feedback mechanisms. Two performance ratings will be given; one for the achievement of outcomes and the other for the demonstration of leadership behaviours.

11. The performance ratings to apply include:

- a) **Outstanding** – performance consistently exceeds an acceptable standard
- b) **Fully effective** – performance meets and at times exceeds an acceptable standard
- c) **Effective** – performance generally meets an acceptable standard
- d) **Unsatisfactory** – fails to meet an acceptable standard of performance

18. Underperformance is a serious matter and should be discussed between the employee and their manager without delay. A rating of 'unsatisfactory' may be given at any point in the cycle where the employee's performance is assessed as unsatisfactory and falls below an acceptable standard of performance.

19. In this circumstance, the Fair Work Ombudsman will consider the appropriate action to be taken, which may result in reassignment of duties, reduction in classification or termination of employment. The principles of procedural fairness and natural justice will apply to any underperformance action taken.

Remuneration review

12. Remuneration for SES employees operates on a Total Remuneration (TR) basis and includes base salary, cash in lieu of a vehicle, parking (or cash in lieu of parking at a notional rate) and employer superannuation contributions (valued at a notional amount of 15.4% of the employee's salary for superannuation purposes).

13. SES Temporary Performance Loading (TPL) is set out in the SES TPL Guide.

14. In accordance with the provisions of SES common law contracts, TR increases will be determined by the Fair Work Ombudsman based on performance over the performance cycle, with salary increases (where they are to be paid) being effective from the first pay in January.

15. SES performance-based remuneration increases will be consistent with the parameters set out in the APS Bargaining Framework. The quantum of individual remuneration increases will be based on the performance rating achieved at the end of the performance cycle. Other factors which may be considered include:

- a) budget and affordability
- b) remuneration in the broader APS market and the APS Bargaining Framework
- c) the relativity of individual remuneration across the SES cohort
- d) job factors, including changes in the nature of the employee's role which represent an increase in responsibility and demand placed on the employee
- e) specialised skills sets which are of critical value to the Agency's business
- f) market factors, including the essentiality of retaining individuals to achieve Agency business and/or
- g) any other matters which are relevant.

16. The Fair Work Ombudsman may approve discretionary adjustments at any point to acknowledge exceptional circumstances.

Review Mechanism

20. Where an employee disagrees with their end-of cycle performance rating or their remuneration review outcome, they should first discuss this with their manager and, if appropriate, provide additional evidence to support their claims and seek to resolve the disagreement.

21. If they are still not able to reach agreement, they should formally provide their reasons for disagreement to the Fair Work Ombudsman and request that the decision be reviewed.

Document particulars	
Point of contact	Executive Director, Human Resources (02) 6218 0634
Date of review	November 2013
Date of approval	30 January 2014
Approver	Executive Committee

SES Performance Agreement - 1 January 201[INSERT YR] – 31 December 201[INSERT YR]

NAME		POSITION AND CLASSIFICATION
BUSINESS OUTCOMES <i>(critical Group/Branch objectives and results to be accomplished during the performance cycle)</i>		
<i>Outcome</i>	<i>Performance Indicator/s – demonstrate how or whether the outcome has been achieved</i>	
1.	1.	
2.	2.	
3.	3.	
4.	4.	
5.	5.	
6.	6.	
LEADERSHIP BEHAVIOURS		
1.		
2.		

3.
4.
5.
6.
PERSONAL GOALS
1.
2.
3.
4.
5.
6.
MID-CYCLE ASSESSMENT

END-OF-CYCLE ASSESSMENT

PERFORMANCE RATING

RE: Chris Enright - performance rating for 30 June 2018 [DLM=Sensitive:Personal]

From: "BLEESER,Naomi" </o=hermes/ou=exchange administrative group (fydibohf23spdlt)/cn=recipients/cn=bn2526">
To: FWO - Pay Queries <payqueries@fwo.gov.au>
Date: Wed, 11 Apr 2018 11:46:54 +1000

Sensitive: Personal

Thanks **s 22**

Thanks for letting me know about this. That is very useful indeed.

Regards
Naomi

From: FWO - Pay Queries
Sent: Wednesday, 11 April 2018 11:29 AM
To: BLEESER,Naomi <Naomi.Bleeser@fwo.gov.au>
Subject: Chris Enright - performance rating for 30 June 2018 [DLM=Sensitive:Personal]

Sensitive: Personal

Good morning Naomi,

ss 47F and 47E(c)

Giorgina Strangio requested in August last year that the pay team notify the ED People Branch in the few months prior to this date so that those conversations can be had and conveyed to us for processing.

Please find the relevant documents attached from Chris's personnel file for your information and action.

Please don't hesitate to let me know if there's anything further you require.

Kind regards,

s 22

s 22 | Payroll Supervisor
Fair Work Ombudsman

T **s 22**

X
E payqueries@fwo.gov.au

GPO Box 9887 Canberra ACT 2600 | Level 11, 224 Bunda Street (cnr Akuna Street), Canberra ACT 2600

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RE: STAFF IN CONFIDENCE - SES pay **ss 47F and 47E(c)**
[DLM=Sensitive:Personal]

From: "JAMES,Natalie" <natalie.james@fwo.gov.au>
To: "BLEESER,Naomi" <naomi.bleeser@fwo.gov.au>, "JAMES,Natalie" <natalie.james@fwo.gov.au>
Date: Tue, 24 Apr 2018 12:47:42 +1000

Sensitive: Personal

Hi Naomi

Thank you for your email.

I spoke to Natalie and she suggests you proceed as per your email and speak with Mr Bielecki about **ss 47F and 47E(c)**

ss 47F and 47E(c)

Regards

s 22

s 22 | Executive Officer to Natalie James, Fair Work Ombudsman
udsman

T **s 22**

X
M

From: BLEESER,Naomi
Sent: Friday, 20 April 2018 11:51 AM
To: JAMES,Natalie <Natalie.James@fwo.gov.au>
Subject: STAFF IN CONFIDENCE - SES pay **ss 47F and 47E(c)** [DLM=Sensitive:Personal]

Sensitive: Personal

Hi Natalie

ss 47F and 47E(c)

I have not provided this information to Mark Bielecki yet. I plan to contact him by the end of next week to remind him that he will need to consider **ss 47F and 47E(c)**. Please let me know if you do not want me to contact Mark directly about this.

Please let me know if you need anything further from me.

Regards
Naomi

Naomi Bleeser | Executive Director | People
Fair Work Ombudsman

T **s 22**

X
M

E: naomi.bleeser@fwo.gov.au

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s 22

From: BLEESER,Naomi
Sent: Wednesday, 9 May 2018 12:21 PM
To: s 22
Subject: FW: STAFF IN CONFIDENCE - SES pay - ss 47F and 47E(c) [DLM=Sensitive:Personal]
Attachments: Departmental Scan 11042018_1104365 S 22 .pdf

Sensitive: Personal

S

As discussed. I will follow up with Mark Bielecki in another week or so.

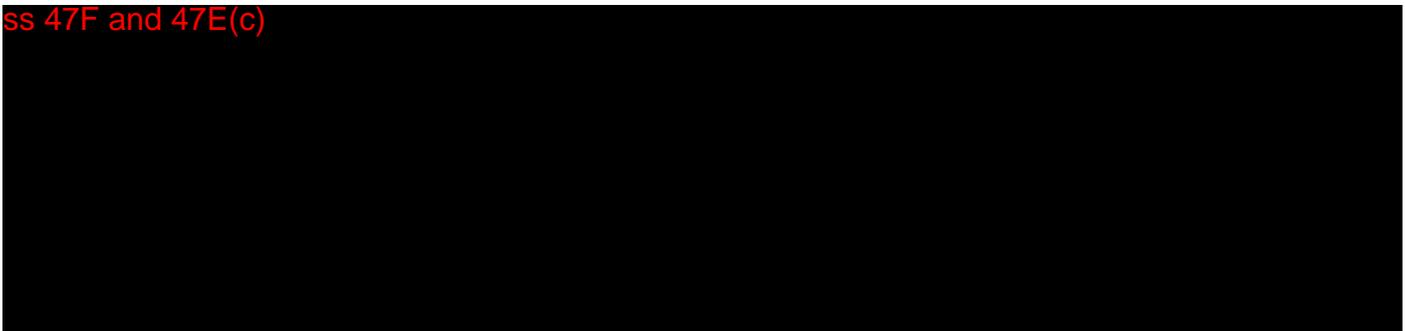
Thanks
Naomi

From: BLEESER,Naomi
Sent: Friday, 27 April 2018 6:07 PM
To: BIELECKI,Mark <Mark.Bielecki@roc.gov.au>
Subject: STAFF IN CONFIDENCE - SES pay - ss 47F and 47E(c) [DLM=Sensitive:Personal]

Sensitive: Personal

Dear Mark

ss 47F and 47E(c)



Please let me know if you need anything further from me or if you would like to discuss. You may prefer to discuss with Natalie.

Regards
Naomi

Naomi Bleeser | Executive Director | People
Fair Work Ombudsman

T s 22
X
M
E: naomi.bleeser@fwo.gov.au

GPO Box 9887 Canberra ACT 2601 | Level 10, 224 Bunda Street, Canberra ACT 2600



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From: s 22
Sent: Thursday, 5 July 2018 11:33 AM
To: BIELECKI,Mark
Cc: BLEESER,Naomi; s 22
Subject: FW: STAFF IN CONFIDENCE - SES pay - ss 47F and 47E(c) [DLM=Sensitive:Personal]

Sensitive: Personal

Dear Mark,

ss 47F and 47E(c)

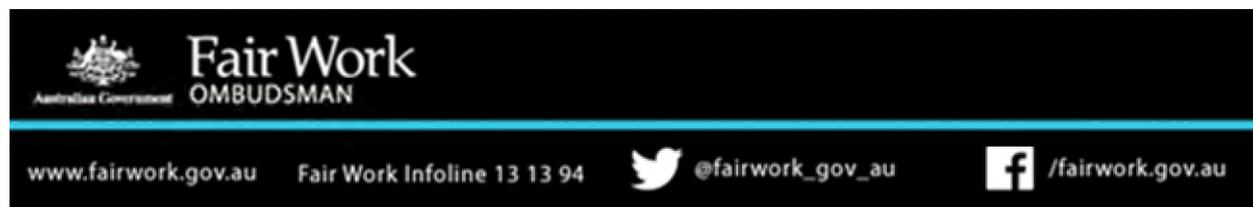
Please let me know if you require any further information.

Kind regards

s 22 Director, People Services
People Branch
Fair Work Ombudsman

T s 22
X
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F
E

Level 10, 224 Bunda Street (cnr Akuna Street), CANBERRA ACT 2600
GPO Box 9887 CANBERRA ACT 2600 Australia



From: BLEESER,Naomi
Sent: Friday, 1 June 2018 3:08 PM
To: BIELECKI,Mark
Cc: s 22
Subject: FW: STAFF IN CONFIDENCE - SES pay - ss 47F and 47E(c) [DLM=Sensitive:Personal]

Sensitive: Personal

Dear Mark

I refer to my email below.

Just checking that you have everything you need to action this?

If you need any assistance in the next few weeks, please contact **s 22** from People Branch.

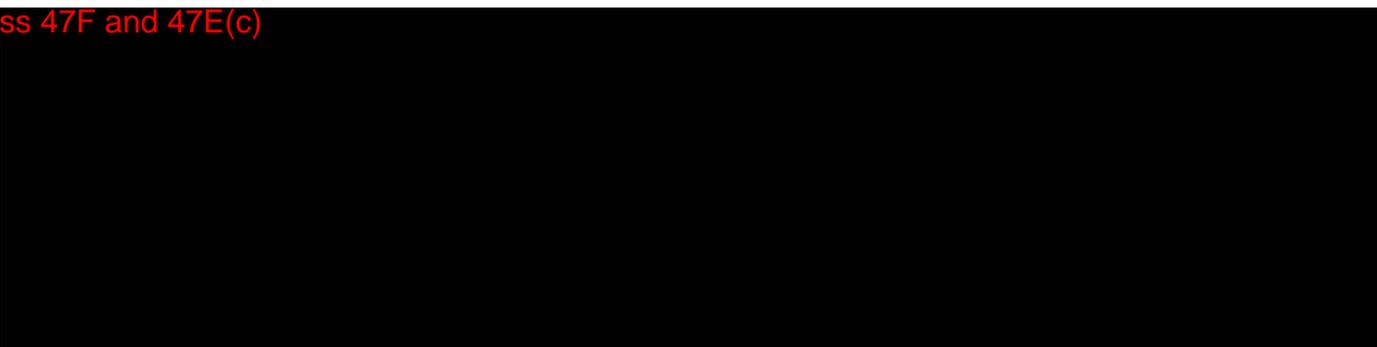
Regards
Naomi

From: BLEESER,Naomi
Sent: Friday, 27 April 2018 6:07 PM
To: BIELECKI,Mark <Mark.Bielecki@roc.gov.au>
Subject: STAFF IN CONFIDENCE - SES pay - **ss 47F and 47E(c)** [DLM=Sensitive:Personal]

Sensitive: Personal

Dear Mark

ss 47F and 47E(c)



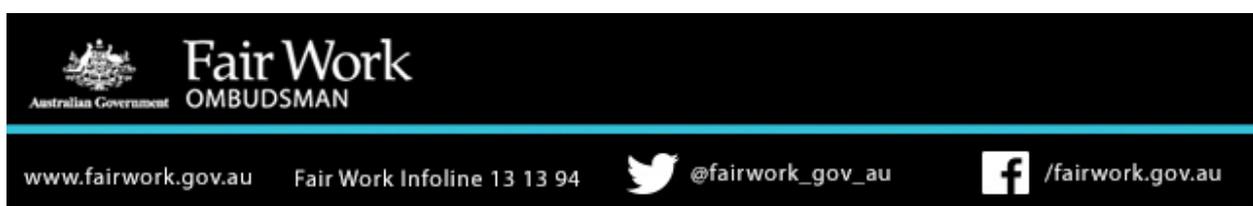
Please let me know if you need anything further from me or if you would like to discuss. You may prefer to discuss with Natalie.

Regards
Naomi

Naomi Bleeser | Executive Director | People
Fair Work Ombudsman

T **s 22**
X
M
E: naomi.bleeser@fwo.gov.au

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