

# Measuring our performance

Measuring our impact (what difference, what benefit), in the context and nature of our work, is important but 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 contributions of our President and Commissioners across their individual terms, and through our ongoing programs and services
- in an operating context that remains stable.

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 fluid operational environment, limited resources, eight statutory officeholder portfolios, with multiple programs, and the nature of the work, means any monitoring and evaluation strategy must be proportional to the activity and available capacity and resources.

## Table notes:

- *This framework was introduced in 2019–20. It is 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 criteria and targets are abridged and several have been divided across the table cells to meet the technical functions of the framework.*

# Performance measurement framework

Goal	Outcomes (and PBS criteria)	Performance expectation	Indicator (and PBS target) <small>(feasible qualitative and/or quantitative measures of the expected performance)</small>	2022 2023	2023 2024	2024 2025	2025 2026
<p><b>1</b> Improving enjoyment of human rights by all, supporting access to justice and remedies for people and communities whose rights are breached.</p>	<p><b>1.1</b> We deliver a fair and effective investigation and conciliation of complaints service.</p> <p><b>PBS CRITERION</b></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><b>PBS TARGET</b></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><b>PBS TARGET</b></p> <p>Instances where participation in the investigation and conciliation process results in increased understanding of rights and responsibilities in the law.</p> <p><b>PBS TARGET</b></p>	✓	✓	✓	✓
<p><b>2</b> Strengthening Australia’s human rights framework, embedding human rights issues at a national level.</p>	<p><b>2.1</b> The leadership and advocacy of the President and Commissioners on thematic areas or identified human rights issues, improves the enjoyment of human rights by affected groups.</p>	<p>Our research, reporting and advice influences and builds capacity in decision makers and other stakeholders to take action to address the identified human rights issues.</p>	<p>Research, reporting and advice activities of the Commission:</p> <ul style="list-style-type: none"> <li>are viewed as evidenced, persuasive and credible by stakeholders</li> <li>increase understanding of the human rights issues and impacts raised</li> <li>strengthen stakeholder capacity to promote and advocate for the human rights issues raised.</li> </ul> <p>Instances of programs attracting strategic partnerships that advance the priority human rights issues we have advocated for.</p> <p>Instances of improved Federal and state government policy, practice and legislative change that reflect our advice.</p> <p>High proportion of Committee inquiry reports reflect and cite the Commission’s advice.</p> <p><b>PBS TARGET</b></p>	✓	✓	✓	✓
				✓	✓	✓	✓
				✓	✓	✓	✓

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<p><b>2</b> Strengthening Australia’s human rights framework, embedding human rights issues at a national level. (continued)</p>	<p><b>2.2</b> 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><b>PBS CRITERION</b></p>	<p>Parliamentary committee inquiry reports reflect the human rights issues raised in our submissions and recommendations.</p> <p>UN treaty body concluding observations and UPR recommendations are adopted by Government and implemented.</p> <p>Arguments presented in our submissions to courts influence outcomes in a way that is consistent with human rights.</p>	<p>High proportion of Committee inquiry reports reflect and cite the Commission’s advice.</p> <p><b>PBS TARGET</b></p> <p>Instances of our recommendations to UN mechanisms being reflected in treaty body concluding observations and other reports.</p> <p>Majority of our applications to the courts for leave to appear are accepted.</p> <p><b>PBS TARGET</b></p> <p>Instances of our court submissions reflected in the final judgment of the matter.</p> <p><b>PBS TARGET</b></p>	✓	✓	✓	✓
	<p><b>2.3</b> The national human rights reform agenda proposed in the <i>Free and Equal: An Australian conversation on human rights</i> report is considered and addressed by the Parliament, government and the non-government sector.</p>	<p>Recommendations and actions in the report are addressed by the Attorney-General and Federal Parliament. The recommendations and actions in the Report receive public support and commitment from the Attorney-General and the non-government sector.</p>	<p>The recommendations and actions in the report generate dialogue and receive public support and commitment from the Attorney-General and the non-government sector.</p>	✓	✓	✓	
<p><b>3</b> Better understanding of, and respect for, human rights so people and communities take action to defend human rights in their own context.</p>	<p><b>3.1</b> Our education activities increase capability among individuals, communities and organisations to promote and protect human rights and address discrimination.</p> <p><b>PBS CRITERION</b></p>	<p>Participants in education activities benefit through achieving the intended human rights learning and capability objectives.</p> <p>Most participants in our adult training programs report:</p> <ul style="list-style-type: none"> <li>satisfaction with the quality and relevance of the training</li> <li>increased understanding, expertise, reframed attitudes.</li> </ul> <p><b>PBS TARGET</b></p>	<p>Most participants in our adult training programs report:</p> <ul style="list-style-type: none"> <li>satisfaction with the quality and relevance of the training</li> <li>increased understanding, expertise, reframed attitudes.</li> </ul> <p><b>PBS TARGET</b></p> <p>Instances of organisations working with the Commission to develop human rights education/ training activities.</p>	✓	✓	✓	✓
	<p><b>3.2</b> Our information resources, services, events and campaigns reach, information and influence users and audiences.</p> <p><b>PBS CRITERION</b></p>	<p>Target audience benefit from our information resources, services, campaigns, and events.</p>	<p>Targeted audiences are reached, access our information resources and services, and participate in our events and campaigns. indicated by:</p> <ul style="list-style-type: none"> <li>An average engagement rate of 2% or higher for Commission social media posts about our education and information activities.</li> <li>High rates of participants finding our events and campaigns engaging and relevant.</li> </ul> <p><b>PBS TARGET</b></p> <ul style="list-style-type: none"> <li>Instances of legal information, resources, guidelines and exemption processes helping employers and organisations to comply with Australian discrimination and human rights law.</li> </ul>	✓	✓	✓	✓

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<p><b>4</b> Maintaining our international standing as a strong human rights institution representing human rights in Australia and contributing to human rights advancement globally.</p>	<p><b>4.1</b> Our activities increase the capacity of vulnerable groups, communities and their advocates to understand and advocate for their rights.</p> <p><b>PBS CRITERION</b></p>	<p>Participants in education activities benefit through achieving the stated human rights learning and capability objectives.</p>	<p>Instances of participants and stakeholders in our consultations and research activities report participation experiences that are beneficial and empowering.</p> <p><b>PBS TARGET</b></p>	✓	✓	✓	✓
	<p><b>4.2</b> 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><b>PBS CRITERION</b></p>	<p>Our activities with stakeholder organisations lead to systemic and sustained action, including changes to organisational policy and practice, to respect, 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><b>PBS TARGET</b></p> <p>Instances of stakeholders in our activities with organisations making changes to organisational policy and practice, to respect, protect and promote human rights in their context.</p> <p><b>PBS TARGET</b></p>	✓	✓	✓	✓
	<p><b>4.3</b> The Commission is compliant with the Paris Principles (Principles Relating to the Status of National Human Rights Institutions) and is assessed as an independent and effective national human rights institution.</p>	<p>Our regional technical cooperation activities increase stakeholder capacity to advance national reform in partner states.</p>	<p>Instances of partners':</p> <ul style="list-style-type: none"> <li>increased knowledge and application of human rights frameworks, principles, and practices to advance human rights reform</li> <li>practice/policy reform relating to human rights principles, which are reviewed or developed because of technical cooperation activities.</li> </ul>	✓	✓	✓	✓
	<p><b>5.1</b> The Commission has a clear strategic direction and confidently implements its mandate with secure and sustainable funding that is transparently and accountably managed.</p>	<p>The Commission maintains its 'A status' as assessed by the Global Alliance of National Human Rights Institutions (GANHRI).</p>	<p>Compliance with the Paris Principles and/or remediation actions in train e.g. <i>Australian Human Rights Commission Legislation Amendment (Selection and Appointment) Act</i>.</p>	✓	✓	✓	✓
<p><b>5</b> Ensuring that the Commission is sustainable into the future and able to strategically implement its statutory mandate.</p>		<p>The Commission maintains its compliance with the <i>Australian Human Rights Commission Act 1986</i>, the <i>Public Governance, Performance and Accountability (PGPA) Act 2013</i>.</p>	<p>Completion of all requirements under the PGPA including corporate accountability, Annual Reports and Financial compliance.</p> <p>Implementation of appropriate governance and financial structures including number of recommendations adopted from the external reviews.</p>	✓	✓	✓	✓