

Measuring our performance

Measuring our impact (what difference, what benefit), in the context and nature of our work, is complex. The ultimate results of our activities are often long-term and incrementally achieved, our role is generally collaborative, and challenging to attribute.

The framework in the table below shows how we measure the Commission's performance in this context.

In this framework our purpose and functions are reflected in organisational *goals and outcomes* that tell an entity level 'performance story'. The outcomes are pitched to a level where we can reasonably expect to contribute to them:

- within the four-year outlook of each corporate plan,
- through the collective annual-to-term contributions of successive President and Commissioners, and our ongoing programs and services,
- and in our operating context.

Progress indicators are mapped to each of the outcomes. They are designed to provide reasonable evidence of contribution to the outcome, and include output, process, and outcome measures. They are, in turn, supported by data from monitoring and evaluation strategies implemented across the Commission's programs and services.

These strategies range from the basic capture of outputs to more comprehensive mixed-method evaluations. The Commission's operational environment (limited resources, eight statutory office holder portfolios with multiple programs, and the nature of the work), means evaluations are commensurate to available resources and prioritised across the breadth of activities we undertake.

Table notes:

- *This framework was introduced in 2019–20. It will be continually reviewed to ensure the performance indicators meet the requirements for performance measures for Commonwealth entities under s16EA of the PGPA Rule.*
- *The table fulfils the PGPA Act requirement to ensure our Portfolio Budget Statement (PBS) criteria and targets can be linked to the planned outcomes in our Corporate Plan.*
- *For brevity some PBS criterion and targets are abridged, and several have been divided across the tables cells to better meet the technical functions of the framework.*

Performance measurement framework

Goal	Outcomes (and PBS criteria)	Performance expectation	Progress indicator (and PBS target) <small>(feasible qualitative and/or quantitative measures of the expected performance)</small>	2020 2021	2021 2022	2022 2023	2023 2024
<p>1 Greater prioritisation and embedding of human rights issues at the national level</p>	<p>1.1 The national human rights reform agenda proposed in the national conversation initiative is considered by the Parliament, government and the non-government sector.</p>	<p>Recommendations and actions in the national conversation report to the Attorney-General and federal Parliament are positively received and progressed/ or adopted.</p>	<p>Implementation of the national conversation initiative is viewed by stakeholders as impartial, inclusive, participatory and consensus led.</p>	✓	-	-	-
	<p>1.2 The leadership and advocacy of Commissioners on thematic areas or identified human rights issues, improves the enjoyment of human rights by affected groups.</p> <p>1.3 Law and policy makers, at all levels, consider and address the human rights impacts we identify through our submissions, Inquiries, research, reports and United Nations engagement.</p> <p>PBS CRITERION</p>	<p>Recommendations to Australia from the 3rd United Nations (UN) Universal Periodic Review Council are accepted by federal Government and progressed.</p>	<p>Parliament, government and non-government sector stakeholders access and engage with the relevant stages of the national conversation initiative.</p>	✓	-	-	-
	<p>PBS CRITERION</p>	<p>Our research, reporting and advice influences decision makers and other stakeholders to take action to address the identified human rights issues.</p>	<p>Commission recommendations to the UN Human Rights Council as part of Australia's 3rd Universal Periodic review are reflected in the Council recommendations to Australia.</p>	✓	✓	-	-
	<p>PBS CRITERION</p>	<p>Parliamentary committee inquiry reports adopt the human rights issues raised in our submissions and recommendations.</p>	<p>Research, reporting and advice activities of the Commission:</p> <ul style="list-style-type: none"> Are viewed as evidenced, persuasive and credible by stakeholders Increase understanding of the human rights issues and impacts raised Strengthen stakeholder capacity to promote and advocate for the human rights issues raised. 	✓	✓	✓	✓
	<p>PBS CRITERION</p>	<p>UN treaty body concluding observations and other recommendations are adopted by Government and implemented.</p>	<p>Instances of programs attracting strategic partnerships that advance the priority human rights issues we have advocated for.</p>	✓	✓	✓	✓
	<p>PBS CRITERION</p>	<p>Arguments presented in our submissions to courts influence outcomes for parties and non-parties in a way that is consistent with human rights.</p>	<p>Instances of changed Federal and state government policy, practice and legislative change that reflect our advice.</p>	✓	✓	✓	✓
	<p>PBS CRITERION</p>	<p>Parliamentary committee inquiry reports adopt the human rights issues raised in our submissions and recommendations.</p>	<p>High proportion of Committee inquiry reports reflect and cite the Commission's advice.</p> <p>PBS TARGET</p>	✓	✓	✓	✓
	<p>PBS CRITERION</p>	<p>UN treaty body concluding observations and other recommendations are adopted by Government and implemented.</p>	<p>Instances of our recommendations to UN mechanisms being reflected in treaty body concluding observations and other reports.</p>	✓	✓	✓	✓
	<p>PBS CRITERION</p>	<p>Arguments presented in our submissions to courts influence outcomes for parties and non-parties in a way that is consistent with human rights.</p>	<p>Majority of our applications to the courts for leave to appear are accepted.</p> <p>PBS TARGET</p>	✓	✓	✓	✓
	<p>PBS CRITERION</p>	<p>Arguments presented in our submissions to courts influence outcomes for parties and non-parties in a way that is consistent with human rights.</p>	<p>Instances of our court submissions reflected in the final judgment of the matter.</p> <p>PBS TARGET</p>	✓	✓	✓	✓

Goal	Outcomes (and PBS criteria)	Performance expectation	Progress indicator (and PBS target) (feasible qualitative and/or quantitative measures of the expected performance)	2020 2021	2021 2022	2022 2023	2023 2024
<p>2 More people, communities, and organisations respect and understand human rights</p>	<p>2.1 Our education activities increase capability among individuals, communities and organisations to promote and protect human rights and address discrimination.</p> <p>PBS CRITERION</p>	<p>Participants in education activities benefit through achieving the stated human rights learning and capability objectives.</p>	<p>Most participants in our adult training programs report:</p> <ul style="list-style-type: none"> satisfaction with the quality and relevance of the training, increased understanding, expertise, reframed attitudes. <p>PBS TARGET</p>	✓	✓	✓	✓
	<p>2.2 Our information resources, services, events and campaigns reach, inform and influence users and audiences.</p> <p>PBS CRITERION</p>	<p>Target audiences benefit from our information resources, services, campaigns and events.</p>	<p>Instances of organisations working with the Commission to develop human rights education/training activities.</p> <p>Targeted audiences are reached, access our information resources and services, and participate in our events and campaigns. Demonstrated by:</p> <ul style="list-style-type: none"> digital engagement analytics exceeding the previous year's benchmark by 5% high rates of users report them engaging and relevant. <p>PBS TARGET</p> <p>Instances of legal information, resources, guidelines and exemption processes helping employers and organisations to comply with Australian discrimination and human rights law.</p>	✓	✓	✓	✓
	<p>3 More people, communities, and organisations take action to respect protect and promote human rights in their own contexts</p>	<p>3.1 Our activities increase the capacity of vulnerable groups, communities and their advocates to understand and advocate for their rights.</p> <p>PBS CRITERION</p>	<p>Participants and stakeholders, in our consultations, research and education and informing activities experience participation, empowerment and benefit.</p>	<p>Instances of participants/community stakeholders reporting:</p> <ul style="list-style-type: none"> robust processes that facilitate their access and participation experiences of meaningful participation that are beneficial and empowering. <p>PBS TARGET</p>	✓	✓	✓
<p>3.2 Our activities increase the capacity of Governments, organisations, other groups and services to understand and address the human rights impact of their actions, particularly when working with vulnerable groups and communities.</p> <p>PBS CRITERION</p>		<p>Our activities with stakeholder organisations lead to systemic and sustained action, including changes to organisational policy and practice, to protect and promote human rights in their context.</p>	<p>Instances of stakeholders in our activities with organisations reporting that our work has contributed to increased understanding of the impact of their systems and operations on human rights.</p> <p>PBS TARGET</p> <p>Instances of stakeholders in our activities with organisations making changes to organisational policy and practice, to protect and promote human rights in their context.</p> <p>PBS TARGET</p>	✓	✓	✓	✓

Goal	Outcomes (and PBS criteria)	Performance expectation	Progress indicator (and PBS target) (feasible qualitative and/or quantitative measures of the expected performance)	2020 2021	2021 2022	2022 2023	2023 2024
<p>3 More people, communities, and organisations take action to respect protect and promote human rights in their own contexts (continued)</p>		<p>Our activities with Australian business increase their capability to identify, prevent and address modern slavery in their operations and supply chains.</p> <p>Our regional technical cooperation activities increase stakeholder capacity to advance national reform in partner states.</p>	<p>Instances of business stakeholders reporting that our work has contributed to increased understanding and awareness of their role to prevent modern slavery in their supply chains and operations, and how to address it.</p> <p>Instances of partners':</p> <ul style="list-style-type: none"> increased knowledge and application of human rights frameworks, principles, and practices to advance human rights reform practice/policy reform relating to human rights principles, which are reviewed or developed as a result of technical cooperation activities. 	<p>✓</p>	<p>✓¹</p>		
<p>4 Effective access to justice and remedy for people and communities whose rights are breached</p>	<p>4.1 We deliver a fair and effective investigation and conciliation of complaints service.</p> <p>PBS CRITERION</p>	<p>Our investigation and conciliation of complaints and dispute resolution meet performance indicators on timeliness, efficiency and service user satisfaction.</p> <p>Our investigation and conciliation of complaints and dispute resolution processes have systemic and educational outcomes.</p>	<p>85% of complaints are finalised in under 12 months. 40% of complaints are resolved by conciliation. 85% of parties to complaints are satisfied with the service they receive.</p> <p>PBS TARGET</p> <p>Instances where the terms on which investigation and conciliation disputes are resolved include systemic outcomes that accord with the objectives of the law.</p> <p>PBS TARGET</p> <p>Instances where participation in the investigation and conciliation process results in increased understanding of rights and responsibilities in the law.</p> <p>PBS TARGET</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
				<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
				<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>

1 2019–2022 Business and Human Rights Strategy
2 Regional human rights technical cooperation programs funded to 2021