



The Way Ahead

**Australian Mines & Metals
Association (Inc.)**

INTRODUCTION

The Australian Mines and Metals Association (Inc.) (AMMA) is an organisation of employers in the metalliferous mining, hydrocarbons and related industries dedicated to serving and promoting the employee relations interests of its member companies.

The nature of Australia's economic situation, including the need to be internationally competitive, requires all organisations to continually assess their performance and priorities and to provide innovative, responsible and effective leadership to their constituents and to the wider community.

VISION

The generation of national wealth and employment is essential for the enhancement of the living standards of all Australians. The distribution of this wealth should be related to the inputs of labour, capital, skills and risks involved in its creation.

These objectives are best achieved by competitive forces in a market oriented, deregulated, free enterprise economy and by governments encouraging self-regulation and development.

Fundamental to AMMA's principal activities is its conviction that the interests of employers and employees are mutually dependent.

Co-operative, productive, flexible and mutually rewarding working relationships between employers and employees at the enterprise level are essential if Australia is to improve its domestic and international competitiveness and enhance its living standards.

MISSION

AMMA's overriding purpose is to assist and encourage its member companies and their employees, as well as unions, governments and industrial tribunals to achieve its vision.

AMMA will:

Through member companies and involvement in other organisations, encourage a significant change in company, workforce and wider community expectations and behaviours such that the efficiency and competitiveness of the enterprise will become a dominant social and work value.

By recognising that employers and employees must establish mutual confidence and support in moving to co-operative self regulation, assist member companies in the development and implementation of employee relations practices and processes which promote enterprise level relationships and remove the need for third party involvement.

By building upon these commitments, contribute to member companies achieving and sustaining a competitive position in the market place.

Whilst pursuing its mission, AMMA will remain responsive to the day to day needs of members and will maintain its representative role for the industry.

PRIORITIES & ACTIONS

Inter-related policy priorities emerge from AMMA's Vision and Mission. These policy priorities, and the actions required for addressing them, are outlined below:

Focus on the Enterprise

AMMA believes that companies and their employees should take account of the circumstances of the employing enterprise when considering the specific needs and aspirations of those directly involved in the employment relationship.

AMMA will actively encourage and facilitate agreement within enterprises.

Improve Employee Relations Management Performance

AMMA recognises the pivotal role of management in leading its people and in developing more efficient, productive and mutually rewarding working relationships.

Improving management performance is properly a matter for individual member companies and is an integral part of the move to an enterprise base for labour relationships.

Companies need to continually assess the extent to which their existing management structures and systems support the employer and employee relationship. Management must have both the commitment and capacity to take on the accountability for its own employee relations issues and be less dependent on third party intermediaries.

In addition to keeping member companies abreast of both Australian and overseas practices and successful employee relations initiatives, AMMA will assist in this important task by providing appropriate employee relations advice and training for management.

Encourage Enterprise Employee Involvement

AMMA will encourage initiatives within enterprises to achieve improved employee contribution to productive and mutually rewarding working relationships.

AMMA will actively promote employee involvement that centres on the direct employer-employee relationship.

AMMA will strenuously oppose those forms of involvement which promote or prescribe unions as the channel of communication or involvement between employees, and those which seek to impose third party intermediaries between employers and employees.

Influence Employee and Community Behaviour and Expectations

AMMA will encourage member companies to inform employees and if appropriate, unions, on the financial position and competitiveness of the enterprise in order to influence behaviour and expectations.

AMMA will offer advice on how this might be best achieved should members so request.

AMMA will continue to seek to influence wider community opinion by ensuring that the ethical standards, views and international nature of the metalliferous mining, hydrocarbons and related industries are expressed publicly and firmly on matters of importance to employee relations.

Pursue Workplace Adaptability and Flexibility

AMMA members operate in competitive product markets which demand that organisations are able to anticipate and respond quickly to changed domestic and international circumstances.

AMMA will work with member companies and other employer organisations to remove impediments to flexible work methods for the efficient utilisation of all resources.

AMMA will also encourage member companies to foster and support additional flexibility and adaptability by implementing training, skills enhancement and skills utilisation initiatives consistent with the highest standards of safety and employee dignity.

Support Performance Related Reward Systems

AMMA will support the development and implementation of payment systems which relate the rewards received by employees to their personal work contribution and the productivity and viability of the enterprise.

Promote Employer Unity

Consistent with a focus within the enterprise, AMMA will work closely with and promote commonality of understanding among member companies, recognising the advantage of maintaining diversity within the industry.

AMMA will encourage the rationalisation of employer organisations and to this end, is committed to forging closer working relationships and, whenever possible, combining resources with other industry associations.

Reduce Reliance on Tribunals

AMMA will support the retention of statutory conciliation and arbitration machinery only to the extent that it operates to assist employers and employees in the pursuit of more productive and mutually rewarding working relationships.

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