

Compliance and Enforcement Policy

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Australian Government

Fair Work
OMBUDSMAN

The Fair Work Ombudsman [FWO] is an independent statutory agency created by the *Fair Work Act 2009* [the Act]. The role of the FWO is to promote harmonious, productive and cooperative workplace relations, and to monitor, inquire into, investigate, and enforce compliance with relevant Commonwealth workplace laws.

This policy explains how we seek to ensure compliance with Commonwealth workplace laws. By Commonwealth workplace laws, we mean the Act, its regulations and the awards and agreements that set wages and conditions for Australian workplaces.

1. Our guiding principles

We want to promote a culture of compliance by equipping Australian workers and businesses with the information and support they need to make good choices in their workplaces.

Our work is guided by the following principles:

Principles	We:
Clear and effective communication	<ul style="list-style-type: none">■ listen to the workplace concerns of workers and business■ provide advice that is easy to access, understand and apply
Professional customer service	<ul style="list-style-type: none">■ deliver a consistent and professional experience in every customer interaction■ offer multiple ways to connect with us■ provide practical advice and assistance that is responsive, professional and impartial
Consistency	<ul style="list-style-type: none">■ give practical advice which can be relied upon■ ensure a level playing field where the same rules apply to everyone■ apply the same assessment principles to each request for assistance■ consider the same range of factors in deciding how to treat a matter
Risk-based and proportionate	<ul style="list-style-type: none">■ focus our compliance and enforcement efforts where there is serious non-compliance and where we can deliver the greatest benefit■ consider risk in terms of potential impact on the community, as well as the relative risk of exploitation individuals face■ encourage and empower employees and employers to resolve issues in their workplace,

	<p>where appropriate</p> <ul style="list-style-type: none"> ■ offer a range of dispute resolution tools and resources
Open and transparent	<ul style="list-style-type: none"> ■ remain neutral and impartial ■ give the parties the right to review all our decisions ■ publish information on our compliance and enforcement activities in a format that is clear, understandable and accessible ■ ensure our customers' private details are kept confidential
Collaborative	<ul style="list-style-type: none"> ■ build relationships with stakeholders and the community based on trust and respect ■ work with stakeholders to find solutions to workplace issues and opportunities to collaborate ■ harness intelligence and insight from a range of sources including other government agencies to inform our compliance and enforcement activities ■ listen to the community's expectations of us
Continuous improvement	<ul style="list-style-type: none"> ■ measure the impact of our interactions with customers and use this information to improve our services ■ seek feedback on our processes, policies and practices and make changes to improve them ■ adopt leading technologies to transform our services to be more efficient and effective
Affect cultural change	<ul style="list-style-type: none"> ■ develop solutions to address structural and behavioural drivers that lead to widespread non-compliance in certain industries and sectors ■ focus our efforts on supporting productivity by preventing workplace disputes

2. Advice, support and assistance

A core part of our role is providing practical workplace relations advice and assistance that is easy to access, understand and apply. Helping the community understand the workplace relations system is one of the ways that we support compliant, productive and inclusive workplaces.

This is why we provide the Fair Work Infoline and Small Business Helpline. We also provide information, tools and resources through our website (fairwork.gov.au), Facebook, Twitter, LinkedIn and YouTube. These free tools and resources (which we continue to develop) are available 24/7 on our website and include:

- an [online learning centre](#) that has video-based interactive courses to teach businesses and workers skills and strategies to help them at work
- [fact sheets](#) about the minimum rights and obligations of businesses and workers, including information on the National Employment Standards, record-keeping and pay slips
- [best practice guides](#) to help small to medium-sized businesses with implementing best practice workplace policies and procedures
- [templates](#) that simplify the work in keeping employment records
- [PayCheck Plus](#) to help calculate modern award pay rates
- [My account](#) which allows users to save tailored information such as pay rates and conditions of employment specific to their circumstances. Users can log into My account and view saved information at any time.

We encourage people to use our self-service tools and resources to find answers and have conversations in their own workplaces. For most people, understanding workplace rights and obligations means that issues can be resolved at the workplace level without intervention from us. If we can't help you because the issue falls outside of our area of responsibility, we will refer you to the people who can.

CASE STUDY – Self Help tools:

Jim is a mechanic at a local garage. Driving home from work, he heard on the radio that award rates of pay had recently gone up. Jim knew he was paid the old award rate, and he had not received an increase yet.

When he got home, Jim went to fairwork.gov.au to check his rate of pay. Using our pay calculator, he got the new award rate and printed a copy for his boss Miguel. Jim also completed our *Difficult conversations in the workplace* online learning course to prepare himself for a discussion with Miguel.

The next day at work, Jim found a good time to talk to Miguel about his pay. Miguel did not know about the increase, so Jim told him about the pay calculator and gave him the print out.

Miguel said he would need to check for himself. The following day, Miguel used the pay calculator and confirmed that Jim was right. As a result, Miguel organised for Jim's pay to be increased to the new award rate. Miguel also registered for My account and subscribed to our email updates to receive information on future pay increases.

3. Campaigns

Campaigns help us check, improve and maintain compliance with Commonwealth workplace laws in a targeted way.

We take a risk-based and proportionate approach to determining which industries, locations and workplace relations issues to focus on. This includes gathering intelligence to ensure our campaigns are evidence-based and deliver the greatest benefit.

An important part of our campaigns is gaining the support of, and working with, groups such as industry associations, employer representatives, unions and community groups.

During a campaign, we communicate with employers and employees about Commonwealth workplace laws. This communication can be through letters, phone calls, visits from our Fair Work Inspectors, social media, or our website fairwork.gov.au.

We also look at employee time and wage records to check compliance with Commonwealth workplace laws.

If we find that employers are not meeting their obligations, we work closely with them to help them fix any errors.

After each campaign, we release a report showing the results, insights and further actions on our website.

CASE STUDY - Campaign:

We conducted extensive research to identify industry sectors of non-compliance and/or those with a high number of vulnerable employees. The research indicated a need to focus on apprentices. We worked closely with industry stakeholders in planning and designing a national campaign targeting apprentices. The purpose of the campaign was to help businesses across a variety of industries understand and comply with workplace laws and to test levels of compliance.

Robert employs an apprentice in his hairdressing salon in Sydney. Through Facebook he saw that we were starting a national campaign targeting apprentices and requested our assistance to check he was complying with the law. As part of the campaign Fair Work Inspectors contacted more than 700 businesses, by mail and in person, to ensure employers like Robert were aware of their workplace obligations and to examine pay records.

Fair Work Inspectors checked that employers were paying the correct minimum hourly rate, penalty rates and allowances and were complying with pay slip and record-keeping requirements. These checks included site visits and where businesses were found to have made a mistake, Inspectors worked with them to fix errors and make any necessary back-payments to employees. The most serious instances of non-compliance were considered for further action.

Fair Work Inspectors also took the opportunity to assist employers to use the tools and resources available to help them manage their workplace and understand and comply with their obligations. In response to his request, Robert also received this assistance. The campaign provided a useful snapshot of issues which will influence our decisions regarding apprentices. A campaign report containing a number of findings and recommendations was published on our website and provided to industry stakeholders.

4. Compliance partnerships

We encourage employers that want to publicly demonstrate their commitment to creating compliant, productive and inclusive Australian workplaces to enter into partnership agreements with us.

Compliance partnerships give employers, and importantly their staff, certainty that their systems and processes are working effectively and help build a culture of compliance. Their public commitment to compliance is also a competitive advantage that helps attract talent, instil confidence in customers and appeal to organisations in their supply chain. For example, compliance partnerships provide an opportunity for franchise operators and head contractors to work with franchisees and sub-contractors to drive workplace improvements throughout their supply chain.

Compliance partnerships can be tailored for individual businesses and circumstances and can include:

- employer initiatives to engage with employees
- self-audits
- the monitoring of contractors and franchisees
- ensuring effective dispute resolution processes
- implementing workplace relations training for key managers and staff.

Compliance partnerships are becoming increasingly popular with businesses who wish to make a strong and public commitment to their employees, contractors, customers and the broader community about compliance with workplace laws. Names of enterprises and/or their brands that have entered into a compliance partnership with the FWO can be found [on our website: http://www.fairwork.gov.au/about-us/our-role/enforcing-the-legislation/proactive-compliance-deeds](http://www.fairwork.gov.au/about-us/our-role/enforcing-the-legislation/proactive-compliance-deeds)

CASE STUDY – Compliance partnership:

Franchisor Pty Ltd read about compliance partnerships on fairwork.gov.au and thought it would be a good program to be in to make a positive and public statement of its commitment to compliance with Commonwealth workplace laws.

Franchisor Pty Ltd approached us to find out what the arrangements would be.

After some discussion about the structure and relationships within the brand, Franchisor Pty Ltd entered into a compliance partnership which involved:

- establishing an employee enquiry line available to both direct employees and employees of franchisees
- establishing systems and processes to promote compliance and report on these
- conducting self-audits of employee entitlements of direct employees
- facilitating self-audits of employee entitlements of a sample of franchisees
- working with us to resolve workplace disputes if a request for assistance was received by us from an employee of a franchisee, and reporting the outcome to us
- reporting annually on the status of the compliance partnership.

Franchisor Pty Ltd's compliance partnership was published on the our website and was also the subject of a FWO media release, resulting in positive messages for Franchisor Pty Ltd's brand.

As a result of the compliance partnership, franchisees reported that they found compliance with workplace laws easier. They said that by better understanding their obligations they were able to focus on 'running their business'. The head franchisor also reported feedback that it had improved its public standing as an 'employer of choice' resulting in lower staff turnover costs because employees were confident that their employer was providing all their entitlements.

5. Early involvement – pre-complaint intervention

We receive a large number of telephone requests for assistance. Callers include employees and employers who have a concern about their workplace. In these situations we find that if we get involved early, we can help the parties resolve issues at the workplace level. We encourage and empower employees and employers to self-resolve issues in their workplace where possible. We can also offer a mediation service where both sides come up with solutions together that will work for them.

CASE STUDY – Pre-complaint Intervention:

Nadia called us and said she was being underpaid by her employer Robin. Nadia was unsure about how to raise this issue and did not want to upset her relationship with Robin as she was still working for the business.

We helped Nadia by advising her on the award and hourly rate of pay that applied. We encouraged Nadia to have a discussion with Robin to address the wages issues by giving her practical tips and guiding her through our online self-resolution tools, such as the difficult conversations in the workplace online learning module.

Nadia emailed Robin with her concerns and met with Robin to discuss her situation. Robin wasn't sure about her obligations so she rang our Small Business Helpline to check what she had to do. After speaking with us, and Nadia, Robin raised Nadia's wages to the correct amount and back paid Nadia to fix the underpayment.

Our practical assistance empowered Nadia to resolve the issue directly with Robin without escalating it further. This also meant that Nadia was able to maintain a positive relationship with Robin.

6. Assessing requests for assistance involving workplace disputes

We receive many requests for assistance from workers who have a dispute about their wages or other issues with their employer. We describe the worker and the business in these cases as the parties to the request for assistance.

6.1 Assessment

When we receive a request for assistance or we are alerted to a possible workplace dispute, we consider how best we can help through an assessment of the issues by experienced officers.

We understand that not everyone needs the same type of assistance. Depending on the individual's circumstance, the issues at the workplace and the situation more generally, we provide a tailored response appropriate to the matter.

6.2 What do we consider?

In deciding how we will act, we consider the seriousness of the alleged conduct and the circumstances of the parties, as well as the practical issues involved in resolving the matter. This includes whether the request for assistance involves:

- public interest (where the community would expect us to be involved)
- a party facing significant barriers to resolving the matter themselves, for example, low levels of literacy or comprehension
- a small business owner, who has limited access to a human resources expert
- a party who has had previous issues with compliance
- an alleged breach appears to be deliberate
- sufficient information to support an argument that a breach has occurred
- confidentiality (where the employee does not want us to tell the business that a request came from them)
- the parties having made any attempts to resolve the matter
- breaches of monetary entitlements where the amount is significant
- minimum entitlements as opposed to above award conditions (we give priority to minimum entitlements, that is, entitlements set out in the Act, a Modern Award or Enterprise Agreement)
- an employment relationship that has ended, including how long ago the employment ended (we generally do not pursue matters that are more than two years old).

As an example, we would act differently in a case where a young person is being paid less than the minimum wage than in a case where an employee on above award wages hasn't received the bonus they are entitled to.

6.3 What action are we likely to take?

Where a request for assistance concerns wages or conditions and there appears to be no exploitation or deliberate non-compliance, we help the parties resolve the issue quickly and informally.

We have found that in most cases the issue can be resolved between the parties with some help from us. We want parties to resolve these matters with minimal expense, time and stress. A formal investigation is generally not the best approach in these cases. Rather we help the parties work through their issues together.

Typically this involves speaking to both parties and understanding each side's view. We help them understand how Commonwealth workplace laws apply to their situation and give both sides information about relevant awards or parts of the Act.

A request for assistance about a workplace dispute usually results in us taking one or more of the following actions:

- using the information provided in future education and compliance activities
- giving tailored advice to help parties deal with the matter and get a better understanding of Commonwealth workplace laws
- helping people to resolve an issue quickly and informally in the workplace by providing access to employment tools and resources
- referring the information to another government agency
- conducting an inquiry
- offering mediation
- conducting an investigation
- placing parties on notice about our concerns and the possibility of future action if the conduct continues or happens again
- assisting an employee to take their own action (such as through a small claims court)
- determining that there is no action required at this time.

In all cases the information given to us is important, and helps us to determine our current and future activities.

We find that most matters can be resolved through mediation.

7. Mediation

Mediation is a free, simple, confidential and voluntary process conducted by an accredited impartial mediator.

Mediation is a two-way process that gives parties the opportunity to discuss their dispute and find mutually acceptable solutions. Many requests for assistance we receive are suitable for mediation and most mediations lead to a resolution.

As a guide, mediation is suitable where:

- the employee still works for the employer
- there is conflicting evidence (e.g. one word against the other)
- there is little or no evidence (e.g. no records of additional hours worked)
- there are issues about final entitlements (e.g. payment in lieu of notice and annual leave)
- the employee is award-free or there are issues about common law contracts or above award entitlements
- the employer has withheld money or made deductions from wages
- there are allegations of property taken from the employer
- there is a classification dispute, or
- the employee and employer seek a quick solution to an issue.

Mediation is an easy process held over the telephone. It usually takes less than 90 minutes. The mediator takes a neutral stance while helping parties to reach a settlement on the day of the mediation; however it is the parties who control the outcome. For more information visit the [mediation page](http://www.fairwork.gov.au/mediation) on our website (www.fairwork.gov.au/mediation).

CASE STUDY - Mediation:

Fatima worked at Ying's hairdressing salon and says that Ying owes her one week's wages. Fatima and Ying were friends before this issue arose, and both wanted to mediate the issue. In mediation, Fatima said that she was disappointed with Ying. Ying explained that her ex-husband looked after the payroll and when they divorced, she was left to deal with everything without any help and had been unable to fix Fatima's wages.

After discussion, Fatima said she was upset because she wanted Ying to take some responsibility for what happened. Ying apologised and said the business was struggling. Fatima and Ying agreed that it was hard to earn money as a business or as an employee. Through mediation, Fatima and Ying agreed to resolve this matter by having the wages paid in instalments to Fatima. Both were happy with this outcome.

8. Promoting compliance – what to expect

One of our main roles is to promote compliance with Commonwealth workplace laws.

Our inquiries and investigations are important ways we obtain evidence of serious non-compliance. We measure the seriousness of non-compliance by the potential impact it has on an individual, group or market. We may decide to conduct an inquiry or investigation where the available evidence suggests there is:

- exploitation of vulnerable workers (e.g. aged, young, overseas)
- significant public interest or concern (e.g. pregnancy and age discrimination)
- blatant disregard for the law, or a court or commission order
- deliberate distortion of a level playing field to gain a commercial advantage (e.g. large scale non-compliance that distorts the labour market), or
- an opportunity to provide an educative or deterrent effect.

We regularly review our compliance priorities to meet the changing needs of the Australian community. These are the areas we consider to be **serious non-compliance priorities**.

While we focus on these priority areas, we continue to monitor compliance more broadly and take action where needed. Deliberate or repeated breaches of Commonwealth workplace laws are treated seriously.

CASE STUDY – Promoting compliance:

Lina went on unpaid parental leave following the birth of her child. After six months, she advised her employer Justine that she was ready to return to work. Justine told Lina that she had been replaced with another person, and there was no job for Lina.

Lina requested our assistance. We investigated the matter and explained the relevant workplace laws to Justine, including the pregnancy discrimination provisions of the Act. As a result, Justine made changes to her business so that she followed the law. These changes included training her managers, guaranteeing that employees would return to their old position after parental leave, communicating better with pregnant employees, and developing internal policies and a toolkit to help all her staff understand parental leave. As a result of Justine's response, we did not need to take any further enforcement action.

9. Inquiring into a matter

We sometimes receive information from the media or the public which suggests non-compliance. We often decide to inquire initially into the matter rather than commence an investigation. In doing so, we encourage all parties involved to speak with us and provide information that supports their point of view. Our focus is on helping the parties, where possible, to comply with the law and resolve the matter quickly and informally.

During such an inquiry we may ask parties to provide evidence such as time and wage records, or other documents. Where an inquiry finds deliberate or repeated breaches of Commonwealth workplace laws, the matter will be treated seriously and investigated. Where evidence is disputed, parties may be encouraged to resolve the matter through a small claims procedure.

In other situations, where we believe that the information we have received from the public warrants detailed research, we may decide to conduct a comprehensive Inquiry. This type of inquiry reviews allegations of serious non-compliance with Commonwealth workplace laws by looking at information about what has happened or is happening in a particular workplace, industry, supply chain or labour market. After our review, we form recommendations and actions based upon our findings, including the possibility of an enforcement outcome. We also publish the findings from this type of inquiry on our website.

CASE STUDY – Inquiry:

We launched an Inquiry following a significant increase in the number of requests for assistance received from hotel housekeepers. The focus of the inquiry was the misclassification of hotel housekeepers as independent contractors, when in fact they were employees.

We sought to identify the scale and cause of the misclassification, and determine how to ensure hotel operators correctly classify housekeepers in the future.

The Inquiry included unannounced visits by Fair Work Inspectors to several major hotels, interviewing housekeepers, issuing Notices to Produce documents, assessing contracts and interviewing procurement managers.

At two of the hotel groups, the Inquiry found evidence of contraventions of the Act concerning misclassification. The housekeepers at these hotels were being denied applicable penalty rates, regular patterns of work and accrual of leave entitlements due to their misclassification as independent contractors.

The Inquiry also found evidence of sham contracting arrangements at a major hotel group involving contracted cleaners. The cleaners were predominantly international students on visas working solely for a particular hotel with no autonomy in their day to day work. They were receiving a flat rate of pay and having to pay for the cost of chemicals, uniforms and administration fees.

In our preliminary findings report we recommended a range of compliance and enforcement outcomes including Letters of Caution, Compliance Notices, an Enforceable Undertaking and litigation against the respective hotel brands.

The report also recommended steps to improve compliance such as how hotels can enhance the management of their procurement practices within their supply chain including ensuring the principal contractors and sub-contractors comply with the law.

10. Investigating a matter

In circumstances which involve serious non-compliance we may conduct an investigation. This happens only in a very small number of cases.

An investigation is where a Fair Work Inspector considers allegations and gathers and examines evidence to determine if there have been breaches of Commonwealth workplace laws.

We do not represent any party. All investigations are impartial and the Fair Work Inspector will rely on the evidence available when making a decision.

We will always provide each party the opportunity to be heard during an investigation. We also use discretion to decide on the best process or reach the best outcome for an investigation.

In an investigation, a Fair Work Inspector can use powers under the Act to visit workplaces, interview people or require records or documents to be provided.

During an investigation, we expect all people to:

- always tell us the truth
- fully disclose all relevant matters from the outset of the investigation
- provide us with relevant information as it comes to hand
- respond in a timely manner to our requests.

The Fair Work Inspector handling the investigation will update the parties with developments at regular intervals.

The Fair Work Inspector will advise parties of investigation findings in writing and include details of how the outcome was decided. The findings will be provided within seven working days of the Fair Work Inspector's decision.

We seek to be reasonable and proportionate when conducting investigations. The average duration of an investigation is three months.

CASE STUDY – Investigation:

Ishan's employees had taken unprotected industrial action and he was successful in obtaining an order from the Fair Work Commission that required the employees to return to work. The industrial action caused his business significant economic loss.

However, Ishan kept paying his employees during the unprotected industrial action, which is not allowed under the Act. We investigated and Ishan said that due to the nature of the industrial action, it was hard for him to tell which employees had participated. We found that Ishan's business had a history of responding to industrial action by requesting certain orders from the Fair Work Commission, but the business itself did not have proper processes and systems in place to identify the people who took part in unprotected industrial action.

We were mindful of the cost to the business that had been caused by the industrial action. We also needed the business to fix the issue, and not breach the Act again.

Ishan formally agreed to introduce processes and systems to manage compliance with industrial action obligations, so that he would comply with the Act in future. This outcome reinforced the importance and integrity of the industrial action provisions of the Act, while acknowledging no formal penalty was needed to seek compliance from Ishan.

Our responses following an investigation typically include:

10.1 Findings letter

A findings letter is sent to the parties setting out what we found from the evidence gathered in an investigation. It tells a party what we have found, what they need to do next, and what we intend to do.

For instance, we may find there was no evidence of any breaches. At other times, we may find breaches and will ask the party to fix these (e.g. by back-paying an employee).

CASE STUDY – Findings letter:

Pauline, a part-time employee, had worked for a coffee shop for over 12 months. Pauline asked us for help because she received less than the award pay rate and was not paid extra for working on the weekend.

A Fair Work Inspector investigated the matter, gathering evidence including documents and statements from Pauline, her employer Chris, and a witness. The Fair Work Inspector assessed the evidence and found a number of breaches. The Fair Work Inspector sent a findings letter to Chris and Pauline. The findings letter detailed the award obligations on minimum pay rates, and the penalty rates for weekends and evening work. The findings letter also explained the website tools that could help Chris to pay staff correctly, and asked Chris to back pay Pauline \$850 to make good the underpayment. Chris paid Pauline and now knows about the tools on the website that will assist compliance in the future.

10.2 Tailored small claims assistance

Sometimes a request for assistance involving a workplace dispute is assessed as suitable for an employee to seek their own recovery of unpaid entitlements through specified courts.

These small claims applications have low fees and are dealt with by the courts less formally than other applications made to courts. The small claims process is a fast and efficient way of resolving a dispute.

When deciding whether to refer an employee to a small claims process we consider:

- the amount of money being claimed
- how serious the allegations are
- whether the money being claimed is related to a common law contract or an above award payment
- whether attempts at voluntary recovery (such as mediation) have been made
- whether evidence is being disputed or there are written records
- the employee's ability to follow the small claims process
- whether the employment period ended more than two years ago.

When parties are referred to the small claims process we assist by directing them to tools and resources that explain the small claims process and help them to calculate minimum employment entitlements. These resources are available [on our website \(www.fairwork.gov.au/smallclaims\)](http://www.fairwork.gov.au/smallclaims).

In some cases where we have found that an employee is owed money, we may assist them through the small claims procedure, for example, by helping with the small claims application. The

level of assistance is considered on a case by case basis. For example, we may give greater help to a person with low literacy skills or from a culturally and linguistically diverse background.

CASE STUDY - Small claims:

George is a sales representative and earns \$60,000 per year which is significantly higher than the minimum award entitlement for his job. George advised us that he was owed \$2,000 for working extra hours.

George kept diary notes for some of the extra hours and said he was told to work these hours by his employer Mariana. Mariana disputed that the business owed George any money or that George was directed to work the extra hours. They were unable to agree on a resolution.

We explained the small claims process to both George and Mariana and encouraged them to try and resolve the issues once more between themselves in order to avoid the court process.

We showed George how to complete a small claims application form, how to present written evidence and how to set out calculations of what he believed was owing to him.

We advised Mariana on how to defend a small claims application and how to present written evidence.

We also explained to both parties that they may need to give verbal evidence in court about whether George was directed to work extra hours.

10.3 Letter of caution

A letter of caution is a written warning given to a party when we have found breaches and want to put them on notice that future breaches could result in us seeking financial penalties.

A letter of caution is typically used to encourage compliance in the dispute before us and to ensure future activities of the party are monitored in case of future non-compliance.

CASE STUDY - Letter of caution:

Peng worked in sales for five months, but did not receive a regular income during that time. He was told that he was engaged as an independent contractor on a commission-only basis. He received \$1,600 in commission over the five months.

We investigated and considered all the evidence. We found that Peng was an employee under an award, and not an independent contractor. His employer Bertrand had seriously breached the award, the Act and failed to provide many entitlements due to Peng including wages, allowances and annual leave. Bertrand claimed he had been unaware of the possibility Peng may have been an employee.

Bertrand agreed to pay the entitlements owing to Peng as an employee. Due to the significant breaches, we gave Bertrand a letter of caution, advising him that we would take any further breaches into account when deciding whether to start litigation or other enforcement action against him in the future.

11. Promoting compliance - enforcement outcomes

An enforcement outcome is where we decide that formal action under the Act is the appropriate response to breaches we have found.

There are four enforcement outcomes available to us at law. The Act sets out the legal requirements for each enforcement outcome, as well as things such as time limits and what powers courts have to make orders and impose financial penalties.

11.1 Infringement Notice

An Infringement Notice is a fine given for breaching the record-keeping or pay slip requirements of the Act and the Regulations.

Infringement Notices can be issued up to 12 months after the breach occurred.

We have discretion over whether an Infringement Notice is issued and the amount of the fine (up to the legal maximum). We will consider matters such as:

- whether the breach impedes a Fair Work Inspector's ability to find or calculate underpayments
- whether the breach meant that an employee did not have information needed to recover entitlements
- whether the employer has a history of breaching time and wage record-keeping or pay slip requirements
- whether the breach was deliberate to avoid obligations under Commonwealth workplace laws
- whether the breach had significant implications, for example an employee being unable to secure a loan due to lack of pay records.

The current maximum fines in Infringement Notices for each breach of a record-keeping or pay slip obligation are:

- \$510 for an individual or \$2,550 for a body corporate for breaches of the Act
- \$340 for an individual or \$1,700 for a body corporate for breaches of the Regulations.

If an employer thinks a mistake occurred and they have not breached record-keeping or pay slip obligations they can make an application to us to have the Infringement Notice reconsidered and withdrawn.

CASE STUDY - Infringement Notice:

Valentina worked for a company as a full-time administrative assistant. She was concerned that her pay had not increased after she turned 18. She thought she was still being paid the 17-year old rate, but she could not be sure as her employer Karl had not given her pay slips for seven months. She also worked some overtime, but was not always paid for this. Valentina sought our assistance, and we found that Karl had not paid Valentina the correct entitlements. Karl paid Valentina the money owing, and agreed he had overlooked her award increase when she turned 18.

We also gave Karl's company two infringement notices for \$566 each, which represents one third of the maximum amount. This amount was settled on because Karl did not have a history of non-compliance. The first infringement notice was because Karl failed to keep proper records of Valentina's overtime hours, which may have caused Valentina to miss out on some entitlements. The second infringement notice was for failing to give Valentina pay slips, which meant she could not be sure of the gross wages or overtime paid to her each week.

These breaches of the Act by Karl's company resulted in total fines of \$1132 to be paid within 28 days. We also gave Karl information and templates to help him in complying with his pay slip and record-keeping obligations in the future.

11.2 Compliance Notice

A Compliance Notice is a written notice that legally requires a person to do certain things to fix breaches of the Act.

A Compliance Notice can be used where a Fair Work Inspector reasonably believes that a person has breached a term of the National Employment Standards, a modern award, enterprise agreement or other instrument that specifies wage rates and entitlements.

We typically issue Compliance Notices where an employer hasn't agreed to, or we suspect the employer won't, rectify an alleged breach. A person who has received a Compliance Notice may seek a review through the Courts.

The decision to issue a Compliance Notice is not taken lightly, as a failure to do what the Compliance Notice requires in the time stated is likely to result in us starting legal proceedings in a court. We can take action for both the original breaches and the failure to comply with the Compliance Notice. A failure to comply can result in significant financial penalties of up to \$51,000 for a company and \$10,200 for an individual.

When considering whether to issue a compliance notice, a Fair Work Inspector will consider:

- the nature and extent of the breaches
- the level of cooperation from the employer
- whether the Compliance Notice will achieve a better and/or faster outcome
- the desire to bring about a cost effective and quick resolution to recover underpayments owed to individuals.

CASE STUDY - Compliance Notice:

A Fair Work Inspector investigated a matter involving Moshe, a 19 year old working in a child care centre. The investigation found that over six months his employer Stella had underpaid Moshe \$2,300 in wages and annual leave on termination.

Stella told the Fair Work Inspector that she would not pay as Moshe had not been a hard worker and did not deserve any more money. The Fair Work Inspector ensured Stella knew she legally had to make the payment, and explained that issues with Moshe's performance needed to be dealt with during her employment and were not a reason to pay less than the legal minimum. Stella still refused to pay the money owing.

The Fair Work Inspector then gave Stella a Compliance Notice that said she needed to make payment within a set timeframe. The Fair Work Inspector made it clear that if Stella did not make the payment by the due date she may face penalties in a court. Stella researched her obligations and realised that she did need to pay Moshe the minimum pay rates and annual leave, even if she had concerns about Moshe's work. Stella decided to pay Moshe the full amount owing by the due date in the Compliance Notice.

11.3 Enforceable Undertaking

When we believe that someone has seriously breached the Act, the breach is serious and they acknowledge this, accept responsibility and agree to fix the harm, we can accept a written undertaking from the person about the breaches.

The key difference between an Enforceable Undertaking and a Compliance Notice is an Enforceable Undertaking involves not only the payment of all monies owed but admission and contrition from the party who has breached the law. In addition, an Enforceable Undertaking covers a broader range of conduct and broader remedies.

We use Enforceable Undertakings where an employer has acknowledged they've breached the law, accepted responsibility and agreed to co-operate with us and fix the problem.

Many of the initiatives included in Enforceable Undertakings help to build a greater understanding of workplace responsibilities, motivate the company to do the right thing and help them avoid making the same mistake again.

Enforceable Undertakings are set out in a publicly available and legally binding document. Importantly, we can take legal action in a court to enforce the terms of an Enforceable Undertaking if it is not complied with.

Enforceable Undertakings typically operate for a period of between 2 – 5 years and often include terms about fixing loss or damage caused (e.g. by paying compensation or back pay). They also deal with future compliance and what the person will do in the future to prevent more breaches, such as training sessions for senior managers. Enforceable Undertakings also require people to report on compliance at specific times or when a particular action is undertaken, such as a self-audit.

We may offer a person the option to enter into an Enforceable Undertaking as an alternative to us starting legal proceedings. We also consider offers from people of entering into an Enforceable Undertaking in response to breaches we have found.

When deciding whether to enter into an Enforceable Undertaking, we consider:

- the nature, extent and seriousness of the breaches
- the prior compliance history of the person
- whether the person admits the breaches and what they propose to do to fix or prevent breaches, beyond just complying with minimum standards in future
- the attitude of the respondent
- whether the undertakings are relevant to the breaches and will achieve positive outcomes for employees and/or the community
- whether an undertaking is a superior outcome over litigation, including whether it brings specific and general deterrence and promotes compliance with the Act.

CASE STUDY - Enforceable Undertaking:

Jill had paid her employees flat rates of pay that did not meet the minimum award provisions. A Fair Work Inspector found that the total underpayments to Jill's employees over a year were more than \$50,000.

Jill cooperated with us during the investigation, and admitted all the breaches. She entered into an Enforceable Undertaking with us, in which she agreed to pay the full amounts owing to all employees under an instalment plan. She also agreed in the Enforceable Undertaking to make a written apology to employees, and take all reasonable steps to ensure that she met her workplace obligations in the future, including participating in workplace relations training.

Jill's actions were made public on our website through the terms of the Enforceable Undertaking.

12. Litigation

In the most serious instances of non-compliance we take cases to court to enforce the law or seek a penalty. We call these court cases litigations. Cases that are suitable for litigation typically involve a combination of the following factors:

- deliberate and/or repeated non-compliance, measured by the impact the non-compliance has on an individual, business, group or market
- exploitation of vulnerable workers
- failure to cooperate and fix breaches after being given the opportunity to do so
- parties with a prior history of breaches who have not taken adequate steps to ensure compliance despite being advised of the consequences in the past.

Litigation is an essential enforcement action for three reasons:

1. enforcing the law and obtaining court orders sends a powerful public message to others not to engage in similar conduct (general deterrence)
2. stopping people from engaging in unlawful behaviour now and in the future makes the need to comply real for individuals (specific deterrence)
3. clarifying the law helps the community understand what are the various obligations and rights arising from Commonwealth workplace laws.

Legal action is taken where we have sufficient evidence and, on balance, we consider it is in the public interest and a proper response to the conduct. Detailed information about how we make decisions to start litigation is set out in our [Guidance Note 1 - Litigation Policy](#):

<http://www.fairwork.gov.au/about-us/policies-and-guides/internal-policies-and-plans#guidenote>

Where a court determines that breaches have occurred, a range of outcomes are available to the court. We will ask the court for outcomes that balance our aims of general and specific deterrence with the issues relevant in a case. In addition to financial penalties, we may seek other orders including back pay or compensation, injunctions, and/or requirements to undertake training or implement other practices to address the breaches.

CASE STUDY – Litigation:

We had dealt with complaints about the same employer 12 months earlier. Underpayments had occurred and they were voluntarily fixed.

So when we were contacted again by employees from this employer the Fair Work Inspector organised a meeting with the business owner to get their side of the story. The employer acknowledged that employees had been underpaid and said they would provide the relevant time and wage records.

When the records were not forthcoming, the Fair Work Inspector made a formal request for the records in the form of a Notice to Produce documents under the Act. A few months later some records were provided.

The Fair Work Inspector contacted the employer in person, via phone and by email to access the rest of the records. After using what was available to calculate amounts owing, the Fair Work Inspector attempted to inform the employer of the findings by mail, email and phone. In total, the Fair Work Inspector initiated 33 separate and largely unsuccessful points of contact with the employer over a 16 month period in an attempt to resolve the matter.

The employer blatantly refused to engage with us and rectify problems that the employer acknowledged did occur, leaving us with few options other than to progress to court. In the end, nearly two years after the complaint was made, the Federal Court ruled that the employer needed to back pay over \$12,000 to nine staff, including two junior employees, as well as ordering the company to pay penalties of over \$19,000, and the Director almost \$4,500.

13. Publication of enforcement outcomes

We publish information regarding our enforcement activities on our website. This forms an important part of our role in ensuring compliance with Commonwealth workplace laws by:

- enhancing general and specific deterrence
- informing and educating the community, or people in the same and similar industries, of the nature and outcome of enforcement activities
- providing advice about to how to prevent similar breaches.

Information we publish will be fair and accurate. We may decide to publish information on our website, including by issuing media releases. Information may also be used in reports, presentations or other educative material.

In litigation matters we may publicise the decision to commence proceedings, the lodgement of court documents, milestones during proceedings, directions hearings, and/or decisions (whether there are financial penalties or orders or neither). We will publish information if we believe that publicising any or all of these stages will support compliance with Commonwealth workplace laws.

We publish this information for two reasons:

- visibility of our enforcement activity sends a powerful message of deterrence to others
- clarification of the law and the level of penalties that certain breaches incur can help people understand the seriousness of breaking the law.

14. Working with other agencies

We are not always the agency best placed to deal with an issue. For example, a number of authorities specialise in handling superannuation, visa issues or bullying.

Where we believe another agency can provide greater assistance, we will refer the issue as early as possible.

We may share information with other government agencies or departments where authorised by the Act. For example, we may share information where disclosure is necessary, appropriate, or likely to assist administration or enforcement of a law of the Commonwealth, a State or a Territory.

Examples of agencies we may share information with include Fair Work Building and Construction, the Australian Taxation Office and the Department of Immigration and Border Protection. We also receive information from these government agencies at times which assists us do our work.

15. Feedback

We encourage feedback on any matter, and invite people to contact us at yourfeedback@fwo.gov.au

If a person requests a review of our actions and is not satisfied with the result of our review, they can contact the Commonwealth Ombudsman on 1300 362 072, or at www.ombudsman.gov.au.