

# People strategy 2020




**VICTORIA**  
State  
Government

Health  
and Human  
Services



**The department proudly acknowledges Victoria's Aboriginal community and their rich culture and pays respect to their Elders past and present. We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.**

**We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us. We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.**



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Available on the Our people strategy intranet page  
(<https://intranet.dhhs.vic.gov.au/our-people-strategy>).

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# Secretary's foreword

## Dear colleagues

We are living in a time of rapid and profound change – both in the community we serve and as a government department delivering multiple reform agendas.

Our vision is very clear – ‘to achieve the best health, wellbeing and safety of all Victorians so that they can live a life they value’. In order to successfully deliver on our vision, our strategic directions, and maximise the opportunities of the government’s reform agenda, we need to redefine how we work and the environment we work in.

We must draw on and develop the expertise of our people, be open to new innovations and learnings, and lead the way. Critically, we must stay true to our core values by creating a constructive and collaborative work culture based on respect and integrity.

Our department is purposefully diverse. Individually, we undertake many different roles, but we have a common purpose that enables us to create shared outcomes which require an integrated and collective effort. The sum of our parts is far more powerful than our individual expertise – it’s our collective efforts that will enable us to deliver.

Building on the strong foundations we have laid down, and responding to change around us, we need to continue to develop and grow – both individually and as a department. Achieving better outcomes for clients depends on how we can get the best out of ourselves – as stewards of the system, we must lead the change.

This is a clear strategy and plan for continuing to build a vibrant and successful health and human services workforce across Victoria now and in the future.

During the development of this strategy, informed by many of you, the Executive Board identified five core pillars. Underpinned by our values, these pillars will pave our approach, reaffirming our commitment to value, support and develop the full potential of our people.

This is a long-term commitment by us, in us.

This strategy clearly articulates our three-year approach (2017–2020), however, it will need ongoing adaptation and change.

The actions we have identified will set us up to be a great place to work. Supported to maximise how we can best support our clients, patients and communities, and partner effectively with others to progress positive improvements in people’s lives.

I encourage you to read this document thoroughly and to join us in a conversation about our vision, our plan and the outcomes we want to achieve for our people – and take the opportunity to reflect on the changes you want to see over the next three years, for your own career and for the department as a whole.

**Kym Peake**  
Secretary





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# The *People strategy* 2020

The *People strategy 2020* is critical enabler for delivering the department's strategic plan. It is through our people that we will deliver on the department's four strategic directions: person-centred services and care; local solutions; earlier and more connected support; and advancing quality, safety and innovation.

Our ambition is to be known as a high-performing organisation with a culture of excellence and collaboration. We have developed the strategy in recognition of the vital role we play in delivering health and human services in our communities.

We are facing a period of change – in the communities we serve, as a government entity delivering multilayered reforms, and as a workforce. Change and reform have become a constant for us. This is an important time to lay out a clear plan for building and supporting our vibrant and successful workforce across Victoria.

The *People strategy 2020* identifies actions that will improve employee experiences and position us as an 'employer of choice'. It is a working strategy, with enough flexibility built in to allow us to adapt as government priorities and the needs of our communities change. We will regularly review and adjust the actions within the strategy according to the challenges and opportunities we face.

This strategy is for everyone across the department. It reminds us that although we have very different roles to play, and work in metro, regional and rural locations, we are all committed to creating a great place to work, with access to opportunities to realise our potential and develop our careers.

The Executive Board has identified five core pillars that underpin the people strategy:

## 1. Attract a diverse and high-performing workforce

We will continue to attract the most capable people to build an exceptional, diverse and culturally safe workforce. Our employee experience and our reputation as an employer will be aligned to our values, purpose, and future organisational needs. We will be acknowledged as the employer of choice in both the Victorian Public Service and the national health and human services sector.

## 2. Inspire and grow our people

We will develop a learning culture that prioritises people's learning, development, and career aspirations. We will build the capabilities needed to deliver on the department's strategic priorities now and into the future. We will develop deep professional expertise and create the conditions for collaboration across the organisation so that this expertise is shared. We will develop an environment in which we achieve our potential, our performance is evaluated fairly, and our contributions are recognised and rewarded appropriately. We will build and maintain development opportunities and pathways for all our employees as the nature of our work changes.

## 3. Engage and retain our people

We will build a workplace culture that brings us together around shared values and purpose, creating a strong sense of connection for everyone within the department. Our culture will help all of us to live the organisation's values, work collaboratively, and provide service excellence at all times, including during times of change.

## 4. Purposeful leadership

We will be renowned for the way our leaders lead; our leaders will lead across the health and human services system by uniting all behind a common purpose. We will identify, select and grow our leaders at all levels to drive leadership excellence and capability, bring to life our values and behaviours, work collectively towards a common purpose, and lead effectively through change.

## 5. Create a great people experience

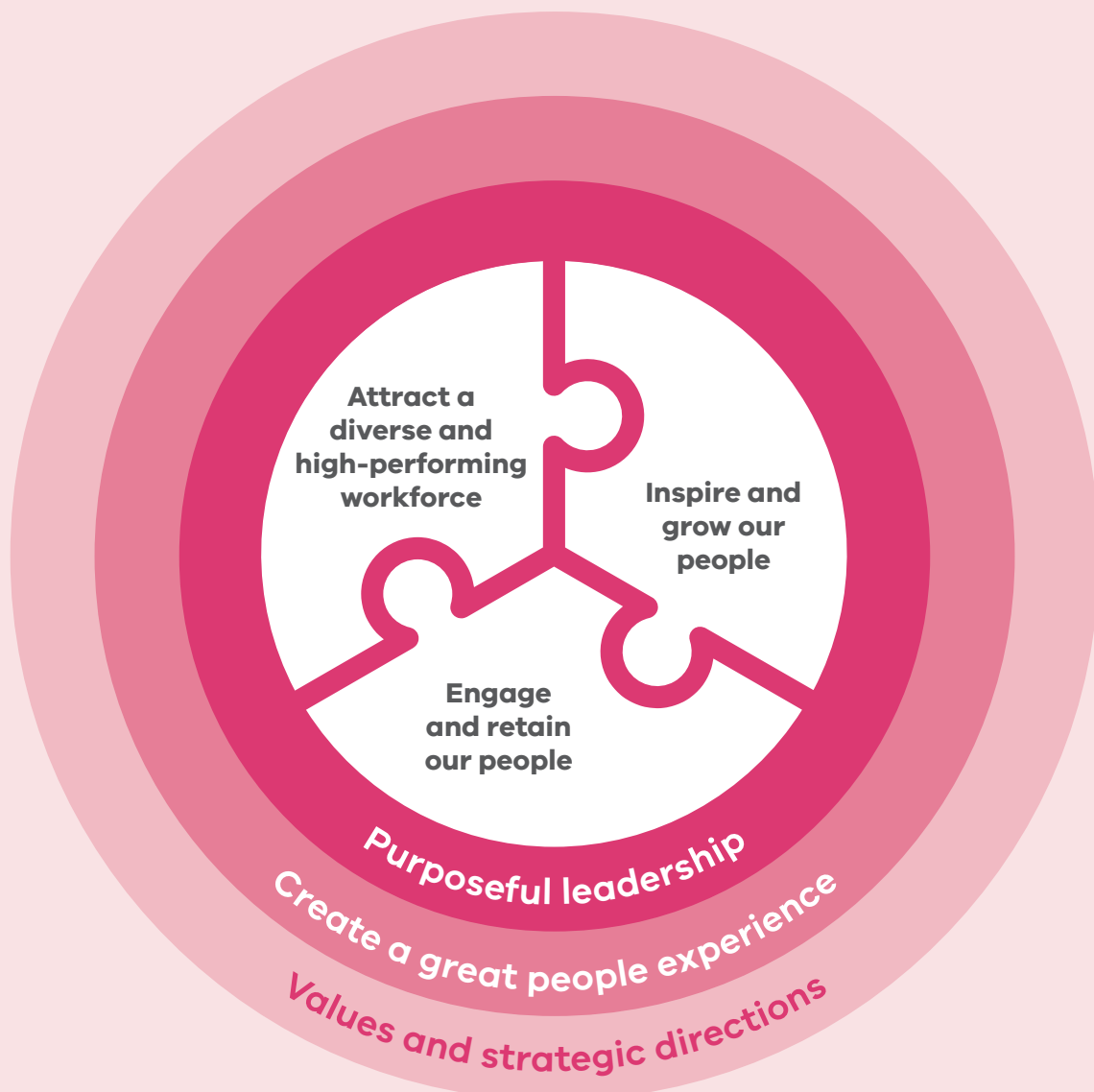
We will be known for nurturing a progressive, inclusive, safe and healthy working environment. We will have a culture that fosters organisational agility and adaptability, helping us to navigate the substantial reform and change agenda. Better use of technology will empower us to deliver better person-centred and responsive services to our clients and the community.

## People vision

Our vision is to:

Build an empowered and engaged workforce to deliver exceptional client care and services and achieve the best health, wellbeing and safety for all Victorians through:

- growing and developing leaders in health and human services
- enabling our people to live the department's values and convey the department's purpose in our communities
- building adaptability and agility to respond to the changing world.



# Context

The department is delivering significant reform in the health and human services sector. Our strategic directions focus on achieving better outcomes for clients, patients, and the Victorian community, and delivering sustainable, high-quality services into the future.

Technological innovation, social advancements, and changes in the way we deliver services and engage with the community have led to new ways of working. This will bring about new challenges and opportunities for us. We must also continue to respond effectively to the changes we face as an organisation.

The department is committed to delivering a significant transformation agenda to meet our strategic priorities. To do this, we are undertaking an organisational redesign exercise that will shape the future state of the organisation. The aim of this work is to integrate functions better, to leverage the impact of staff with specialist knowledge and skills, and to provide greater clarity of accountability in some areas.

Our organisational culture, organisational values, workforce capability, and public sector values are all critical enablers of our strategic directions. They also set the path for the people strategy.

We have a great foundation on which we can build a consistently high-performing workforce. We know from the *People Matter Survey* that we enjoy the work we do and get a great sense of accomplishment from it. We also know we still have room for improvement.

The *People strategy 2020* is a call to action to focus on developing our capabilities and careers, and building a great place to work. In doing so, the strategy addresses the following workforce imperatives.

## We need to build key capabilities to enable the organisation in the future

It is essential that we build the capabilities to meet the challenges of the future. We will need to be resilient and adaptive over periods of change.

We need to have the right workforce, in the right place, at the right time, with the right capabilities.

We require capabilities that enable us to fulfil our 'stewardship' role in the sector and deliver person-centred, responsive and empowering services to clients in line with our strategic goals and objectives. We need to work alongside our clients as well as equipping them to make the necessary choices to have control in their lives.

The significant reform agenda in health and human services over the coming years will call for specific capabilities. Current research suggests that capability in the following areas will be essential:

- client-centred design and delivery
- system leadership
- systems thinking
- strategic leadership
- strategic policy
- policy design and execution
- commercial acumen
- implementation focus
- needs-based planning
- institutional design
- project management
- service coordination
- stewardship
- data analytics
- collaboration
- influencing
- communications
- adaptability
- innovative problem solving.

While each of these capabilities is important, we will give priority focus to five critical capabilities through the activities and investment decisions undertaken across the department in alignment with the *People strategy 2020*. The priority capabilities are: strategic leadership; client-centred design and delivery; system leadership; implementation focus; and adaptability.



**We need to continuously build our employer reputation in the local and national employment market**

We are committed to building our employer reputation and employee experience to attract and retain the most capable people and cementing our position as the employer of choice in both the Victorian Public Service and the Australian health and human services sector.

To build an exceptional workforce, we need to strengthen the department's ability to attract people to areas with skill and staffing shortages. At the same time, we need to address the retention challenges that impact certain areas of our workforce.

We also need to implement modern work processes and contemporary information, communication, and technology (ICT) systems. These will allow us to attract and retain highly capable people in a competitive employment market. The contemporary work processes and ICT will also allow us to be efficient and productive, allowing us to focus our time and efforts on achieving the best possible service for the clients of Victoria's health and human services sector.

**We need to continue to drive diversity in our workforce**

We need to focus on building a workforce that better reflects the communities we serve.

Our commitment to diversity is central to achieving better outcomes for Victorians. Providing a workplace that is respectful and safe for everyone is also core to our efforts.

We are proud of our workforce diversity and acknowledge the value this brings to decision making, policy setting and enriching our organisational culture.

**We need to bring our values to life in everything we do – how we do it is as important as what we do**

As we work towards achieving the best health, wellbeing and safety of all Victorians, we want to be known for leading by example and nurturing a progressive and healthy work environment.

We will align the experiences of our staff, and our reputation as an employer, to our values and purpose. We need to continue to promote respect and integrity within the department by responding firmly to bullying and inappropriate behaviours, including racism.

We need to create a 'safety always' mindset, anchored in safe systems of work that address all aspects of health, safety and wellbeing, particularly the mental health of our workforce.

We are 'in the service of' clients and, as such, we need to embed service orientation into everything we do. We also need to inspire and empower our people by breaking down organisational silos, driving accountability and adaptability, and embracing innovation.

# Background to the *People strategy 2020*

Our organisation has a clear direction, expressed through our vision: ‘to achieve the best health, wellbeing and safety of all Victorians so that they can live a life they value’.

To achieve this vision, four strategic directions guide our work: person-centred services and care; local solutions; earlier intervention and more connected support; and advancing quality, safety and innovation.

To successfully deliver on our vision, strategic directions and the government’s reform agenda, we must have the right structures and enablers in place and stay true to our organisational values by creating a constructive and collaborative work culture based on respect and integrity.

The *People strategy 2020* is the foundation for delivering this. It outlines our approach over the next three years to creating and maintaining the conditions that will enable us to deliver excellent client care and services in our rapidly changing environment while providing satisfying work experiences and opportunities.

The importance of having an open, constructive and collaborative work culture that enables us to listen, learn, and lead, has never been clearer. The purpose of the *People strategy 2020* is to shape the culture and capability for the future organisation through a range of activities that will build, strengthen, enable, and support the workforce.

This strategy clearly sets out the outcomes we will achieve. The associated activities demonstrate a continued investment in the workforce across the whole department.

It also lays the foundation for a flexible approach to workforce planning and development, allowing us to measure the impact of our investment and to constantly scan for new changes for which we need to prepare.

The direction laid out here will be our compass. We will adjust the activities we have outlined when needed in order to reach our destination.

## The department's strategic plan

The department's *Strategic plan* identifies the directions we will pursue in order to deliver measurable outcomes and achieve our vision for the people of Victoria. The *People strategy 2020* is a critical enabler for achieving our *Strategic plan*.

The *Strategic plan* specifically highlights the importance of our culture and our workforce capability in delivering our strategic priorities. It also highlights the need to build specific expertise and capacity to meet both current and future challenges.

These capabilities are essential for fulfilling our sector stewardship role and for delivering person-centred, responsive, and empowering services to our clients.

## Our consultation approach

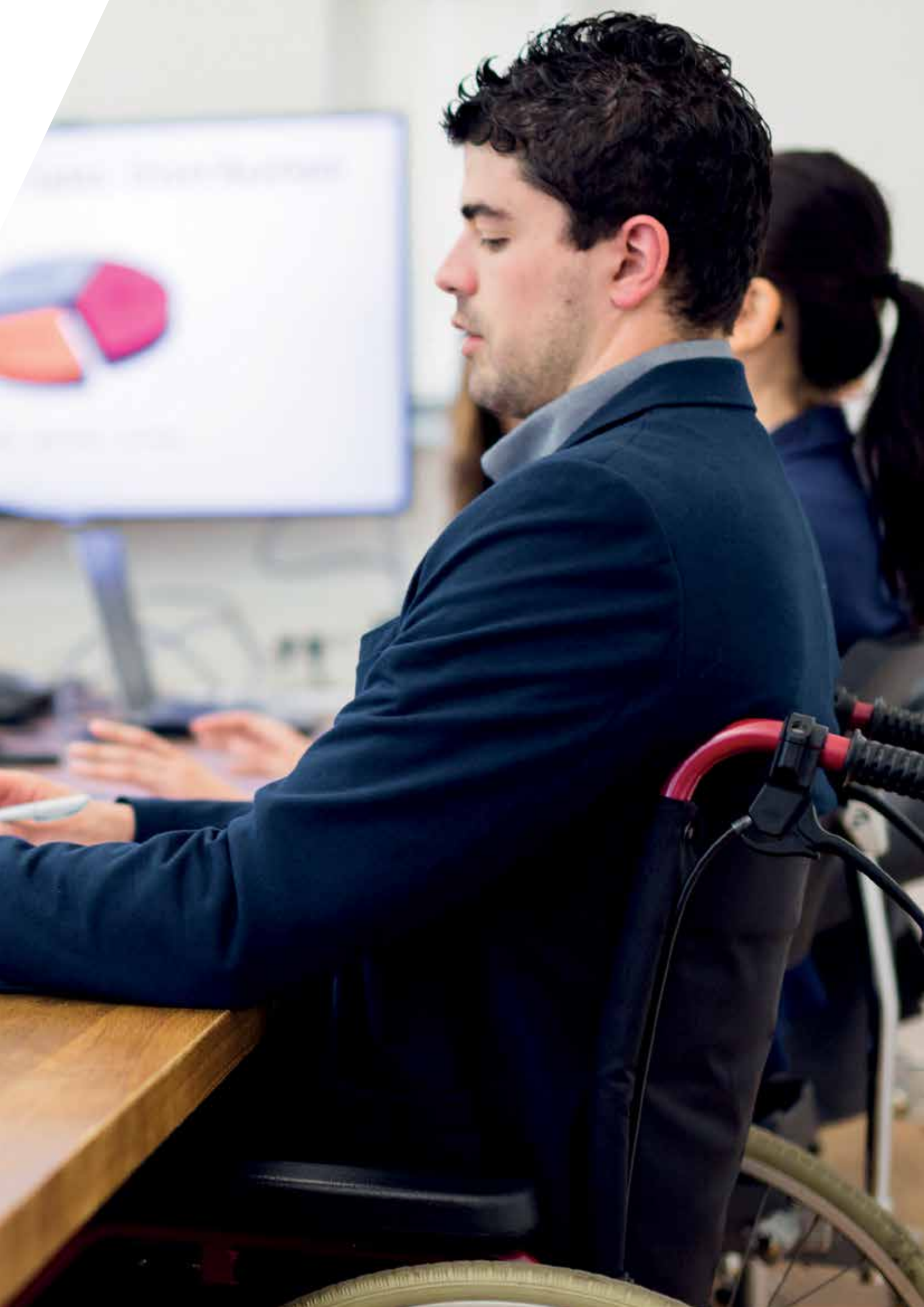
We have developed this strategy through extensive consultation with key stakeholders from different areas of the department. Consultation activities included interviews and workshops during which issues were identified and potential approaches developed.

Department-wide workforce planning work, undertaken in parallel with this people strategy, created data and evidence that informed the core themes within this strategy. The results of the *People Matter Survey 2016*, which captured insights about what it is like to work within the department, have also informed this strategy. Expert advice on leading practice in public and private sector organisations (both locally and internationally), was also sought and influenced the strategy.

### **Continuing to engage through partnerships and networks**

Throughout this strategy we identify opportunities to form partnerships with organisations and professional bodies. These partnerships will enable us to have the best career pathways and development opportunities so that we can realise our potential. The department will continue to work with unions to ensure we all experience a fair and effective workplace. We will also continue to look across the sector for innovative ideas, explore ways to collaborate, and engage with the latest thinking to create a great workplace experiences.





# Our values

Our values, as set out in the department's *Strategic plan*, are evident throughout the *People strategy 2020*, and will continue to guide us.

We are respectful



We have integrity



We collaborate



We care for people, families and communities



We are accountable



We are innovative



# Who we are

## Employee demographics

We are Victoria's largest government department, employing **12,880 people**.

**47 years** is the average age of an employee

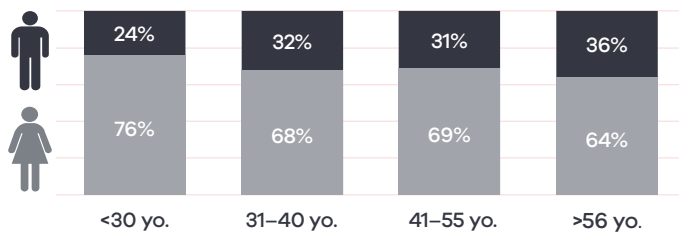


**2%** of employees are under 25 years of age

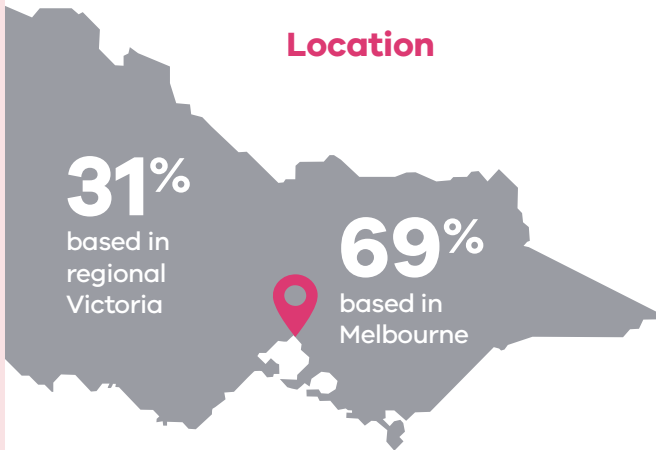


**17%** of employees are between 25 and 34 years of age

Gender composition by age group

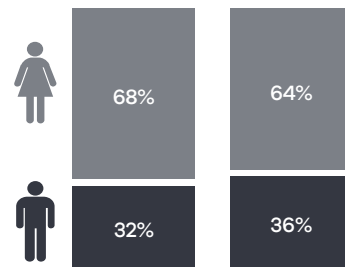


## Location

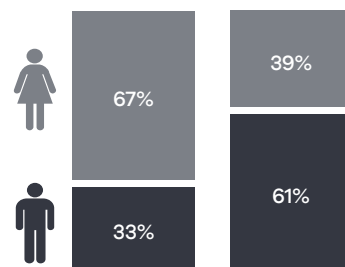


## Gender profile in executive roles

Our department  
Employees Executives



VPS  
Employees Executives



## Our priority capability focus

- #1** Strategic leadership
- #2** Client-centred design and delivery
- #3** System leadership
- #4** Implementation focus
- #5** Adaptability



**95%** of employees believe the work they do is important

**64%** of employees feel a strong personal attachment to the department

**1.3%** of employees identify as Aboriginal or Torres Strait Islander (175 employees)

**71%** of employees believe the department is committed to creating a diverse workforce

**79%** of employees are proud to work in the Victorian Public Sector

**81%** of employees believe they deliver high-quality services to the Victorian community

# The five core themes of the people strategy



## 1. Attract a diverse and high-performing workforce

**Outcome:** We will continue to attract the most capable people to build an exceptional, diverse, and culturally safe workforce. Our employee experience and our reputation as an employer will be aligned to our values, purpose, and future organisational needs. We will be acknowledged as the 'employer of choice' in both the Victorian Public Service and the national health and human services sector.

Attracting talented staff is fundamental for achieving the department's strategic plan. We must continue our relentless pursuit of the most capable people in both specialist and professional areas.

We aspire to be the 'employer of choice' across the Victorian Public Service. We strive to have an employer reputation that is unique, attractive, and promotes the rewarding experience that we offer.

We will build on our progress in the diversity arena. We will provide better support for Aboriginal and Torres Strait Islander communities by improving Aboriginal and Torres Strait Islander participation in our workforce.

We will build a culturally safe workplace for everyone. Our aim is to establish a workforce that is inclusive of LGBTI, gender diversity, cultural and linguistic diversity, and people with a disability.

We need to find people with the right skills to join us. By proactively working with educational institutions and industry partners, we can create an organisation capable of delivering high quality outcomes for all Victorians and address workforce supply risks in regional areas, technical specialist skills, and emerging capability requirements.

The best recruitment processes focus on attracting and enhancing the candidate's experience before they even walk in our door. A simplified recruitment approach will enable this. We will also ensure people who are new to the department are supported through a tailored induction experience focusing on our values and the organisational culture.



## What we will do:

- **Develop a compelling and unique employer reputation** that aligns with our organisational values and highlights the unique, attractive, and rewarding experience we offer
- **Strengthen our values-based attraction strategy** to proactively engage people who fit well with our organisational culture and are well suited for achieving outcomes in complex environments
- **Partner with educational bodies** to influence the content of educational programs so that they are relevant to the professions we need
- **Streamline recruitment processes** and practices to provide a simplified and user-friendly experience for hiring managers and candidates
- **Enhance tertiary and student opportunities and programs** to ensure we provide the best experiences
- **Create an innovative and culturally immersive onboarding approach** that focuses on our values and purpose to accelerate the integration of new employees
- **Increase the diversity of our workforce** while providing a culturally safe workplace for all
- **Develop a cultural safety framework** to ensure we have a common approach to providing a culturally safe workplace
- **Enable and support employees with a disability** to co-design accessible workplaces and inclusive work practices.

## The five core themes of the people strategy



# 2. Inspire and grow our people

**Outcome:** We will develop a learning culture that prioritises people's learning, development, and career aspirations. We will build the capabilities needed to deliver on the department's strategic priorities now and into the future. We will develop deep professional expertise and create the conditions for collaboration across the organisation so that this expertise is shared. We will develop an environment in which we achieve our potential, our performance is evaluated fairly, and our contributions are recognised and rewarded appropriately. We will build and maintain development opportunities and pathways for all our employees as the nature of our work changes.

The people who work for the department are its core strength. Having opportunities to develop, and achieve our potential are essential. We need to create a workplace where we are all nurtured, set up for success, and equipped to operate in an environment characterised by change and innovation.

To be successful in our work, each of us needs to understand what we are expected to achieve through our work and be supported to undertake our work in the best possible ways. Across the department, managers and leaders play a critical role in establishing clear and inspiring work goals and in creating opportunities to develop and apply our skills and knowledge in the most effective ways possible.

We have rich organisational knowledge and deep technical and client-centred expertise. This provides a strong basis for the capability we need to build for the future. We will continue to seek out and engage with development opportunities and career pathways as the nature of our work changes.

Professions and careers take different forms in the department. On-the-job learning opportunities, within single work areas and across other areas within the department, offer some of the most effective and satisfying development experiences.

We will promote opportunities to work across teams and functions. These experiences will broaden our capabilities and knowledge, offer creative and fulfilling career opportunities, help to us connect better across the workplace, and break down organisational silos.

Learning and development will become more than a series of programs and include established infrastructure available where we need it. The department's learning and development opportunities will change in line with current priorities and future capability needs.

### **Our people in action: building capability and supporting career development**

*'I commenced with the child protection program in 2011 as a practitioner and have since held various roles. Since starting with the department, I have been provided with various learning and development opportunities that have been relevant to maintaining my contemporary knowledge base and also assisted me to further develop my knowledge, skills and capabilities.'*

*'I feel supported in achieving my career goals as I can see and contribute towards the plan that will get me there. I have always been actively encouraged to seek out and participate in learning or new experiences to assist in my development. Through supervision and through the performance and development process, I am able to receive purposeful and constructive feedback and to develop a plan of what opportunities I will take in the future.'*

*'I feel valued in my role and that there is a willingness to invest in me. This translates into confidence in my work and a reciprocal willingness to strive for the best that I can do in my roles. It also inspires me to make sure that the same opportunities I have had are available for other workers in the program and that what we offer them meets their needs.'*

**Andrew Philipson, Acting Manager, Strategic Projects, Child Protection, East Division**

## What we will do:

- **Drive an exciting and innovative learning culture** that prioritises our development and career aspirations
- **Target investment to build capabilities required for the future** in service delivery and corporate professions. We will achieve this through making investments in learning activities that are directed towards ensuring we have sufficient skills and knowledge to contribute to the department's future responsiveness and client needs at a time of increasing uncertainty
- **Build people manager capability** to 'coach' employees to perform their role more effectively and develop their career
- **Develop a high-performance culture** in which employee development is supported through a simplified performance review process aligned to the department's strategic priorities
- **Encourage department-wide career pathways** through enhanced career development opportunities and clear career stepping stones
- **Prioritise on-the-job learning**, with greater job rotation, shadowing opportunities, and cross-team and cross-function development experiences
- **Promote greater role flexibility and interdisciplinary team-working** in a more collaborative working environment
- **Embrace new technologies** as part of enhancing and enabling our performance and learning. This will help our services be more person-centred, responsive, and empowering for the community

## The five core themes of the people strategy



### 3. Engage and retain our people

**Outcome:** We will build a workplace culture that brings us together around shared values and purpose, creating a strong sense of connection for everyone within the department. Our culture will help all of us to live the organisation's values, work collaboratively, and provide service excellence at all times, including during times of change.

Stronger connectivity and collaboration will be important as we face ongoing change in the workplace and in our external environment. We need to focus on engaging with, listening to, and communicating with everyone across the department.

We need to continue to build on our collaborative culture and foster a climate in which all of our activities are highly valued. The success of health and human services in the future relies upon professionals with deep technical expertise working together collaboratively to solve complex, multifaceted problems.

We need to communicate more effectively to drive a transparent and responsive work environment. To enable this, we will embrace technology as well as innovative communication channels and ways of working. We will embed more collaborative ways of working and communication approaches with our clients and partners to produce better client and service delivery outcomes.

Through more integrated and inclusive approaches to growing and managing people, and through increased opportunities for cross-team and cross-function development, we will all be able engage with more fulfilling workplace experiences.

Reward and recognition is an important part of job satisfaction. We will have an approach to reward and recognition that is fair, flexible, and acknowledges contribution, achievement, and excellence in a variety of ways. We will ensure our career development and progression processes identify and reward achievement in a consistent and meaningful way.

## What we will do:

- **Enable greater connectivity and collaboration** among teams and networks of professionals with deep technical knowledge and skills
- **Drive greater responsiveness** by requesting and measuring workforce engagement and feedback frequently and proactively using performance information and evidence
- **Deliver proactive and regular communications** on matters relating to organisational change and reform
- **Celebrate success** and recognise employee contributions
- **Build a systemic and inclusive approach to succession planning** that promotes continuity of leadership and operations
- **Promote the retention of critical corporate knowledge** within the department.

## The five core themes of the people strategy



# 4. Purposeful leadership

**Outcome:** We will be renowned for the way our leaders lead; our leaders will lead across the health and human services system by uniting all behind a common purpose. We will identify, select and grow our leaders at all levels to drive leadership excellence and capability, bring to life our values and behaviours, work collectively towards a common purpose, and lead effectively through change.

Exceptional and purposeful leadership at all levels is an essential for achieving our priorities. Leaders will be nurtured and developed at all levels, strengthening their ability to promote a culture of accountability, transparency and collaboration. Leadership development activities will also focus on building skills to deliver change swiftly and effectively in response to strategic imperatives, the government's ambitious reform agenda, and the ever-evolving external environment.

The *DHHS Leadership Charter* has become an important part of shaping our culture through outlining the kind of leadership all of us, and our stakeholders, expect of the executive leadership group.

A single purposeful leadership and management development strategy will provide a structured approach to ongoing investment in our leaders through targeted development plans and tailored leadership career paths.

The work to build the next generation of leaders will begin early, with identification and development of potential future leaders taking place well before people move into senior roles.

The workplace we need requires collaboration, connectivity and agility. This means teams are more important than ever before. We must position leaders and managers to be highly effective in forming, developing, and guiding teams to high performance.

As such, building manager capability is also important; our managers will receive development support so that they can build a high-performance culture where expectations are clear, excellence is rewarded, and performance is managed in our workplace.

### **Our people in action: effectively leading people in our workplace**

*'I have worked in the department for over eight years in various policy and legislative design and implementation-related roles. Throughout my time I have had some wonderful leadership experiences. I have had the privilege of leading a number of high-performing teams and have enjoyed how we have shaped reform agendas together. It is amazing what a small high-performing team can do in a very short amount of time and the sense of achievement that follows.'*

*'I have always had managers who have encouraged me to enhance my leadership skills and undertake professional development activities. The department has also offered me so many opportunities to lead large reform agendas and to work with smart, passionate and amazing people every day. I have been able to participate in leadership forums, attend conferences, act-up in executive roles and support the department's Secretary at a Royal Commission hearing.'*

**Sharon Barry, Manager, Quality and Reform, Safeguarding and Community Services Branch**

## What we will do:

- **Develop an integrated leadership approach and measurement framework**, aligning all leadership development activity to the department's leadership charter and leadership demands
- **Create an approach for leadership excellence with targeted development programs** to grow leaders from within
- **Provide accelerated transition programs** to help leaders develop the right capabilities and gain the right knowledge to step up to new roles
- **Collaborate with other government departments to develop future leaders** through a shared leadership program
- **Ensure detailed succession plans are in place** to manage the department's leadership profile and minimise critical role vacancy risk
- **Deliver people management skills training** for all new people managers

## The five core themes of the people strategy

# 5. Create a great people experience

**Outcome:** We will be known for nurturing a progressive, inclusive, safe and healthy working environment. We will have a culture that fosters organisational agility and adaptability, helping us to navigate the substantial reform and change agenda. Better use of technology will empower us to deliver better person-centred and responsive services to our clients and the community.

To enable us to succeed, we need to provide the right working environment and a great people experience.

We want everyone's experience in the department to reflect the type of employer we aspire to be and what we stand for in our communities.

A strong sense of purpose will have a profound impact on motivating, empowering and enabling us to work in ways that align to the department's strategic directions.

We want to be leaders in promoting and enhancing the health and wellbeing of employees. We all have a role to play in supporting and improving the wellbeing of everyone in the department. In line with our health, safety and wellbeing strategy, we embrace a culture of 'safety always', giving priority our mental health, and creating a happy and resilient workforce. We will continue to respond firmly to bullying and inappropriate behaviours.

Working in adaptive ways will become increasingly important as we face changing demands. Enhanced employee services and technology will enable us to do this. This will be a priority for the department.

We will embrace the department's all-roles flex policy. By creating systems and work practices that support workforce flexibility, we will enable better work/life balance for all, and optimise our productivity in the right environments.

As we embrace new technology, communication channels, and ways of working, we will increasingly live and work in an information-rich environment. We will approach data with curiosity and seek to understand what it tells us about our organisational performance and potential. By actively using performance information and evidence we will be able to identify what we are doing well and where we need to improve. This will allow us to provide better service to our clients and the community we serve.

We want to create a culture where we can work in more connected and collaborative ways, and where continuous improvement is top of mind for all of us. We all want to make a valuable contribution to the success of the department while also gaining a sense of professional fulfilment in the work we do.

Our values create a culture of inclusivity and a workforce characterised by its diversity. We are making strides in this area with the department's cultural diversity plan and Aboriginal employment strategy. There is a lot more to do if we are going to stand out as an 'employer of choice' and achieve a workforce that representative of the diverse community we serve.

Finally, the department is committed to developing a sophisticated approach to change, one that ensures that we are all informed, engaged, and supported whilst having the opportunity to contribute insights and ideas.



### Our people in action: working flexibly in the department

*'I originally started my flexible working arrangement due to family commitments, and I have now been working flexibly for the past seven years. My current role allows me to work flexibly, including working from home or remotely. I have also been able to change my working days and hours to accommodate both the work requirements and my family commitments. Trust and professional integrity is core to the success of this arrangement.'*

*'The arrangements benefit me and my family as I am available to manage the demands of my two young children and also accommodate my husband, who is a shift-worker. Working flexibly has also allowed me to achieve my career goals without feeling that I am compromising my family needs.'*

**Fiona Leach, Practice Leader,  
Child Protection, South Division**

## What we will do:

- **Develop a well-articulated, shared purpose** that motivates, empowers and enables us, giving focus and meaning to everything we do
- **Drive flexible, fit-for-purpose and effective governance structures** that respond more quickly to the ever-changing reform agenda and ongoing organisational change
- **Increase leadership visibility and presence** during times of change
- **Enhance connectivity and collaboration** through increased team work and team leadership
- **Prioritise health, safety and wellbeing** and a culture of 'safety always'
- **Increase understanding of the department's diversity and inclusion initiatives** to improve awareness and promote safety and inclusion for all employees
- **Enhance employee services and systems** to support productivity and organisational change, maximising the opportunity to focus on the delivery of high quality service for the community
- **Use workforce information and analysis** to drive improved decision making and manage our workforce more effectively
- **Promote inclusive employee programs and networks**, such as the LGBTI Pride Network, that function to support our diverse workforce





**'The sum of our parts  
is far more powerful  
than our individual  
expertise – it's our  
collective efforts that  
will enable us to deliver.'**

**Kym Peake, Secretary**

# Reviewing and reporting on results

The *People strategy 2020* is underpinned by a detailed implementation plan that outlines the approach to delivering the outcomes and associated activities that form the strategy. The *People strategy 2020 implementation plan* sets out the activities, timescales, ownership, and measures of success so we can proactively monitor our progress over the next three years.

Critical to the success of the *People strategy 2020* is a dynamic approach to review and adaptation.

The People and Culture Committee is accountable for implementing the strategy and achieving its outcomes.

The People and Culture Committee will:

- determine annual targets for the key measures in the people strategy
- prioritise the activities and resources (cost, time and people) on behalf of the Executive Board
- monitor and report on the progress of the strategy's implementation on a quarterly (with an annual report to the Executive Board)
- an annual review of the *Implementation plan* and establish goals and activities for the following years (to coincide with the department's business planning cycle)
- report on progress to the department on an annual basis.

The Executive Board will support the overall implementation of the people strategy and the agreed outcomes using a cyclical model.



# Objectives and measuring our success

The following measures will be monitored and reported regularly in order to measure the implementation effectiveness of the people strategy.

As the implementation of the people strategy progresses, more data will become available. This will improve the accuracy of our reporting. We will refresh the people strategy each year to ensure new measures are incorporated where appropriate.

Core theme	Objective	Measurement	Current	Target Yr 1	Target Yr 3
<b>Attract a diverse and high-performing workforce</b>	<ol style="list-style-type: none"> <li>We are able to create and sustain a diverse and capable departmental workforce by innovative and effective attraction and recruitment activities</li> <li>We are an 'employer of choice'.</li> <li>Our recruitment processes are streamlined and user-friendly.</li> </ol>	<b>Increase/improvement in:</b>			
		Diversity in our workforce – Aboriginal and Torres Strait Islander	1.3%	2%	2%
		– Disability	4%	5%	>5%
		Number of student participants	20	>20	> 20 (To be defined)
		Retention of student / graduate / YES program participants	Not available	10% increase	> 15% on current
		Manager feedback on recruitment experience	Qualitative feedback	Qualitative feedback	Qualitative feedback
		<b>Reduction in:</b>			
		The time taken to fill vacancies	75.4 days	60 days	<60 day
Percentage of our workforce who prefer not to report sexual orientation <sup>1</sup>	18%	<15%	10% or less		
<b>Inspire and grow our people</b>	<ol style="list-style-type: none"> <li>Our learning culture prioritises our development and career aspirations.</li> <li>We have the future capabilities needed to deliver on the department's strategic priorities.</li> <li>We are empowered to achieve our potential, and performance is fairly evaluated.</li> </ol>	<b>Increase/improvement in:</b>			
		Career progression and development	Qualitative feedback	Qualitative feedback	Qualitative feedback
		Employee satisfaction with learning and development opportunities <sup>1</sup>	52%	62%	70%
		Formal performance feedback received by employees <sup>1</sup>	66%	69%	72%
		Informal performance feedback received by employees <sup>1</sup>	85%	87%	90%

Core theme	Objective	Measurement	Current	Target Yr 1	Target Yr 3
<b>Engage and retain our people</b>	<ol style="list-style-type: none"> <li>We engage, communicate with, and listen to each other.</li> <li>There is a strong sense of connection between everyone and the department.</li> <li>We promote fair access to flexible working arrangements</li> </ol>	<b>Increase/improvement in:</b>			
		Percentage of staff proud to tell others that they work for the department <sup>1</sup>	68%	70%	72%
		Job satisfaction <sup>1</sup>	62%	65%	70%
		Use of formal flexible working arrangements	Qualitative feedback	Qualitative feedback	Qualitative feedback
<b>Purposeful leadership</b>	<ol style="list-style-type: none"> <li>Our leaders are united behind a common purpose and bring to life our department's values and behaviours.</li> <li>Our leaders at all levels demonstrate leadership excellence and capability.</li> <li>Our leaders effectively lead through change.</li> </ol>	<b>Increase/improvement in:</b>			
		Leadership effectiveness	Qualitative feedback	Qualitative feedback	Qualitative feedback
		Leadership (public sector value) <sup>1</sup>	68%	70%	72%
		How well employees feel senior managers lead change <sup>1</sup>	47%	50%	52%
<b>Create a great people experience</b>	<ol style="list-style-type: none"> <li>We provide an exceptional employee experience.</li> <li>We have a diverse and healthy workforce.</li> <li>We are supported to work effectively and efficiently and are connected and collaborative.</li> </ol>	<b>Reduction in:</b>			
		Sick leave days (per FTE)	10.7 per FTE	< 10.7 per FTE	To be defined based on years 1 & 2
		WorkCover claims (per FY)	206 (16-17)	< 206	Towards ZERO (to be defined based on years 1 & 2)
		Excess recreation leave (% of employees)	10.7%	2%	< 2%
		Employees perceiving that they have personally experienced bullying at work in the previous 12 months <sup>1</sup>	24%	Towards ZERO	Towards ZERO
		<b>Increase/improvement in:</b>			
		Reflections on the experience of working in the department <sup>2</sup>	Qualitative feedback	Qualitative feedback	Qualitative feedback
		Employees agree diversity and equal employment opportunity are supported <sup>1</sup>	71%	78%	80%
		Employees agree wellbeing is supported <sup>1</sup>			
		<ul style="list-style-type: none"> <li>safe environment</li> <li>work/life balance</li> <li>procedures for managing stress</li> </ul>	77% 59% 53%	78% 65% 60%	80% 70% 65%

<sup>1</sup> Data source: People Matter Survey,

<sup>2</sup> Exit survey

# Overview of the *People strategy 2020 implementation plan*

The following table outlines what we will focus on between now and 2020. The work will be iterative and accumulative, with initiatives started in 2017 continuing through the following years. A more detailed plan, including how we will measure our success, will be released in mid-2017.

## 2017

### Year 1: Building on our foundations

#### Attract a diverse and high-performing workforce

- Develop a compelling and unique employer reputation
- Strengthen our values-based staff-attraction strategy
- Enhance tertiary and student opportunities and programs
- Create an innovative and culturally immersive onboarding approach
- Develop a cultural safety framework
- Enable and support employees with a disability to co-design accessible workplaces and inclusive work practices

#### Inspire and grow our people

- Drive an exciting and innovative learning culture
- Target investment to build capabilities required for the future
- Develop a high-performance culture, with a simplified performance review process
- Encourage department-wide career pathways
- Prioritise 'on the job' and experiential learning

#### Engage and retain our people

- Enable greater connectivity and collaboration between staff
- Drive greater responsiveness by requesting and measuring engagement and feedback
- Deliver proactive and regular communication about change
- Celebrate success and recognise contributions
- Build a systemic and inclusive approach to succession planning

#### Purposeful leadership

- Develop an integrated leadership approach and measurement framework
- Create an approach for leadership excellence with targeted development programs
- Ensure detailed succession risk management plans are in place
- Provide accelerated transition programs

#### Create a great people experience

- Develop a well-articulated, shared purpose
- Drive flexible, fit-for-purpose and effective governance for change
- Increase leadership visibility and presence during change
- Enhance connectivity and collaboration
- Prioritise health, safety and wellbeing
- Enhance technology and employee processes, services and systems



## 2018

### Year 2: Embedding our people experience

- Partner with educational bodies
- Streamline recruitment processes

- Build people management capabilities for coaching
- Promote greater role flexibility and interdisciplinary teamwork.

- Promote the retention of critical corporate knowledge

- Delivery people manager skills training

- Increase understanding of our diversity and inclusion initiatives
- Promote inclusive employee programs and networks
- Use workforce information and analysis to drive informed decision making

## 2019

### Year 3: Delivering our people vision

- Increase the diversity of our workforce

- Embrace new technologies


- All actions completed in years 1 and 2

- Collaborate with other departments to develop future leaders

- All actions completed in years 1 and 2

**People  
strategy  
2020**





**Our people strategy  
is informed by the  
many challenges  
facing our department  
and the health  
and human  
services sector**

