

s. 22(1)(a)(ii)

From: Murray Furlong <S. 22(1)(a)(ii) @fwc.gov.au>
Sent: Friday, 27 March 2026 4:45 PM
To: DUGGAN,Simon; MANNING,Gregory
Subject: FWC workload and budget challenges
Attachments: FWC Efficiency Projects - 2026.docx

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

OFFICIAL

Hi Simon and Greg,

Thanks for making the time to meet with me yesterday. Further to our conversation, I thought it would be helpful if I provided an overview of some of the major projects underway to address the Commission's unprecedented growth in workload that is occurring at a time of decreasing resources.

The growth in our dismissal jurisdictions continues:

- Unfair dismissal lodgements in January 2026 were 38% higher than the January three year average (1,308 matters lodged)
- General protections dismissal lodgements in January 2026 were 78% more than January 2025 (609 matters)

By the end of financial year 2025/26, it is likely that the Commission's total workload will have increased by over 70% in the space of 3 years.

The increase in applications is putting strain on every element of the Commission's case management performance. Examples of metrics which indicate this strain include:

- slower lodgement processing (57% of lodgements processed within 3 working days against a 90% target)
- the timeliness of approving enterprise agreements at the 50th and 90th percentiles has started to materially decline, and
- at the end of January 2026, the number of matters on hand allocated to Members was 45% higher (+1,215 matters) than the same time last year. The number of matters on hand allocated to staff was 55% more (+1,473 matters) than the same time last year.

s. 22(1)(a)(ii)

Kind regards,

Murray

Murray Furlong
General Manager



Fair Work Commission
Australia's national workplace relations tribunal

T s. 22(1)(a)(ii)

M s. 22(1)(a)(ii)

E s. 22(1)(a)(ii) [@fwc.gov.au](https://www.fwc.gov.au)

Pronouns: (he/him)

From: s. 22(1)(a)(ii)
To: s. 22(1)(a)(ii); [HARB.Diab](#); [COSTELLOE.Sarah](#)
Cc: s. 22(1)(a)(ii) [Zoe Bright](#); s. 22(1)(a)(ii)
Subject: For information | GM statement - Changes to processes, systems and information - to be published today
Date: Friday, 29 May 2026 11:40:50 AM
Attachments: [Outlook-A close-up.png](#)
[Outlook-A close up.png](#)
[GM-statement-change-at-the-Commission.pdf](#)

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

OFFICIAL

Good morning DLO, Diab and Sarah,

Please see attached statement which the General Manager, Murray Furlong, will be publishing later today.

If you have any questions in relation to the statement, please let me know.

Kind regards,

s. 22(1)(a)(

s. 22(1)(a)(ii) (she/her)

Director, Government Relations

Legal, Performance and Engagement Branch

PID Authorised Officer



T s. 22(1)(a)(ii)

E s. 22(1)(a)(ii) [@fwc.gov.au](mailto:s.22(1)(a)(ii)@fwc.gov.au)

11 Exhibition Street, Melbourne Victoria 3000

GPO Box 1994, Melbourne Victoria 3001

s. 22(1)(a)(ii)



At the Fair Work Commission we respect and celebrate the diversity of our communities and we are committed to creating a safe and welcoming space for all.

We acknowledge that our business is conducted on the traditional lands of Aboriginal and Torres Strait Islander people. We acknowledge their continuing connection to Country and pay our respects to their Elders past and present. This email was sent from Wurundjeri Woi Wurrung country.

Important: This message may contain private or confidential information. If you think this email was sent to you by mistake, please immediately notify the sender and delete all copies of the email from your system. Please refer to our [privacy policy](#) for more information on how we collect and handle personal information.



General Manager statement

Changes to processes, systems and information

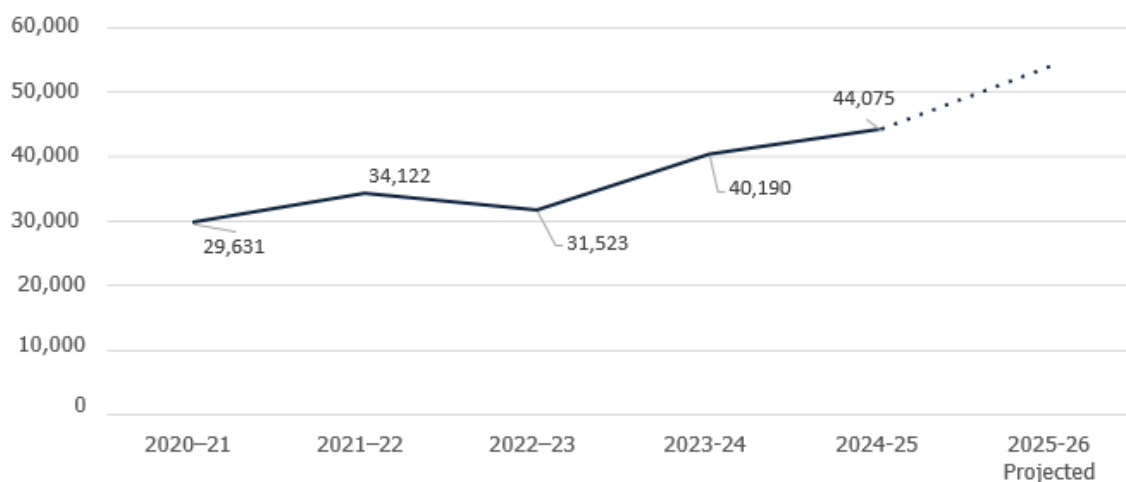
Melbourne, 29 May 2026

- [1] The Fair Work Commission's President, Justice Hatcher and I have been closely monitoring the significant increase in the Commission's workload over recent years. This increase has coincided with a number of other changes, including a significant increase in the number of persons representing themselves in Commission cases, budget constraints and resourcing challenges.
- [2] Additionally, the proliferation of generative AI (GenAI) assistance tools has had a significant impact on the Commission's work as detailed in [Justice Hatcher's November 2025 statement about reforms to general protections case management processes \(PDF 284 KB\)](#).
- [3] These impacts, taken together, are having a direct effect on the Commission's ability to provide timely, efficient and effective dispute resolution services to the community. In response, the Commission must review the way that we work to ensure that we can operate sustainably in the years ahead.
- [4] The Commission is committed to managing change in an open and transparent way and this statement outlines the changes we are proposing for the year ahead. To assist the community to keep up to date about our changes, we have created a [Change at the Commission web page](#) that we will update throughout the rest of the year.

Workload challenges

- [5] The Commission's workload challenges are documented in a number of public statements from Justice Hatcher. His Honour recently noted in his [Statement about the Commission's draft AI guidance note \(PDF 231 KB\)](#) that, by the end of financial year 2025–26, it is likely that the Commission's total workload will have increased by over 70% in the space of 3 years. Our most recent data shows that at the end of April we had received 44,039 lodgments, just 36 matters shy of the total lodgments received in the whole of the 2024–25 financial year period (44,075). This was the previous highest number of applications received by the Commission.

Figure 1: Total lodgments by year since 2021–22



- [6] These numbers clearly show a significant increase in the number of people seeking the assistance of the Commission. However, our workload is not adequately reflected by referring to application volume alone. Other resourcing pressures we are currently experiencing include:
- The significant number of major cases the Commission is undertaking and has programmed, including gender-based undervaluation matters, reviews of award provisions relating to working from home and part-time employment, and the setting of regulated worker minimum standards and contractual chain orders.
 - Approximately 1,400 jurisdictional matters determined between 1 July 2023 and 31 December 2025 resulting from the decision of the Full Court of the Federal Court in *Coles Supply Chain Pty Ltd v Milford* [2020] FCAFC 152 in relation to general protections claims.
 - Over 451 PABO conferences in the 2025–26 financial year to 30 April.
- [7] In addition, the Commission's operations associated with regulating federally registered organisations (union and employer representative groups) are also at unprecedented levels, with several high-profile oversight, compliance and enforcement matters progressing.
- [8] The increased workload is placing strain on every element of the Commission's operations. The unwavering commitment and tireless efforts of Members and staff across the organisation are recognised in managing the ever-increasing workload. However, applications continue to rise without any signs of slowing, further increasing pressure on existing and future resources.
- [9] This is unsustainable and we cannot continue to operate in the same way.

Changing user profile

[10] In recent years, the Commission has seen a major shift in both the type of work it does and the people who use its services. There has been a move from collective matters to individual rights-based dispute applications to the Commission over the past 10 years and this has continued to accelerate over the past 36 months. In addition to the shift from collective to individual disputes, the proportion of applicants coming to the Commission without a legal or other representative has also shifted.

[11] The graphs below show this change in user profile in the general protections dismissal and unfair dismissal jurisdictions.

Figure 2: Increase in self-represented applicants in general protections dismissal (s.365) cases.

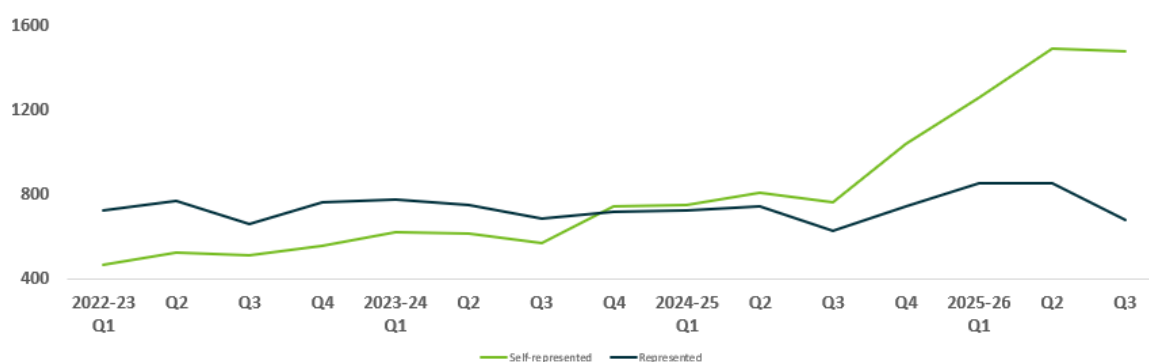
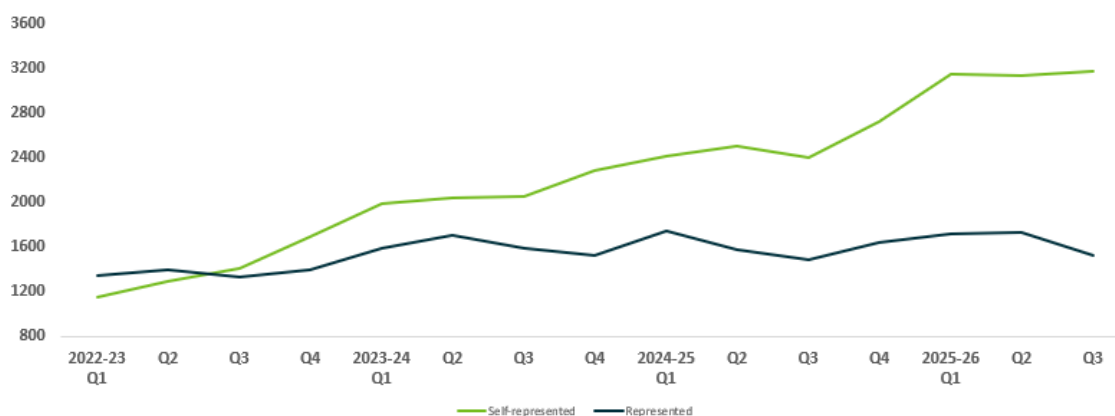


Figure 3: Increase in self-represented applicants in unfair dismissal (s.394) cases.



[12] These users need extra help to navigate the Commission's processes and require clear, plain language information and targeted education resources delivered in the right format and at the right time.

- [13] More users are coming to the Commission with little or no workplace relations experience, often informed by content generated by AI. To help the Commission better understand and respond to the changing user profile we have initiated external research about the use of AI in general protections and unfair dismissal matters. We are still finalising the research, however early results indicate that a significant proportion of applicants are using AI in their applications to the Commission. The Commission will share the research once it is finalised, and we anticipate undertaking further research to assist with responsible use of GenAI in tribunal proceedings.

How we are responding

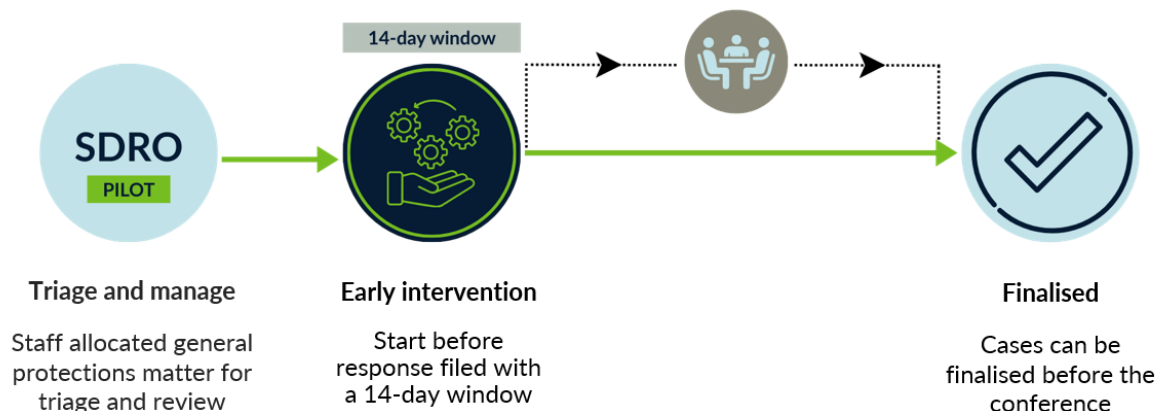
Managing cases

- [14] The Commission is reviewing how it manages each of the major types of applications that come to us. We started this review with general protections involving dismissal cases as this was one of the fastest growing areas of work for the Commission.
- [15] The Commission has now commenced an internal review of the general protections not involving dismissal jurisdiction and a targeted review of our sexual harassment jurisdiction during which we will consult closely with the Respect@Work Council. A review of the unfair dismissal jurisdiction is to follow in the second half of 2026. These reviews are likely to result in significant changes to the Commission's processes and forms, similar to those made as part of the review of general protections involving dismissal. We will communicate those changes through our subscription and stakeholder information channels as well as through individual matter correspondence and materials.
- [16] Alongside these more structural reviews, we have commenced several transformational initiatives at the staff level to improve case management processes and help to address the challenges the Commission is facing.

Early intervention in general protections disputes

- [17] The Commission is trialling a new alternative dispute resolution (ADR) process through its Early Dispute Resolution (EDR) pilot. Under the pilot, a dedicated team of Senior Dispute Resolution Officers (SDROs) led by an experienced staff conciliator make early contact with parties in suitable matters to provide information about the general protections jurisdiction and attempt to informally resolve the dispute.
- [18] Staff use a mix of ADR options in the pilot, with conferences held only where needed. The aim is to contact parties within 14 days often before a response is filed.

Figure 4: Diagram of the SDRO pilot process.



- [19] Early results of the EDR pilot indicate that many cases can be finalised quickly through early intervention, lowering the burden on business of responding to applications with no prospect of success where appropriate. The pilot has been extended through to September 2026, and we will continue trialling different approaches during this time.

Staff conference model pilot

- [20] The Commission's specialist staff conciliators are also trialling a new conference model in general protections dismissal disputes. This model follows reforms introduced for Commission Members as part of broader changes to case management in this jurisdiction, which Justice Hatcher outlined in his [November 2025 statement on these process reforms \[PDF 284 KB\]](#).
- [21] In the new model, staff conciliators focus the discussion on finding a resolution to the dispute. This recognises that the Commission does not perform a determinative function in this jurisdiction. The pilot ran for 8 weeks and we are now evaluating it. Early indications are that the process can present an efficient alternative to the current conference model.
- [22] Following evaluation, the Commission will determine if the new model should be implemented on a permanent basis.

Technology

- [23] As part of the comprehensive reform program, the Commission is undergoing a technology uplift and has, where appropriate, brought forward planned development work that will help address the challenges currently facing the Commission.
- [24] The changes to technology are both in support of and driving some of our case management changes. We will make these changes progressively and we will aim to find efficiency benefits, reduce expenditure in forward years and in some cases utilise GenAI capabilities to reduce the need for manual processing. While we will endeavour to



consult regarding upcoming changes, stakeholder feedback may not always be able to be accommodated.

MyFWC online portal

- [25] The MyFWC online portal was released in 2025 and replaced the Commission's previous online lodgment method for unfair dismissal (Form F2) and general protections dismissal (Form F8) applications. This was our first step in developing an end-to-end case management system for internal and external users.
- [26] The development of this system is a priority for the Commission and will bring significant changes to case management practices for Commission Members, staff and users – most likely the largest in the Fair Work era.
- [27] The Commission is continuing to develop the MyFWC portal to provide additional functionality and improve the user experience. While MyFWC currently only assists users to lodge an unfair dismissal or general protections dismissal application, the next stage of development will enable parties in these matter types to access information about their case, such as notices of listing and directions, as it progresses. Users of the Commission's services can expect:
- to be asked to create a MyFWC account to access information about their case
 - changes to the way they access and view documents in their cases
 - to be able to view active listings and appointments within the MYFWC portal.

These changes are expected later in 2026 and are relevant to unfair dismissal and general protections dismissal cases only.

- [28] It is our aim to extend the MyFWC portal to many other case types over time to provide an end-to-end online experience for most cases lodged with the Commission. This is a significant technological uplift and we will deliver it in stages over the coming years. During the transition period the Commission will continue operating 2 case management systems. Users involved in different case types may notice differences between those case types during this transitional period.
- [29] In the interim, we will progress changes that are required to facilitate development of the system commencing with changes to online lodgment in dismissal cases. Applications lodged through the MyFWC portal realise genuine efficiencies for the Commission in processing applications. This is the Commission's preferred method of lodgment for the Form F2 and Form F8.
- [30] Our data indicates that approximately 73% of these dismissal applications are already lodged through the portal and we are now making changes with the aim to get this number closer to 99%. Users will soon be directed to lodge Forms F2 and F8 through the portal, unless there are accessibility adjustments required for particular lodgments. We will update the Commission's website and remove the paper-based Forms F2 and F8.



- [31] We have commenced external engagement about the change. Our message to regular applicants and representatives is to make the switch to online lodgment now. We will update the [Fair Work Commission Rules 2024](#) to reflect the decision to require lodgment via MyFWC later in the year.

AI-assisted agreement checklist assistant

- [32] The Commission is developing an Agreement Checklist Assistant that uses GenAI to support Commission staff carrying out pre-approval checks for enterprise agreement applications. The aim is to help staff identify for Members whether there are any concerns – including if the application is complete, accurate and compliant and whether it may not pass the [Better Off Overall Test](#) – before it is allocated to a Commission Member.
- [33] The Agreement Checklist Assistant will draw out key timeline information, compare relevant instrument clauses and flag potential issues for further review by our specialist staff. This will improve efficiency in the agreement approval process while retaining human oversight at key points.
- [34] The Agreement Checklist Assistant is a support tool for our triage staff and will not replace the decision-making function of Commission Members. A Commission Member will continue to review and determine applications, informed by the triage report from specialist staff, as is currently the case.
- [35] To support the efficacy of the Agreement Checklist assistant we will soon require the lodgment of a digital version of the agreement together with the signed copy.
- [36] The digital version of the agreement must be machine-readable. An original digital version of the agreement is required for the AI assistant to work effectively. In most circumstances this will be in a Microsoft Word format (DOCX). A PDF document produced digitally (such as a conversion from Word) is suitable for this purpose but a PDF document created by scanning a hard copy is not an original digital version. We will also update the [Fair Work Commission Rules 2024](#) to facilitate this requirement. This change is expected to be in place in the coming months.

AI-assisted helpline

- [37] Every day, the Commission's helpline receives a high volume of calls about matters that are outside the Commission's jurisdiction, such as requests for legal advice, or questions about information that is already available on the Commission's website. As Commission staff are only permitted to provide general information and cannot give legal advice or comment on individual circumstances these calls take time away from users who need staff assistance most.
- [38] To assist in managing this workload and to support the existing service, the Commission is considering the implementation of an AI voice agent to help triage helpline calls and improve service delivery. The AI voice agent could replace our current interactive voice recording as the public's first contact with the helpline.



- [39] The aim is to reduce our call wait times and redirect queries as soon as possible if the Commission is not the appropriate body for the call. We have developed an initial proof-of-concept, and we are now assessing the viability of the product and considering whether to allocate resources to development and delivery.

Document search

- [40] The Commission developed and released a new document search platform in February 2026. This was necessary to mitigate emerging risks related to older technology and the ongoing maintenance of the platform. The delivery of the new platform provides both efficiency and resourcing savings for the Commission.
- [41] When the platform launched, several issues were identified. The Commission recognises this caused problems for users and that some issues remain. We are committed to delivering systems and processes that balance user needs and expectations with operational requirements. We have listened to the feedback received and allocated additional resources to remediate the document search function, fix identified problems and improve the platform.
- [42] Regular users of the platform should expect ongoing enhancements and bug fixes over the coming months. If you have feedback or are experiencing issues, please use the [document search feedback form](#) available in the platform. If you leave your contact details, a staff member will contact you to discuss the issue. You can also [request a document](#) you are unable to locate to be emailed to you.

Internal organisation review

- [43] The Commission is undertaking an internal organisational review to address resourcing and workload pressures. The purpose of the review is to develop a clear, agreed and long-term plan to support future operational and financial sustainability. The review is confined to opportunities where we have a reasonable level of direct control and focusses on 5 key areas:
- where we work
 - how we work
 - external supplier expenditure
 - structure and roles
 - technology and automation.
- [44] The Commission is consulting extensively with Members and staff through the review. There are opportunities for efficiencies and savings through reviewing our property profile, exploring automation, GenAI integration and through natural attrition.

Property profile

- [45] Over recent years, Commission Members and staff have embraced flexible working arrangements and the benefits of a hybrid working model. Consistent with evolving



community expectations, an increasing proportion of Commission matters are now conducted online, or in hybrid formats, rather than fully in person.

- [46] The use of public hearing rooms is now the exception rather than the rule in many case types. Similarly, attendance at public counters and in-person lodgments has reduced significantly, reflecting a clear preference of how the community wishes to interact with the Commission.
- [47] The Commission maintains a tenancy in each capital city and expects property to remain a critical element of its service delivery. The Commission's tenancies are specialist in nature, which means they are not readily available in the general commercial property market. They require significant capital investment to support the Commission's operations, particularly for hearing and conference rooms equipped with bespoke technology.
- [48] Notwithstanding this, the Commission has 2 major tenancy decisions approaching within the next 3 years. The Melbourne tenancy agreement concludes in December 2027 and the Canberra tenancy in mid-2028. The Melbourne tenancy is the Commission's largest financial commitment and, given the size of the tenancy, we are exploring options to reduce our footprint. In Canberra we are looking at opportunities to co-locate with other government agencies as we already do in other locations.
- [49] We anticipate that these options would provide the Commission with crucial savings in future years while ensuring that we meet our service delivery obligations.

More information and feedback

- [50] The pace of change at the Commission is high, and regular users should expect changes in how they interact with our services. The Commission will continue to listen to and work closely with key stakeholders to design and implement solutions that balance operational needs, efficiency and the needs of users.
- [51] Consultation and feedback are central to the reform program and stakeholders can expect invitations to webinars, regular communications and dedicated information resources.
- [52] We have established a reference group with representation from peak bodies to provide an open and collaborative forum for discussion around change at the Commission. Those external members include:
- ACTU
 - AiGroup
 - ACCI
 - COSBOA.
- [53] This is in addition to the Commission's existing [stakeholder user groups](#) including the Small Business Reference Group and Enterprise Agreements and Bargaining Advisory Group, which remain crucial engagement forums.



[54] We also welcome feedback on the reform program and the initiatives underway. To provide feedback or if you need more information, please contact Feedback@fwc.gov.au.

Murray Furlong
General Manager
Fair Work Commission

END

Media inquiries

Fair Work Commission Media Team
Phone: (03) 9063 7610
Email: media@fwc.gov.au.

s. 22(1)(a)(ii)

From: s. 22(1)(a)(ii) @fwc.gov.au>
Sent: Monday, 17 November 2025 5:39 PM
To: COSTELLOE,Sarah
Cc: HARB,Diab; Murray Furlong; Zoe Bright; s. 22(1)(a)(ii); JONES,Henry; s. 22(1)(a)(ii)
Subject: RE: General protections discussion - data and demand [SEC=OFFICIAL]

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

OFFICIAL

Good afternoon Sarah,

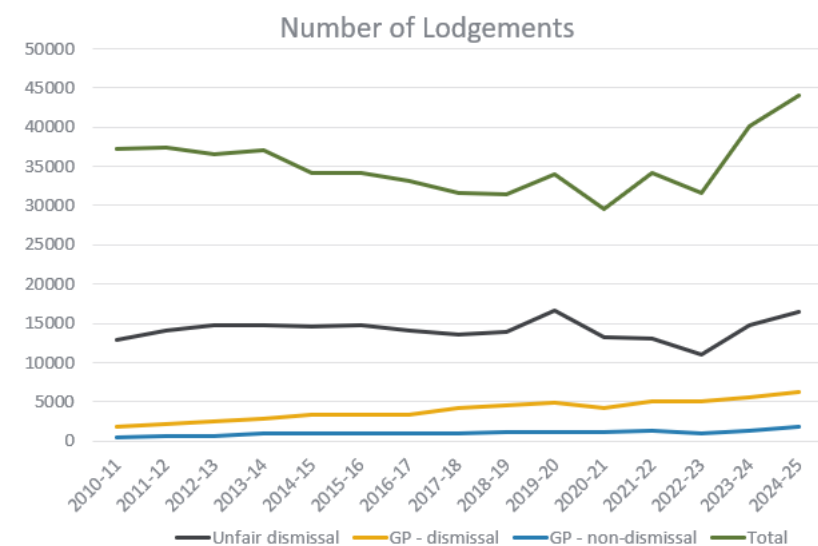
Thank you for the opportunity to review your draft documents and my apologies for missing the midday deadline.

Please see staff level comments below.

Notes on the placemat

s. 22(1)(a)(ii)

Graph 1



This graph in the placemat shows that UD dismissals are heading higher than the height of the Covid pandemic, where the Commission received an increase in lodgements directly related to vaccine related dismissals. Significant additional resources were diverted from other business areas at the Commission to deal with these significant spikes in 2020-21 and 2022-23 – current Q1 data for 2025-26 indicates that that upward trend continues.

For Q1 2025-26, the Commission received 4,878 unfair dismissal lodgements – 43% above the three year average. Extrapolated over four quarters, if the trend continues, the Commission will expect to receive 19,512 UD matters this FY.

For Q1 2025-26, the Commission received 2,120 general protections dismissal lodgements – 57% above the three year average. Extrapolated over four quarters, if the trend continues the Commission will expect to receive 8,480 general protections dismissal matters.

For Q1, 2025-26, the Commission received 694 general protections – other lodgments – 135% above the three year average. Extrapolated over four quarters, if the trend continues the Commission will expect to receive 2,776 general protections – other matters. In 2024-25, the total number of general protections – other lodgments was 1,599.

You will note the President in his 14 November 2025 Statement indicates that the Commission will look to review case management processes for general protections – other matters next.

s. 22(1)(a)(ii)

Process maps

Both UD and GP dismissal process maps

For both of these maps, when an application is dismissed on jurisdictional grounds, those decisions are appealable to a Full Bench and onwards to a Court.

UD process map

“Appeal dismissed” should not move to “matter resolved order issued” only. Appeals (even when they are contained to permission to appeal) which are dismissed can be subject to judicial review.

General protections dismissal process map

The flowchart should be amended to accord with procedural changes outlined by President Hatcher in his [Statement](#) of 14 November.

If application is out of time, these are now escalated to Member for consideration. A Member may dismiss an application on the application alone. A Member may choose to serve an application on a respondent and seek a response. EOT to be determined before matter proceeds.

General protections conferences are held by staff under delegation and Members. It might be worth a discussion to ensure that part of the flowchart is correct.

Staff conferences are conducted and a report on the conference provided to a Member to determine whether a certificate should be issued. Many certificates are issued without a Member conference having been conducted.

Additionally, while the flowchart does include the process for a jurisdictional objection to be dealt with in a general protections matter, this does not indicate the workload associated with dealing with these matters. As outlined in correspondence sent to the Department previously, following the decision in *Milford*, in June 2023 the Commission's case management process was changed so that when a respondent raises a jurisdictional objection:

- the objection must first be determined by Member of the Commission, and
- the matter proceeds to conference only if the objection is dismissed.

-

Determination of a matter by a Member may include: review application and response, holding of a Mention/Directions hearing, conducting an evidence hearing, considering materials and preparing and finalising written decision. Administrative support staff assist a Member to program these processes.

For consent arbitration – after lodge consent arbitration application, there should be an “arbitration” box before the “order made” box.

General protections non-dismissal process map

Before an application proceeds, after the application is served on the respondent, the Commission must ascertain whether the Respondent consents to attending a conference. If the employer does not consent, the matter cannot proceed, even if the respondent raises a jurisdictional objection. Employer consent should be the first hurdle in the workflow.

If you would like to discuss any of the above, please let me know and I can make time to discuss with the team.

Kind regards,

s. 22(1)(a)(i)

s. 22(1)(a)(ii) (she/her)
Director
Government Relations

Fair Work Commission
Tel: s. 22(1)(a)(ii)
s. 22(1)(a)(ii) [@fwc.gov.au](mailto:s.22(1)(a)(ii)@fwc.gov.au)

s. 22(1)(a)(ii)

From: S. 22(1)(a)(ii) <@fwc.gov.au>
Sent: Wednesday, 12 November 2025 4:53 PM
To: HARB,Diab <s. 22(1)(a)(ii)@dewr.gov.au>; COSTELLOE,Sarah <s. 22(1)(a)(ii) @dewr.gov.au>
Cc: Murray Furlong <s. 22(1)(a)(ii) @fwc.gov.au>; Zoe Bright <s. 22(1)(a)(ii)@fwc.gov.au>; s. 22(1)(a)(ii)@fwc.gov.au>
Subject: General protections discussion - data and demand

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

OFFICIAL

Good afternoon Diab and Sarah,

Thank you for your time earlier today.

Please see attached notes referred to by Murray during the discussion.

Please also see President's statement which has been published this afternoon - [President's statement on reforms to general protections dismissal application processes | Fair Work Commission](#)

As discussed, I am happy to be connected to your teams working on your briefing.

Kind regards,

s. 22(1)(a)(ii)

s. 22(1)(a)(ii) (she/her)
Director, Government Relations
Legal, Performance and Engagement Branch
PID Authorised Officer



Fair Work Commission
Australia's national workplace relations tribunal

T s. 22(1)(a)(ii)

E s. 22(1)(a)(ii)@fwc.gov.au

11 Exhibition Street, Melbourne Victoria 3000
GPO Box 1994, Melbourne Victoria 3001

s. 22(1)(a)(ii)



At the Fair Work Commission we respect and celebrate the diversity of our communities and we are committed to creating a safe and welcoming space for all.

We acknowledge that our business is conducted on the traditional lands of Aboriginal and Torres Strait Islander people. We acknowledge their continuing connection to Country and pay our respects to their Elders past and present. This email was sent from Wurundjeri Woi Wurrung country.

Important: This message may contain private or confidential information. If you think this email was sent to you by mistake, please immediately notify the sender and delete all copies of the email from your system. Please refer to our [privacy policy](#) for more information on how we collect and handle personal information.

Notice:

The information contained in this email message and any attached files may be confidential information, and may also be the subject of legal professional privilege. If you are not the intended recipient any use, disclosure or copying of this email is unauthorised. If you received this email in error, please notify the sender by contacting the department's switchboard on 1300 488 064 during business hours (8:30am - 5pm Canberra time) and delete all copies of this transmission together with any attachments.