

Our People Plan 2017-20

Building a High Performance Organisation

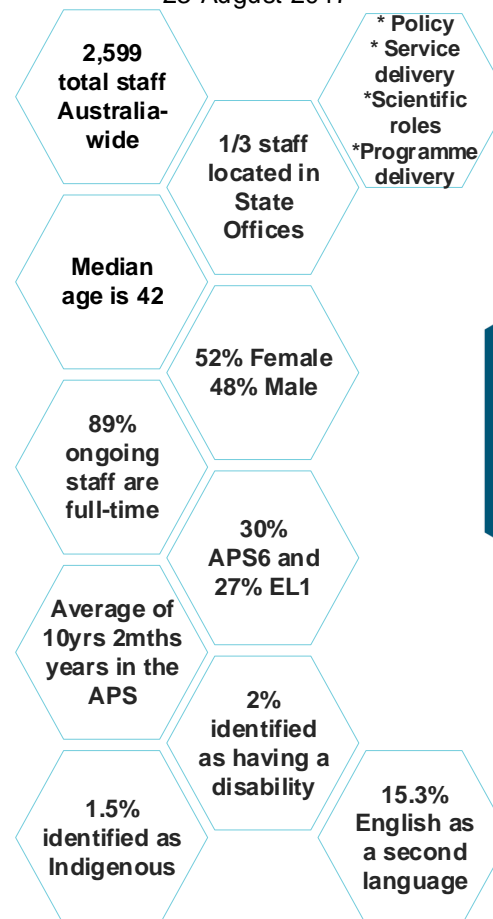
Building a high performance organisation is about investing in our people, values, processes and systems to build the capacity/capability necessary to achieve our objectives and realise our vision by:

- Creating an environment which maximises employee engagement—through encouraging and rewarding high performance
- Investing in the ongoing development and capability of our people—through extensive, centrally funded learning and development opportunities
- Encouraging a flexible work environment—through a variety of initiatives, including teleworking.

There are six identified components to achieving a high performance organisation:

- 1. Common vision** is ensuring that all staff and areas have a shared understanding of the department's role in delivering the government's agenda through a unified Vision, Objectives and Values as well as fostering an understanding and ownership amongst staff of the department's role, and how individuals contribute to it.
- 2. Advancing Capability** is our desire to strengthen our skills to become, and be recognised as, a leader in the development of policy and programme design and delivery on matters relevant to enabling growth and productivity for globally competitive industries.
- 3. Strong leadership** is our leaders, at all levels, modelling the APS values and communicating our Vision, and taking responsibility for the department's success by being accountable and guiding our people through change.
- 4. Engaged staff** is about empowering and engaging our staff with the department's Vision and ensuring they understand that they have a personal stake in the department's success.
- 5. Collaborative, innovative & safe environment** is our desire to understand and promote the benefits of building on shared knowledge and experiences, and being open to new delivery approaches, engaging with greater level of business risk whilst ensuring a healthy and safe workplace.
- 6. Structure, systems & processes** is the appropriate and effective selection of structures, systems and processes that align with the department's Vision without imposing an undue burden on our stakeholders and staff.

Our Workforce Profile as at 23 August 2017



COMMON VISION

will be achieved by promoting the unifying vision, and understanding how the department's Objectives fit into the overall Government's agenda. This will also include a strategic approach to recruitment and capacity building.



ADVANCING CAPABILITY

will be achieved through an emphasis on advancing our capability to generate evidence based policy solutions and quickly and efficiently implement measures to deliver on government priorities with a better understanding, and improved collaboration and coordination with, key stakeholders. This will also include improving writing and economic capability within the department.



STRONG LEADERSHIP

will be achieved by our leaders understanding how to communicate the department's Vision, Objective and Values to our people by translating them into our work practices. Our leaders will be supported through change and will be provided opportunities to gain the necessary skills to manage effectively in a complex fluid environment, ensuring they look for opportunities to solve problems and embrace the benefits of change and continuous improvement.



ENGAGED STAFF

will be achieved by demonstrating we value our staff by considering their ideas, celebrating their successes and supporting them to be innovative, creative and open. Our staff will be supported through a flexible working environment and investing in their ongoing development.



COLLABORATIVE, INNOVATIVE & SAFE ENVIRONMENT

will be achieved by adopting, promoting and supporting collaborative behaviour, building a wide-spread approach to encouraging and harnessing ideas from staff, increasing our risk tolerance through the development of risk appetite statements and a pro-active and holistic approach to creating a healthy and safe workplace.



STRUCTURE, SYSTEMS & PROCESSES

will be achieved by establishing a transparent, responsive and streamlined structure and governance arrangements, and the development of agile systems and processes that support our staff, meet the needs of the department and are capable of responding to rapid change.



COMMON VISION

WHAT IS IT?

We build an inclusive environment by communicating the department's role, and how our employee's contribute to the government's agenda.

We will ensure our employees are the right people, with the right skills at the right time, through streamlined and effective recruitment process, and on going performance management.

We will analyse HR metrics data, monitor trends and develop strategies to positively impact the experience of working in the department.

We will emphasise the 'user' experience, In design, development and delivery of everything we do.

WHAT ARE WE CURRENTLY DOING?

The department has the following in place to support a common vision.

- Strategic Plan 2016-20 engages employees on the department's key purpose
- An Online orientation programme to welcome and engage our new employees.
- Our Diversity and Inclusion Strategy 2017-2020 is focussed on building inclusivity through divisional ownership and whole of department initiatives, eg, Disability Internship
- We emphasise mobility and skills identification through Skills Marketplace where we promote all internal opportunities, secondments, taskforces, and short term projects

WHAT ARE WE DOING NEXT?

The following initiatives will be implemented to encourage a common vision.

- Develop a Recruitment Strategy to enhance the department's recruitment capability
- Enhance our employee onboarding experience to ensure a seamless transition into the department.
- Explore workplace design concepts to meet sudden and unexpected demand through existing resources.
- Evaluate the department's employment programmes (e.g. Graduate, internships and traineeships) to ensure they reflect the changing needs of the department.

WHAT DOES SUCCESS LOOK LIKE

- Improved APSC State of the Service **employee census results** relating to Agency General Impressions.



ADVANCING CAPABILITY

WHAT IS IT?

The department will encourage mobility and secondment opportunities across the APS, industry groups, encourage internal mobility which contribute to capability advancement.

Capability frameworks to support ongoing development of our people to ensure policy and programme decisions are strategic and evidence based. Emphasis will be on stakeholder engagement, collaboration, and user experience.

The department will identify and develop its high performing people to enhance overall capability.

WHAT ARE WE CURRENTLY DOING?

The following initiatives are in place to support advancing capability.

- Capability development Strategy with an emphasis on digital and bite sized learning for the department
- The Mobility Framework, Portfolio Interchange programme, and Industry Secondment programmes expand and exchange ideas.
- A suite of capability frameworks for policy, programme, economics, data science and management and leadership, incorporating design thinking and evidenced based decision making.
- PageUp Learning Management System.
- Entry level programmes including the Graduate programme to grow our future leaders.

WHAT ARE WE DOING NEXT?

The following initiatives will be implemented to support advancing capability

- Workforce segmentation will help inform the department's capability requirements, ensuring we prioritise our development focus.
- Implement a Digital Learning Platform (Skillsoft) to support employees learn when they want, where they want and what they need – bite sized; just in time learning; built in learning paths that work with our capability frameworks.
- Talent Management Strategy to ensure all employees are developed to their full potential
- Use motivational design concepts to positively influence manager and leadership behaviours in the department.

WHAT DOES SUCCESS LOOK LIKE?

- Increased take up of mobility opportunities.
- Increasingly recognised as a policy influencer.
- Uptake of digital learning in the department



STRONG LEADERSHIP

WHAT IS IT?

Leaders translate the department's vision into policy that informs and influences national debate; work practices; encourage and support innovation, develop and manage employees, engage and exchange ideas through capability development and SES and EL collaboration sites.

Executive leaders have access to a range of capability programmes to encourage effective management and leadership expectations.

Managers are supported to manage performance through clear processes, advice and guidance.

WHAT ARE WE CURRENTLY DOING?

The following initiatives are already in place to support strong leadership.

- SES capability development framework
- SES Collaboration and EL Connection websites
- The implementation of the management and leadership capability framework to maintain a focus on professional development
- My Plan supports managers to effectively manage all aspects of performance, including guidance on providing regular, useful, informal performance feedback

WHAT ARE WE DOING NEXT?

The following initiatives will be implemented to support strong leadership.

- Manager Capability and Confidence Strategy – focus on building manager capability, including EL2 Conference, and a tailored orientation programme, coaching for new EL2s, and a focus on performance management.
- Implement succession management module within PageUp to future proof the department in terms of critical roles.
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WHAT DOES SUCCESS LOOK LIKE?

An engaging programme of policy outreach work including opinions, press releases, success stories, appearance and papers.

Improvement in APSC State of the Service employee census results



ENGAGED STAFF

WHAT IS IT?

Corporately funded development programmes invest in our employees and enhance employee capability, and contributes to agency engagement. Equally there is an expectation that employees will strive for high performance, taking responsibility for their own development.

Engagement levels are monitored using a range of indicators e.g. APS State of the Service Employee Census Results

WHAT ARE WE CURRENTLY DOING?

The following initiatives are already in place to support engaged staff.

- Working flexibly is important to our people - our Flexible Workplace Policy underpins the department's focus on flexible work arrangements with the expectation that "if not, why not?"
- Maintain development focus on our APS6 cohort, including targeted in-house conferences, development and recognition strategies.

- Unscheduled absence rate monitoring
- Absence management, strategies include ongoing monitoring and reporting; training for managers, early intervention initiatives, and an online toolkit
- Emphasis on mobility within divisions and across the department

WHAT ARE WE DOING NEXT?

The following initiatives will be implemented to encourage engaged staff.

- Continue to engage employees through a variety of learning options, including, digital, short series, immersive, coaching and studies.

WHAT DOES SUCCESS LOOK LIKE?

- An average uncheduled absence rate of 10 days per person per year.
- Continued satisfaction with workplace flexibility in the APS State of the Service employee census
- Continued high satisfaction with quality of learning and development in census results.



COLLABORATIVE, INNOVATIVE & INCLUSIVE ENVIRONMENT

WHAT IS IT?

Employees are valued, collaborative work practices are supported, and ideas and innovations encouraged.

Inclusive leadership and relevant programmes to mitigate bias creates a workplace where we can achieve our full potential and feel that our contributions are valued, working effectively and flexibly together.

A healthy and safe workplace will be supported through training, prevention and relevant diversity initiatives.

Appropriate levels of risk management improves project success as well as supporting the government's focus on innovation.

WHAT ARE WE CURRENTLY DOING?

The following initiatives have already been implemented to support a collaborative, innovative and inclusive environment.

- Embed the Diversity and Inclusion Strategy 2017-20
- Embed the "Work Well" initiative to support a healthy workplace, emphasising improved psychological health and training
- Support a safe workplace through, the Work Health and Safety Management System, Due Diligence Framework, Rehabilitation Management System, workplace assessments, risk mitigation strategies, and prevention of bullying and harassment

WHAT ARE WE DOING NEXT?

The following initiatives will be implemented to encourage a collaborative, innovative and inclusive environment.

- Establish a new Disability, and Wellness Network (DaWN) to support employees with disabilities, support an accessible workplace and promote employee wellness.

WHAT DOES SUCCESS LOOK LIKE?

- Reduction in Informal, and formal bullying and harassment complaints.
- Improvement in the APSC State of the Service employee census results relating to Risk Management and Wellbeing.



STRUCTURE, SYSTEMS & PROCESSES

WHAT IS IT?

We will ensure structures, systems and processes align with an agile environment; our systems will support "work is what you do, not where you are".

HR system integration, for example, PageUp and Aurion, cloud based, and increasingly tailored to support our people. Employees will work from a variety of locations in non-traditional ways with ready access to systems that are automated, workflowed with repetitive tasks automated to remove duplication

WHAT ARE WE CURRENTLY DOING?

The following initiatives have been implemented to support structure, systems and processes.

- Divisional workforce plan-on-a-page initiative to support a focus on current and future resourcing; integration of business, risk and workforce planning cycles to support divisions plan holistically.
- Imbedding the PageUp HR solution to create a one-stop HR presence for the employee life cycle.
- Implementation of workforce segmentation using the APSC job family model.
- Imbedding HR initiatives under the "My" banner.

WHAT ARE WE DOING NEXT?

- The department will develop an approach to ensure quick and efficient allocation of resources to high priority projects.
- Workforce planning to evolve from operational to strategic.
- Continue to expand the functionality of ESS Aurion and Page Up
- Review HR Digital Roadmap to ensure future focus.
- Implement new HR Dashboards using Power BI
- Implementation of integrated case management system
- Move to complete automation of recruitment process

WHAT DOES SUCCESS LOOK LIKE?

- Positive results from tailored pulse surveys.