



LEGISLATIVE ASSEMBLY
FOR THE AUSTRALIAN CAPITAL TERRITORY

STANDING COMMITTEE ON JUSTICE AND COMMUNITY SAFETY

Mrs Giulia Jones MLA (Chair), Ms Bec Cody MLA (Deputy Chair), Ms Elizabeth Lee MLA,
Mr Chris Steel MLA

Standing Committee on Justice and Community Safety

Inquiry into referred 2016–17 Annual reports

Responses to questions taken on notice at public hearing of 8 November 2017

Minister for Justice, Consumer Affairs and Road Safety



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CHRIS STEEL MLA

Inquiry into referred 2016–17 Annual and Financial Reports
ANSWER TO QUESTION TAKEN ON NOTICE
8 November 2017



Asked by Jeremy Hanson MLA CSC:

In relation to:

Mr Hanson: Now, it struck me that this individual on one of these electric bikes was wearing, sort of, Lycra with a light helmet as opposite to when if you are on a motorbike, is there any review of electric bikes? They are not now bike lane and so on. Is anyone looking at this in terms of road rules and safety?

Mr Rattenbury: No. You have prompted a good question and I will have a look at whether there is any research happening in other jurisdictions and if there is we will provide it on notice but I am not aware of anything at the moment. I think it is probably one of those brand new issues that no one has studied.

The Minister for Justice, Consumer Affairs and Road Safety: The answer to the Member's question is as follows:

The ACT is not conducting a review of electric bikes, and I am not aware of any review being conducted by another jurisdiction.

The definition of bicycle in the *Road Transport (General) Act 1999* was amended in May 2013 to include pedelecs. This followed earlier amendments to national standards managed by the Commonwealth to provide for the supply and sale of pedelecs in Australia.

The *Road Transport (General) Act 1999* definition of bicycle includes power assisted pedal cycles and pedelecs.

A power assisted pedal cycle is a bicycle having one or more auxiliary motors, with a combined maximum output of not more than 200 watts, attached.

A pedelec is a vehicle meeting the European standard for electrically power assisted bicycles. The standard limits continuous rated power to not more than 250 watts, requires the rider to pedal to obtain power assistance at speeds above 6 km/h and requires power assistance to cut out above 25 km/h.

Riders of power assisted pedal cycles and pedelecs have the same rights and responsibilities, including obeying all the applicable road rules, as other bicycle riders.



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Vehicles with greater power than the above limits are mopeds or motorcycles and are subject to laws applicable to those vehicles.

Enforcement of the road transport laws is primarily the responsibility of ACT Policing.

Approved for circulation to the Standing Committee Justice and Community Safety

Signature:

Date: 21/11/17

By the Minister for Justice Consumer Affairs and Road Safety, Shane Rattenbury



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**Inquiry into referred 2016–17 Annual and Financial Reports
ANSWER TO QUESTION TAKEN ON NOTICE
8 November 2017**



Asked by Jeremy Hanson MLA CSC:

In relation to:

Provide a summary of the staff survey, issues and what has been done about it over the years. Where are the problems? What are the successes and what are we doing to remediate?

Is there a particular area in JACS which has an ongoing staffing problem?

Minister for Justice, Consumer Affairs and Road Safety: The answer to the Member's question is as follows:–

The detailed results from JACS staff surveys are not made public for a number of reasons: assurances made to staff about the confidentiality of their responses and the risk of undermining staff confidence and participation in future surveys (which is voluntary); the commercial value and intellectual property of Best Practice Australia as the survey provider would be compromised; and the nature of the reports which are designed as working documents by executives and managers within the organisation.

The staff survey is a key tool used to inform the development and implementation of JACS workforce strategy. A copy of the JACS Workforce Strategy is attached for Committee information.

Approved for circulation to the Standing Committee Justice and Community Safety

Signature:

Date: 27/11/17

By the Minister for Justice, Consumer Affairs and Road Safety, Shane Rattenbury



ACT

Government

Justice and Community Safety

A

JACS STRATEGIC PLAN 2017-2019 **WORKFORCE STRATEGY**

OUR PEOPLE

We are committed to developing an engaged and inclusive workforce, recognising the value of diversity and the need to provide supportive leadership at all levels to empower our people

INTRODUCTION

At the time of the release of the JACS Strategic Plan 2017-2019 it was announced that key enabling strategies would be developed including a JACS Workforce Strategy. Our people are our greatest resource.

The focus of the JACS Workforce Strategy is to further progress the directorate towards its goal of being an employer of choice through driving best practices in contemporary and responsive workforce related systems. This will ensure that our workforce is engaged, enabled and empowered to achieve JACS strategic goals and operational imperatives into the future.



The implementation of the Workforce Strategy will be led by the Chief Human Resources Officer (CHRO) but it is owned by the whole directorate. Its success depends on the commitment and contribution from Executive and key stakeholders who will play a major part in its implementation.

The Workforce Strategy will focus on six key domains of contemporary human resources management with overarching aims for each domain:

- Planning – A planned and sustainable workforce
- Recruitment – The right people with the right skills in the right job at the right time
- Engagement – An engaged, inclusive and committed workforce
- Wellness – A resilient and healthy workforce
- Capability – A knowledgeable, skilled and capable workforce
- Performance – A high performing, empowered and accountable workforce

The Workforce Strategy will link with other JACS strategies to ensure synergy and common direction and will be used to inform other planning processes in the directorate. Its implementation will require the commitment of all JACS managers and employees and the direct involvement of many representatives from our diverse business units.

The journey we embark on with this and other strategies in JACS will not just be for the period of the current strategic plan. This is the next step in a much longer journey that will be supported by long term strategic planning.

I commend the JACS Workforce Strategy to all staff. We all need to work together to ensure it is implemented and that it truly does facilitate our workforce to be more engaged, enabled and empowered.

A handwritten signature in black ink, appearing to read 'Alison Playford'.

Alison Playford

Director General

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1 THE JACS DIRECTORATE

The Justice and Community Safety Directorate (JACS), Agencies and Statutory Offices under the portfolio provide services to the entire Canberra community in areas of justice, emergency preparedness and response and protection of rights. We also provide services across the ACT Government including legal advice and legal representation and in specialised areas of legislative drafting.

JACS seeks to maintain a fair, safe and peaceful community in the ACT where people's rights and interests are respected and protected. This is achieved through the objectives of:

- maintaining the rule of law as anticipated by the Westminster style of democratic government
- promoting the protection of human rights in the Territory
- protecting and preserving life, property and the environment
- providing effective and cohesive emergency response and management, and
- drafting, implementing and enforcing legislation.

The Directorate also provides a range of justice, legal and community safety systems by working in partnership with a range of independent judicial, statutory and law enforcement officers who exercise statutory responsibilities.

Our key lines of services and functions are:

- Policy Advice and Justice Programs
- Legal Services to government
- Legislative Drafting and Publishing Services
- Public Prosecutions
- Protection of Rights
- Corrective Services
- Courts and Tribunal
- Emergency Services
- Security and Emergency Management
- ACT Policing (Contracted Service)

2 JACS STRATEGIC PLAN 2017-2019

The [JACS Strategic Plan 2017-19](#) is aligned with ACT Government Priorities and confirms our strategic priorities and key initiatives.

Our strategic priorities are:

- Increased community safety;
- Increased justice access and support; and
- Provision of effective and integrated corrective services.

The JACS Strategic Plan will drive the development of business unit plans. The development of these plans will also be guided by the key enabling strategies that are a priority for the Directorate in being able to achieve our purpose and meet the broader initiatives in the Strategic Plan including:

- **Workforce Strategy**
- **ICT Strategy**
- **Asset Management Strategy**
- **Data Management Strategy**

JACS Budget Priorities are also a significant enabler for the implementation of the Strategic Plan.

The ACTPS Values guide our behaviours and align us with a common foundation to act with respect and integrity and to collaborate and innovate at every opportunity. These values are inherent in our workforce and therefore are the touchstones for any workforce strategy developed in the ACT.

The Workforce Strategy will link with other JACS strategies to ensure synergy and common direction. In particular, there is an obvious link with the JACS ICT Strategy to ensure our services and program delivery performance meet current and future needs through our workforce who will be challenged to address cultural shifts to enable increased accessibility and mobility and new ways of working in new environments.

3 RELATED PROGRAMS

Across the ACT and within the JACS Directorate there are many Human Resources, Organisational Development and Work Health and Safety related programs of work in place. The Workforce Strategy is not intended to replace these programs, rather the strategy seeks to connect these pieces of work, enable centres of excellence to be shared across the directorate and fill any gaps that may be required for our workforce now and into the future.

3.1 JACS OPERATIONAL BUSINESS UNITS

Many JACS Business Units are in the process of developing and implementing improvement strategies related to their workforce. The direction taken by Business Units has been well thought out and has been initiated to fill a need or a gap identified in that specific area. It is important that JACS continues to support these efforts. Whilst the JACS Workforce Strategy provides overarching direction, synergy and connection for the whole of JACS, the aim is not to replace any good work that is already being undertaken, but to articulate and nurture the connection of that work to the overall JACS Workforce Strategy, and the wider ACT workforce strategies. There may also be scope to learn from this good work and implement like initiatives in other parts of JACS. Examples of the work that is currently being undertaken in JACS include (but are not limited to):

ESA, as part of its *Strategic Reform Agenda* (SRA), has implemented strategies to better enable the ESA workforce to deliver optimal services to our community. The SRA sets the ESA's strategic direction from 2015 to 2020. Key priority areas for the SRA revolve around structure, strategy, performance, people and accountability. Aligned with this work ESA is in the process of implementing the:

- *Women in Emergency Services Strategy* (WIES) which is intended to provide a pathway to a diverse and inclusive workforce within the ESA with the capacity to operate in a changing environment. The objective of the strategy is to recruit more women into emergency services within the ESA, as well as supporting more women into leadership roles.
- "*Enhancing Professionalism – A Blueprint for Change*" (BFC) which was approved and released in March 2015. It incorporated the recommendations of several reviews of structures, leadership and work practices within ACT Ambulance Service (ACTAS). Key initiatives of the BFC include:
 - Development and implementation of an ACTAS leadership framework and leadership development aligned with the ACTPS capability framework
 - A new staff development and performance management framework
 - A review of rostering, leave allocation and flexible rostering arrangements
 - An ACTAS mental health and wellbeing strategy as part of a suite of wellbeing initiatives including the establishment of a Manager Welfare Programs role to focus on the development of a Staff and Wellbeing Welfare program for ESA
 - A pathway to national registration initiative
- *Fire and Rescue Indigenous Fire and Rescue Employment Strategy* (IFARES) is a partnership between TAFE NSW and ACT Fire and Rescue to provide a training program. This was launched in March 2017 and is designed to attract and Aboriginal people to be employed in the service.
- The first *ACTF&R Mental Health Support Plan* released in 2010 achieved its intended outcomes over its three year life cycle and moved ACTF&R from a reactive model of critical incident response to a broader and more holistic peer support model that provided a menu of support mechanisms to members. The current plan establishes a holistic support model for members entering their career with ACTF&R, throughout their career and then preparing members for a lifetime in retirement or any new vocation they choose after their service with

ACTF&R. The 2018 - 2023 plan will work on further integration with whole of ESA support models.

The Public Trustee and Guardian (PTG) is embarking on a Business Transformation Project which will comprehensively review the organisation's structure to better facilitate the provision of its important services.

ACTCS as part of its People Strategy, is implementing improvement strategies related to their workforce. The People Strategy is aligned with the six strategic pillars of the ACTCS Strategic Plan 2017-2019, and the key priority areas are around offender management, safer communities, strategic reform and investment in people. The key components are:

- *Women's Strategy* which is intended to improve leadership and career development opportunities for women in the Service, recognition and wellbeing for women in Corrective Services.
- *Performance Management and Development Scheme* designed to assist employee engagement, enhance values and behaviours and ensure performance results.
- *Change Management Program* which is the subject of consultation which includes a leadership framework and offerings for emerging leaders, team leaders, middle management and executives.
- *A Staff Development Framework* is being developed to formalise training policy, needs analysis and leadership development pathways for ACTCS employees.

Further ACTCS initiatives include:

- A review of rostering, leave allocation and flexible rostering arrangements
- A health and wellbeing strategy that will be part of the People Strategy
- Development of capability in utilising the Learning Management System, to report on, and extract training information.

The JACS ICT Strategy provides high level direction to move the JACS Directorate towards systems that support better service delivery to ACT community, government and our clients; and assist to inform policy and program development and increase our analytical capability. ICT is more significant to our workforce delivering services today than it has ever been and its significance will continue to grow as a major enabler for all that we do.

3.2 WHOLE OF GOVERNMENT

The 2015-2016 ACTPS priorities for the Commissioner for Public Administration included:

- ACTPS Shared Capability Framework;
- Respect, Equity and Diversity (RED) Framework and including diversity programs;
- ACTPS Manager's toolkit; and
- Changes to the legislative employment framework.

The focus in 2016-17 is to build Service-wide workforce strategies and programs to further embed the 'One Service' culture and to support the ACTPS to build an agile, responsive and innovative public service. Initiatives include:

- implementation of the ADAPT (Align, Design, Analyse, Program and Transform) Workforce Planning Toolkit;
- development of a whole of government learning management system (LMS);
- further development of whole of government initiatives to increase diversity in the ACTPS including targeted employment strategies;
- leadership and executive development programs;
- whole of government Employment Policy Review Project;
- implementation of changes to the legislative employment framework; and
- succession and talent management.

Other priorities across government include:

- Enterprise Bargaining – the renegotiation of 18 agreements across the ACTPS, four of which are specific to JACS;
- Workforce Management Solution – the implementation of one Kronos Rostering system across relevant ACT Directorates commencing with the upgrade of the JACS Kronos platform from version 6 to version 7;
- HRIMS Program (see 3.2).
- ACT Aboriginal and Torres Strait Islander Whole of Government Agreement;
- Economic Participation – Women’s Action Plan and Multicultural Plan;
- Further implementation of graduate programs and targeted traineeships across the ACTPS;
- Implementation of Activity Based Working principles including the cultural transformation required to improve employee engagement and productivity facilitated by future office accommodation;
- Full implementation of the Healthy Weight Initiative;
- Continued implementation of the Work Health and Safety Improvement Plan;
- Employee Assistance Program procurement process;
- Mandatory Training Policy; and
- Occupational Violence Management planning
- HRIMS Program which is focussed on providing a comprehensive Payroll and Human Capital Management (HCM) solution for the whole of the ACT Government.

4 CURRENT STATE

4.1 JACS WORKFORCE & TRENDS

The JACS directorate is made up of an extremely dynamic and diverse workforce. Whilst the services and agencies within JACS are grouped together to form the directorate because of synergies or connections between them, each specific workforce exhibits unique strengths and poses specific challenges and opportunities in relation to workforce strategy.

Whilst looking for economies and consistency, in practice the diversity of our services and workforce also needs to underpin our overall approach. Diversity and complexity is not only characterised by the types of work our staff are engaged in (including lawyers, fire-fighters, paramedics, correctional officers, administrators), but also the environments they work in (detention centres, community, courts, wide open spaces); the challenges and risks they face on a day to day basis; and the significant proportion of our workforce providing services on a 24 hour / 7 day a week roster.

The overall JACS workforce profile is reported on a quarterly basis. The most notable observations and trends from examining the December 2016 report were:

- JACS Full Time Equivalent (FTE) employees in December 2016 numbered 1,694 with an overall headcount of 1,770.
- Respectively the largest units (top 4) within JACS are ESA with 39% of FTE, ACTCS with 23.9% of FTE, ACTLC with 10.1% of FTE and ACTGS with 6.5% of FTE.
- The specialist operational staff within the top 4 consist of 229 Ambulance Officers, 221 Correctional Officers, 338 Fire and Rescue Officers and 107 Legal Officers.
- 85.6% of our workforce is permanent, 12.6% temporary and 1.5% casual (compared to overall ACTPS of 79.4%, 17.1% and 3.5% respectively).
- 7.3% of our workforce works part-time hours (excluding casuals), compared to 26.8% of the ACTPS.
- 45.6% of our workforce is female and 54.4% is male. In our top 4 – ESA has 20.4% female employees, ACTCS has 43.3% female employees, ACTLC has 69.9% female employees and ACTGS has 78.8% female employees. 63.2% of the total ACTPS is female.
- The average age of our overall workforce is 42.5 yrs (compared to 42.7 yrs in ACTPS). 30.0% of JACS employees are 50 years old and above (compared to 31.6% in ACTPS). The business unit with the highest proportion of mature operational staff is ACT Fire & Rescue which has 39% (132 out of 338) of Fire & Rescue Officers who are 50 and above.
- JACS diversity indicators show:
 - 45 Aboriginal and Torres Strait Islander employees which is four above the 2016-17 target of 41, and an increase of 27 since 2012. This is 2.5% of JACS headcount compared to 1.5% for the ACTPS;
 - 24 employees who have identified that they have a disability which is 22 employees below the 2016-17 target of 46 for People with Disability, and a decrease of 2 since 2012. This is 1.4% of our headcount compared to 2.2% of the ACTPS;
 - 162 Culturally and Linguistically Diverse employees, an increase of 24 since 2012. This is 9.2% compared with 17.7% in the ACTPS.
- On any given work day, about one in every 20 employees would be absent on unscheduled leave.
- 267 employees were reported to have a current performance development plan (15.1%) which is considerably down from 611 in 2013.
- The average annual separation rate for JACS is 5.2%.
- Average length of service 2016 was 9.7 yrs – an increase of 0.8 yrs since 2012, compared with 8.8 yrs in the ACTPS.
- 577 WHS Accidents were reported in the 2016 calendar year, up from 375 in 2013.
- Claims caseload was 135 in 2016 compared with 206 in 2013. 20 employees (including 1 non-compensation case) were totally incapacitated for work as at December 2016.

The volunteer workforce is reported in the annual report. In the 2015-16 report:

- Volunteers contribute through the ACT Rural Fire Service (531), ACT State Emergency Service (280 and ACT Fire & Rescue Community Fire Units (913); and
- Assist the Public Advocate as Community Guardians for the elderly and as Interview Friends to help young people.

4.2 STAFF SURVEY

Since 2008 Best Practice Australia (BPA) has been engaged 5 times by the Directorate (2008, 2010, 2012, 2015 and 2017) to deliver staff surveys to obtain feedback about staff engagement and JACS workplace culture. The results provide valuable information on things that work well in JACS as well as opportunities for improvement.

The staff survey is the predominant tool to assist with understanding the culture of the organisation and the level of staff engagement. One of the initiatives in this strategy is to ensure a planned and deliberate response to the valuable feedback we receive from our most recent survey completed in May 2017 leading up to a repeat survey 2019. JACS has experienced a 1.3% decline in overall engagement since the first survey in 2008. 53% of JACS staff participated in the 2015 Survey. 59% of staff participated in the 2017 survey the results of which will be reported in July and August 2017.

Types of culture that exist in JACS according to the 2015 survey:

- The survey reports an overall culture of Reaction for JACS which has been reported in every survey since 2008.
- Community Safety reports a culture of Blame.
- Justice reports a culture of Consolidation

Strengths:

- 54% of respondents think that it is a "truly great place to work" which is trending slightly higher year on year, and slightly higher than the 49% government organisation benchmark. "People I work with" contributed mostly to this result.
- The top four most important expectations of respondents are Support (34% satisfied); Opportunities (33% satisfied); Education (34% satisfied) and Work Environment (43% satisfied).
- Those below the age of 25 demonstrate the highest level of engagement.
- Contract Executives and Equivalent reported the highest level of engagement for an employee category at 76.4% - culture of Success. This has gradually increased since 2008 from 53.8%.
- 66% of respondents are satisfied with their manager.

Challenges:

- 40% of respondents report they have annual performance reviews, which is almost 3 times the actual rate recorded in HR systems.
- Contract Executives and equivalent generally think that performance development happens well but this is less evident in the more junior classifications.
- The survey showed some level of concern from respondents in relation to:
 - favouritism or bias in the workplace
 - interference in recruitment, selection and promotion processes
 - preparedness to speak up about misconduct
 - lack of clarity regarding areas of accountability
 - harassment and bullying in the workplace
 - problem resolution

Early indicators from the 2017 Staff Survey suggest that the above themes remain the same.

Currently our volunteers are not included in the staff survey. Further work is required to understand how best to measure the engagement of our volunteers before the staff survey in 2019.

4.3 MANAGER'S FEEDBACK

Besides meeting with other Directors of People and Culture across the ACT, key senior contacts in CMTEDD, Shared Services and the PWS Team, the CHRO met one on one with most executives across JACS and employees performing operational HR / corporate roles within JACS Business Units.

It was evident in all parts of JACS that our employees take a lot of pride in the work they do and the service they provide to the community. It was said many times that people are here because they want to help others. There was a recognition that subcultures exist but that isn't seen as a bad thing as it is often what holds us together and makes us feel a part of something worthwhile.

The information gleaned from these discussions was extremely valuable in understanding the gaps which may exist in relation to HR & OD systems and service delivery. Of note are the following observations from these discussions:

- Risk averseness of the organisation causes it to focus on the detail and stops it from being able to innovate and empower lower levels in the organisation.
- Whilst operational people are driven by their day to day imperatives this can lead to a lack of focus on policy and governance; on the flip side those who are working in administrative / corporate functions don't appreciate that their work isn't the priority of our operational Business Units.
- Some parts of the organisation actively choose to work in isolation or don't see the value in identifying with any other part of the organisation. There seems to be a lack of common purpose.
- People in the field often find it difficult to understand how they fit with the broader ACT system. This may be further exacerbated by the reported perception of a lack of presence of senior executives from JACS in the operational areas (i.e. at the coal face).
- Misconduct processes and managing behaviour and performance in the organisation is a major issue.
- Front line managers are often not given the skills to manage people issues before they go into management roles.
- There are major gaps in injury management processes.
- Acting arrangements can impact on smaller units and affect decision making, stability and the achievement of outcomes.
- We don't have succession plans in place so we don't create a ready pool of people to backfill and / or apply for management positions as they become available.
- Varying concerns relating to a lack of integrated planning leading to an often reactive culture; policy and procedure development can be *ad-hoc* and disconnected; inconsistent on-boarding and induction of staff can lead to inconsistent standards; classification creep is an issue and causes expensive competition across the system.
- Gaps exist where there are many different sometimes disconnected component parts – e.g. CMTEDD, JACS, Shared Services, Business Units.
- People are suffering change fatigue – changes often don't seem to be planned and they seem to come from many directions / sources.

The above is a snapshot of the feedback provided. Much of the information gathered regarding cultural drivers will be examined by the Strategic Management Committee (SMC) whilst examining the organisational culture (see 5.3.1).

4.4 CHALLENGES

To establish the focus for the strategy and recommend initiatives, future requirements need to be forecasted through planning and current challenges need to be identified through examining current programs and other sources of information.

One of the most evident challenges relates to connection – connection of the Business Units to the work or aims of JACS and the connection of the programs of work within JACS to the wider ACTPS. Whilst there are many great initiatives being developed and implemented across the ACT and within our own Directorate more work is required to better leverage and integrate these programs for application within all of our Business Units.

Some challenges appear to have formed in relation to the lack of connectivity between the workforce related services provided to the Directorate as a result of changes through evolution rather than through specific policy and planning. This also appears to have led to issues relating to role clarity. This is addressed further in section 6. General policy challenges exist and are also further addressed in section 6.

Challenges (in no particular order) include:

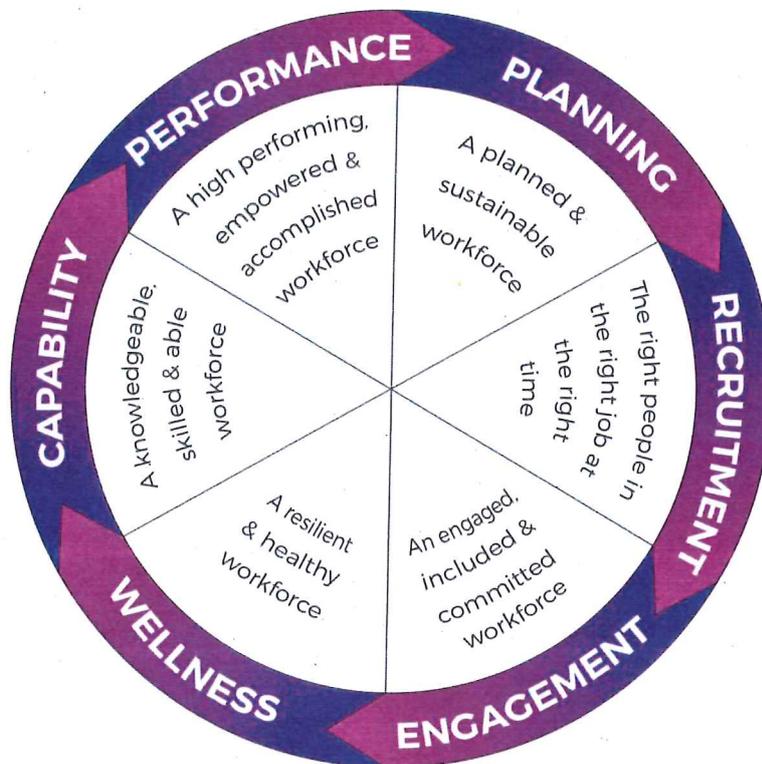
- Directorate wide capability and competency framework
- Planned Management development including fundamentals of management (people management, finance, governance, procurement etc.) and succession planning.
- Planned Leadership development that includes change management, engaging with risk and strategic planning capabilities.
- Performance management and development uptake and connection with strategy
- Planned approaches to training
- Strategic workforce planning and associated attraction and retention plans
- Exit strategies and planning
- Induction and on-boarding programs in some areas, including specific to executives and senior managers in JACS
- Robust redeployment and return to work practices
- Career pathways with planned entry points (e.g. trainees and graduates)
- Quality assurance of recruitment and selection processes
- WHS program of work aligned with the legislative framework and identified areas of focus from statistical data
- Injury management strategy
- Managing workplace behaviour – early intervention
- Easily understood, transparent and efficient misconduct and investigation processes
- Reporting and analytics to facilitate accountability and planning
- Policy relating to mandatory training
- Learning Management System
- Coaching and mentoring programs
- Robust position, classification, allowance payment and vacancy management practices
- Resilience and wellbeing programs across JACS
- Volunteer policy regarding conduct and work health and safety

5 WORKFORCE STRATEGY

To meet the increasing demand for Justice and Community Safety services in the ACT, JACS is striving to be an employer of choice in an increasingly competitive talent marketplace. The focus of this Strategy is to address challenges posing a threat to this aspiration, and identified gaps, through driving best practices in workforce planning, recruitment, engagement, wellness, capability and performance. Whilst immediate priorities will focus on addressing current gaps identified, in the longer term the strategy will build a strong foundation to ensure that contemporary and responsive workforce related systems are in place to enable the workforce to achieve JACS strategic goals and operational imperatives. The most effective workforces are **engaged**, **enabled** and **empowered** and the most effective organisations ensure that they are focussed on continuously updating and improving their HR / Workforce strategies aligned with their strategic plans.

Whilst the development of the Workforce Strategy is led by the Chief Human Resources Officer (CHRO) it is owned by the JACS Directorate. Its success depends on the commitment and contribution from Executive and key stakeholders who will play a major part in its implementation. The CHRO and the People and Workforce Strategy (PWS) team will work collaboratively with JACS Business Units in the further development of identified initiatives to ensure that they are aligned with business needs. Whilst the focus of this plan is 2017-2019 many of the initiatives will need to anticipate a longer-term approach. To ensure that the Strategy remains relevant it will be reviewed annually and progress will be reported to Strategic Management Committee (SMC) on a monthly basis.

The Workforce Strategy Cycle below represents the domains of contemporary human resources management. Different models exist in the world of organisational development. The aim of this representation is to communicate linkages in a practical way and to provide a focus for planned initiatives. Exhibiting the “domains” in a cyclic fashion shows the continuous nature of organisational development and HR management and the need to repeatedly review and refresh our approach



Initiatives often relate to more than one domain. In the following pages the placement of initiatives within domains has been determined based on their primary relationship with the work of that domain and have been referenced under other domains when there is a key and obvious linkage with another initiative.

All of the initiatives identified in the Strategy are important but some are more urgent than others. In some instances it may be recommended that an initiative, that naturally aligns with and which is part of a much larger piece of work, is progressed before the larger piece. An example of this is the training in people management which will ultimately form part of an overall “essentials of management” and leadership program.

Each initiative has a recommended category based on an assessment of its impact on the organisation and its relative timeframe to implement.

A	Required because of legislative / statutory compliance; Potential for significant harm to clients and / or workers; Potential for systems failures and / or work stoppages; Deemed “A” priority by JACS Strategic Management Committee
B	Impact of implementation significant; Consequence of inaction significant; and/or Realised benefit 6 to 12 months
C	Impact of implementation moderate; Consequence of inaction moderate; and/or Realised benefit 12 months and beyond

Timelines for initiatives may go past 2019 where needed. Also initiatives may have already started. It is intended that most of the initiatives are supported through current resources but some pieces of work require other specialist skills, or may be required sooner than current resources can support. In this case a business case may be required. Project plans will be developed for the key initiatives which will provide more detail. As with all projects some initiatives will be dependent on the completion of others.

In sections 5.1 to 5.6:

**Denotes that the initiative is linked to ACTPS initiative/s

##Denotes that the initiative is linked to initiative/s in one or more JACS Business Units

5.1 PLANNING

A planned and sustainable workforce

Workforce Planning involves the systematic identification and analysis of what an organisation is going to need in terms of size, type, and quality of workforce to achieve its objectives. It determines what mix of experience, knowledge and skills is required and should sequence the steps or actions to ensure that the right number of people with the right skills are in the right place at the right time. At its core workforce planning is about the supply and demand of a very precious resource – our people. To be effective planning needs to consider the unique functions performed in any organisation, and also needs to focus on varying time horizons. Ideally an organisation would be planning a highly specialised workforce, with mandated tertiary level qualifications, ten plus years in advance. This would not entail a “set and forget” approach as horizons need to be scanned on a regular basis – at least every two years. The Planning domain of the Workforce Strategy Cycle includes workforce profiling, employment strategies, retirement planning, exit and separation planning and HR reporting. It should be noted that the broader definition of “workforce” should include volunteers.

Initiatives

5.1.1 Workforce Planning Framework**

Description	Development of a Workforce Planning Framework to enable appropriate long term profiling and planning of JACS diverse workforces, whilst maintaining consistency of approach.		
Category	B	Resources	Current and Budgeted
Start	Apr 2017	Finish	Mar 2018

- JACS is made up of an extremely diverse group of Business Units and Agencies. A “one size fits all” approach to workforce planning and the development of one plan for JACS may therefore not provide the flexibility required to meet JACS needs operationally. There is a need for the Senior Management Committee to ensure from a strategic perspective that critical gaps are identified and filled and that workforce supply is able to meet business demand.
- The development of a framework will facilitate a consistent approach to planning the JACS workforce and provide a process for regular monitoring of plans. Different tools exist that can be utilised for workforce planning and the framework should not be confused with the tools. Tools will be a part of the overall framework. The framework should include:
 - Governance in relation to planning, including policy and guidelines.
 - Detailed Workforce Profiling to determine the current workforce which is the usual first step in the workforce planning process.
 - Internal analysis of current operations and likely future requirements.
 - Environmental scanning to determine external drivers.
 - Forecasting the workforce required over different time horizons.
 - Developing and implementing planning initiatives and strategies.
 - Monitoring implementation.
 - Evaluation and further cycles of planning.

5.1.2 HR Analytics

Description	HR reporting that facilitates continuous improvement in workforce planning, performance and management accountability.		
Category	C	Resources	Current
Start	Jan 18	Finish	Mar 18

- Organisations require accurate human resources data and information to make the right decisions about their workforce on a day to day basis as well as for future workforce planning.
- Containing costs whilst developing and retaining a high performing workforce is a primary challenge facing most organisations today. Applying logic and analysis techniques to workforce data can provide great insight into the efficiency, effectiveness and impact of workforce management initiatives thus maximising investment in human capital.
- Before being able to analyse data to enable evidence based business decision making the data needs to be accurate and meaningful to the organisation and its component parts.
- Reporting will be reviewed and aligned with the workforce planning framework and WoG workforce analytics.

5.1.3 Other Planning Initiatives

Initiatives that will be considered for implementation after the implementation of 5.1.1 and 5.1.2, and to be further scoped after the 2017-2019 period will focus on:

- Transition to Retirement
- Exit and Separation
- Attraction and Retention Strategies – Employees and Volunteers

5.2 RECRUITMENT

The right people, with the right skills, in the right job at the right time

The recruitment and selection process includes analysing the requirements of a job (current and future), attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organisation. It also includes all matters relating to position management, employment rules and the placement of employees.

This domain of the Workforce Strategy Cycle includes classification, selection, induction, on-boarding, redeployment, the industrial framework, rostering, pay, trainees and graduates.

Initiatives

5.2.1 Enterprise Bargaining**

Description	Successful and timely negotiation and implementation of the four specialist agreements that JACS has responsibility for.		
Category	A	Resources	Current and Budgeted
Start	Dec 2016	Finish	Dec 2017

- Enterprise Agreements set out the pay and conditions for the workforce. In the ACT all of the enterprise agreements relating to JACS employees expire on 30 Jun 2017. Our employees' pay and conditions are set out in seven of the 18 ACT agreements.
- CMTEDD negotiate core terms in all agreements and all terms in agreements that span across many of our directorates, most notable the ACT Public Sector Administrative and Related Classifications Enterprise Agreement. There are stream-based agreements that predominantly dictate the terms and conditions within a directorate or part thereof. Terms and conditions outside the "core" are the responsibility of the particular Directorate to negotiate. JACS is respondent to four such agreements and will therefore lead negotiations during the first half of the 2017 calendar year for:
 - ACT Public Sector ACT Ambulance Service Enterprise Agreement;
 - ACT Public Sector ACT Fire and Rescue Enterprise Agreement;
 - ACT Public Sector Correctional Officers Enterprise Agreement; and
 - ACT Public Sector Legal Professionals Enterprise Agreement.
- Ultimately we need to take a long term view and ensure that we factor planning for future rounds of enterprise bargaining into our approach to align with our longer term workforce plans.

5.2.2 Kronos Rostering System**

Description	Upgrade the current Kronos rostering system to enable the supported, efficient and flexible deployment of our workforce.		
Category	A	Resources	Current and Budgeted
Start	May 2016	Finish	Mar 2018

- The JACS Directorate uses Kronos across three agencies to manage the time, attendance and scheduling of 850 employees. The Kronos system enables payment of extra salary (overtime, penalties, allowances) to employees in a timely fashion, whilst ensuring accountability via a highly auditable set up.
- The Kronos system has been in place at the ACTCS since 2005 and ACTESA since 2008. JACS is engaging with Shared Services ICT and Kronos to enable an upgrade of the JACS Kronos Workforce Central System. The Upgrade from Version 6 to Version 7 is required as the application now sits on an unsupported platform and is at end of life. This upgrade is scheduled to take place in the first half of the 2017 calendar year. It is intended that the upgraded system will form the platform for an ACT whole of government rostering system.
- Further work will be done to implement other features of the upgraded system post phase 1 which will include enabling mobile technologies for ease of use by staff.

- This is a joint initiative across the Workforce Strategy and the ICT Strategy (refer #6 in ICT Strategy).

5.2.3 Recruitment & Selection

Description	Review processes and policies relating to recruitment and selection to ensure fair, transparent, equitable and effective recruitment and selection practices.		
Category	A	Resources	Current
Start	Mar 2017	Finish	Dec 2018

- The recruitment and selection process is critical to ensuring the right staff with the right skills are selected for right job. It is also an important vehicle to communicate about an organisation and its values to potential and current employees. Processes and outcomes relating to recruitment are often the most observable demonstration of how the organisation might “walk the talk”.
- It is intended that recruitment and selection processes are reviewed to ensure that all facets of the approach and processes support fair and equitable recruitment practices which support our values and our stated intention regarding inclusion, service and accountability. The initial focus will be on ensuring fairness and transparency of process and adherence to policy.
- Further work will be staged aligned with workforce planning outcomes regarding changes to recruitment processes to better facilitate employment action plans, probation management, consistent classification practices and position management.
- The first stage of this initiative will be to implement quality assurance processes through PWS.

5.2.4 Redeployment and Placement

Description	Ensure the appropriate placement and support for all JACS employees through policy, process, delegation, the establishment of a register and a placement panel.		
Category	B	Resources	Current
Start	Jul 2017	Finish	May 2018

- There is a need to ensure the effective management and placement of employees who have become unattached from a position or require a placement opportunity for other reasons beyond their control. It is particularly important for employees to be provided support in these circumstances including the opportunity to participate in meaningful work.
- Employees affected by compensation and non-compensation injury; excess officers; those with placement needs arising out of issues with their current position; and those who are completing a traineeship or graduate placement are among those who would be supported in the process.
- The development of a JACS Register, Panel and Policy will support this initiative. Internal JACS support mechanisms will also be reviewed, including linkages with other parts of the ACTPS, Shared Services and CMTEDD.

5.2.5 Volunteer Management##

Description	Review policy and process in relation to volunteers to ensure that they are appropriately supported with clarity regarding conduct, work health and safety and any other relevant areas identified.		
Category	B	Resources	Current
Start	Jan 2018	Finish	Sep 2018

- The significance of the volunteer workforce, and the direct and important role they play in emergency operations in particular, means that we need to consider volunteers in many of the areas we would our paid workforce.
- This important work will largely be done through the Director People and Culture, Emergency Services Agency in partnership with the CHRO.

5.2.6 Entry Programs**

Description	Development and implementation of planned and aligned entry level graduate and trainee programs to ensure the availability and readiness of the workforce for the future.		
Category	C	Resources	Current
Start	Jan 2018	Finish	Mar 2018

- The replenishment of our workforce with new and skilled employees at the entry level is critical to the sustainability of the organisation. Many entry level programs such as traineeships and graduate intakes also support our inclusion employment strategies.
- A planned approach to trainee and graduate intakes is required to ensure that it aligns with the needs of the organisation and the current and potential employees involved. Retention rates suffer and ultimately a reputation of not facilitating appropriate pathways and placement will negatively affect the attraction of the right workforce.
- Plans should align with workforce plans and demonstrate intended entry points and pathways over a 3 year horizon. Plans should also have regard for the creation of permanent entry points and this will need to be facilitated by the creation of appropriately classified pathways available after the first year of employment.

5.2.7 Other Recruitment Initiatives

In the Emergency Services Agency WIES, IFARES and BFC are all initiatives that align to the domain of Recruitment. See information contained in 3.1.

Initiatives that will be considered for implementation after the implementation of 5.2.1 to 5.2.7, and to be further scoped after the 2017-2019 period, will focus on:

- Induction & On-boarding
- Executive recruitment and on-boarding

5.3 ENGAGEMENT

An engaged, inclusive and committed workforce

Workforce engagement is the extent to which employees feel passionate about their jobs, are committed to the organisation, and put discretionary effort into their work. Engagement is not the same as employee satisfaction. An "engaged employee" is defined as one who is fully absorbed by, and enthusiastic about, their work and so takes positive action to further the organisation's reputation and interests. It follows that employees who take positive action are also empowered to do so.

This domain of the Workforce Strategy Cycle includes organisational culture, values, internal communications, inclusion and consultation.

Initiatives

5.3.1 Organisational Culture

Description	<u>Engaged, Enabled, Empowered</u> Design and implement an approach for the desired culture for JACS which acknowledges existing business unit cultures and their diversity, as well as aligns JACS to a common purpose.		
Category	A	Resources	TBA
Start	Oct 2017	Finish	Dec 2017 (Initial development phase)

- It is important for any organisation to understand that culture is “led”. In the absence of a commitment by leaders, and observable behaviours that demonstrate that commitment, an organisational culture will develop as a result of the perceptions of employees and the community, based on the beliefs they have formed from their own lived experience of the organisation. Culture is then reinforced by their continued experiences.
- It is also important to acknowledge that sub-cultures exist within all organisations, especially those as diverse as JACS. Sub-cultures will continue to exist and there are many good things about this which are often based on connection, pride and tradition. It would be counter-productive to want to change these positives.
- The executive needs to be able to articulate the fundamental culture that it wants JACS to create and be known for whilst ensuring that this facilitates understanding, connection and common purpose between the different agencies and business units within JACS.
- Cultural change is a long term proposition and requires continued observable senior commitment to succeed. It is clear that the compass for this will be our organisational values. It is important that a roadmap is developed in the first instance with Executive.
- Related to this there will be a need for an internal communications strategy.

5.3.2 Staff Survey

Description	Conduct 2017 staff survey and develop, implement and monitor organisational strategies, aligned with the desired culture, to address areas of need.		
Category	B	Resources	Current and Budgeted
Start	Mar 2017	Finish	May 2019

- Also see 4.2 above.
- Whilst JACS is fortunate to have data from four previous surveys the output is only really information without aligning it with a considered strategy to address issues raised.
- To get maximum value out of a staff survey it needs to be seen to be part of an overall organisational cultural development program aimed at aligning the workforce with the Values of JACS to achieve the strategic and operational priorities of the Directorate.
- It will be important to determine where to focus resources for maximum impact that are observable and measurable leading up to the next survey in 2019. We have to be clear what we want our staff to engage in and focus our efforts on instilling the behaviours to achieve that culture, while noting that the desire to change a culture and drive engagement cannot be a short-term ambition.

5.3.3 Inclusion Statement / Framework

Description	Continue to implement the Inclusion Statement through innovation, governance and regular monitoring of performance.		
Category	B	Resources	Current
Start	May 2016	Finish	Apr 2019

- The JACS Inclusion Statement 2016-2019 was released in May 2016 and sets the foundation on which the Directorate progresses its efforts to build an inclusive workplace culture which values all employees at all points of their employment life cycle and recognises their unique qualities, ideas, voices and perspectives. It is an innovative approach to inclusion in JACS. It is intended that it is periodically reviewed to ensure that it continues to support this important work.
- Executive Champions have been appointed to the six key focus areas within the Inclusion Framework, role descriptors have been developed and a forum has been established with Executive Champions to ensure appropriate connection and synergy. It is intended that there is further work to ensure consistency of approach and the development of 2 - 3 year plans to ensure the alignment of this work with the strategic direction of JACS and to ensure that a focus on inclusion is maintained in all JACS planning processes.

- A Communications Strategy will support the Inclusion Framework and its related employment action plans. Whilst there will be consistent approaches across the different focus areas, it is important to note that the content of associated strategies and the approach each Executive Champion takes in their focus area will need to be different as this work will focus on the unique needs of these employee groups.

5.3.4 Inclusion Employment Action Plans**

Description	Implement, review and further develop employment action plans aligned with the RED framework and the JACS Inclusion Statement		
Category	B	Resources	Current
Start	May 2016	Finish	Apr 2019

- An Employment Action Plan for People with Disability and an Employment Action Plan for Aboriginal and Torres Strait Islander people were implemented in 2016. The continued implementation, monitoring and review of these plans will continue to be the primary focus of inclusion activities, and it will undergo a major review in early 2019 to ensure that it remains relevant and supports the aims of JACS.
- Further work will continue aligned with the ACTPS targets for the employment of women and supporting the Women in Emergency Services and IFARES initiatives. Work will also be planned to support approaches to the inclusion of our ageing workforce.
- An employment action plan for Culturally and Linguistically Diverse (CALD) people will be considered, as well as an Employment Action Plan for Lesbian, Gay, Bi-sexual, Transgender, and Intersex people. Rainbow Tick Accreditation may form part of this approach.

5.3.5 RED Framework**

Description	Review of the JACS response to the RED Framework		
Category	C	Resources	Current
Start	Apr 2018	Finish	Jun 2018

- The ACT Respect, Equity and Diversity (RED) Framework supports the ACTPS by improving employee engagement, increasing levels of workforce participation and encouraging innovation due to diverse thinking. It supports a workforce that is diverse, skilled and valued for their differences, experiences, knowledge, abilities and background.
- Valuing and capitalising on employee diversity leads to productive workplaces that will assist in the retention and attraction of employees through enhanced morale, increased job satisfaction and productivity.
- A review of the framework will include communications, branding and messaging; learning and development; and the application of the RED Open Door Protocol.

5.3.6 White Ribbon Accreditation

Description	Secure White Ribbon Accreditation for JACS		
Category	B	Resources	Current
Start	Oct 2017	Finish	Jan 2019

- The ACT Government has a commitment to end violence against women and children, and has responded by implementing a series of actions as part of the 'ACT Prevention of Violence against Women and Children Strategy 2011-2017'.
- One of the action items in the strategy is for all directorates to consider becoming White Ribbon accredited.
- The aim is to promote safety and provide flexibility to support all staff to live free from violence.
- The accreditation process will assist the Directorate to ensure that all staff, managers and supervisors are equipped to provide information, referrals and support to staff experiencing domestic and family violence.

5.3.7 Activity Based Working**

Description	Support the successful transition of JACS workforce to the ABW environment and ensure the cultural benefits of ABW are realised.		
Category	C	Resources	Current
Start	Mar 2017	Finish	2020

- On 5 October 2016, Strategic Board endorsed the Key Design Principles for Activity Based Work (ABW). These principles will now apply to all new and refurbished office environments, most notably the new Civic and Dickson offices to be constructed in the coming 2-3 years. It is important to note that there are some JACS environments exempted from ABW.
- Activity Based Work is therefore now the presumptive model for all future ACT Government office environments. ABW is a new way of working, providing a choice of working environments to support a diverse range of operational tasks. It focuses on improving culture, productivity and operational outcomes by encouraging staff engagement and interaction, and diminishing traditional silos of function and hierarchy. It is enabled through changes to the physical work environment, flexible ICT solutions and supportive change management.
- It is important to consult with and engage the workforce in this significant change in ways of working well before they move to an ABW environment – the target for such a move being 2020.

5.3.8 Other Engagement Initiatives

In the Emergency Services Agency the BFC initiative is aligned with the domain of Engagement. See information contained in 3.1.

Initiatives that will be considered for implementation after the implementation of 5.3.1 to 5.3.8, and to be further scoped after the 2017-2019 period, will focus on:

- Coaching for Diversity
- Consultative Frameworks and Union engagement

5.4 WELLNESS

A resilient and healthy workforce

Workplace wellness is any workplace health promotion activity or organisational policy designed to support healthy behaviour and to improve health outcomes for employees. Wellness is inclusive of protecting the health and safety of all stakeholders in the workplace from exposure to hazards and risks resulting from work activities.

This domain of the Workforce Strategy Cycle includes physical and psychological health, fitness, resilience, injury management, and WHS governance and reporting.

Initiatives

5.4.1 WHS Gap Analysis

Description	Identify gaps in safety management and injury prevention systems and processes which if addressed will result in a reduction in work related injury and illness		
Category	A	Resources	Current and budgeted
Start	Aug 2017	Finish	Dec 2017

- It is a legislative requirement that "officers" of an organisation fulfil certain safety duties imposed on them. A key duty is identifying the WHS risks of the organisation and what would be considered "reasonable and practicable" in understanding, eliminating or controlling WHS risk.

One key process to assist in fulfilling this duty is to embed a safety management system audit program.

- JACS places a strong focus on safety, hazard identification and risk control. In order to continue to improve safety performance, safety management system audits should be conducted at least every two years. A systematic approach to safety management is critical to enable legislative safety duties to be complied with. The Australian Standard 4801 details specific measures that organisations need to embed to ensure compliance with WHS laws.
- A safety management system audit will identify gaps within the safety systems of the Directorate. The audit will provide a pathway to enable the strengthening of existing safety cultures and more importantly for WHS improvement strategies to be developed and applied. It is well known that a strong safety culture can have a significant impact on reducing the number of lost time injuries that ultimately affect the workers compensation premium.
- To move the process forward an audit schedule and communications strategy will be developed. It is intended that an audit commence in a prioritised order of the directorate's high risk business units with ongoing engagement with key business unit stake holders. This will inform the development of further strategies and initiatives through a WHS program of work or plan.

5.4.2 Injury Management Strategy##

Description	Develop and implement a strategy to better manage injury and illness in the workplace to minimise the impact of injury and illness to staff and Business Units.		
Category	A	Resources	Current and Budgeted
Start	Jul 2017	Finish	Oct 2017

- In December 2016 JACS had 135 compensation, compensation pending and non-compensation cases requiring case management encompassing 175 open claims. The total projected future combined cost of these claims was approximately \$38m.
- Whilst the direct cost of these claims is experienced through the claims system and the payment of a premium by JACS, this premium is affected over a four year horizon and therefore action taken now will be felt over a longer period, but no action will ensure that premiums will remain high indefinitely.
- It is well known in insurance circles that the direct cost of a claim is a fraction of the overall indirect cost. The most significant impact is the human cost including the feeling of worth and importance of our staff to JACS as individuals, and therefore their positive engagement, affecting not only their perceptions but those of their fellow workers.
- There is a need to ensure that an injury management strategy is focused on early intervention and return to work, for compensation and non-compensation injuries and illnesses. There is also a need to ensure that long term cases are managed and supported appropriately.
- The connection point between PWS, Business Units, CMTED and Comcare will feature prominently to ensure that gaps in service are minimised and that our injured workers are appropriately supported back to meaningful and productive work.

5.4.3 Occupational Violence**

Description	Develop an Occupational Violence management plans for the Directorates front line employees.		
Category	B	Resources	Current
Start		Finish	

- The CMTEDD has requested that all directorates develop and implement an Occupational Violence Management Plan (OVMP). While JACS has substantial elements of an OVMP in place further work need to be undertaken to formalise a systematic and documented approach to managing occupational violence.
- It is intended that the JACS WHS team identify and document existing OVMP support elements and liaise with other directorates to develop a relevant occupational violence management plan.
- There will be more than one approach / plan considering the very different environments that exist in JACS.

- Included in the scope of this initiative is an assessment of our Employee Assistance Program.

5.4.4 WHS Accountability Framework

Description	Develop and implement a WHS reporting and performance processes that facilitate continuous improvement in injury prevention and injury management.		
Category	B	Resources	Current and Budgeted
Start	Nov 2017	Finish	Mar 2018

- Organisations require accurate WHS data and information to ensure the appropriate management of hazards and risks to minimise harm.
- Before being able to analyse data to enable evidence based business decision making the data needs to be accurate and meaningful to the organisation and its component parts.
- This initiative will involve recommendations regarding reporting, Riskman, Comcare data and return to work rates with a view to ensuring an understanding of JACS expectations in relation to injury prevention and management; and tools to enable the monitoring of performance against these expectations.

5.4.5 WHS Governance

Description	Review the WHS governance and consultation arrangements to ensure compliance with WHS legislative requirements.		
Category	C	Resources	Current
Start	Nov 2017	Finish	Mar 2017

- The JACS Director General's Work Health and Safety and Wellbeing Committee (DGWHSWC) is the peak Committee for consultation on the JACS work health and safety management system/s. The Committee has been established in accordance with the *Work Health and Safety Act 2011* and the *Public Sector Management Act 1994*.
- The function of the DGWHSWC (Tier 1) will be reviewed to ensure that WHS governance is appropriately managed in the Directorate and consultation obligations are appropriately exercised.
- There is a need to review the reporting, consultative and issue escalation arrangements / processes between the tier1, 2 and 3 committees. This will ensure consultation arrangements between the various WHS committees are functional and compliant with legislative requirements and due diligence obligations.

5.4.6 Healthy Weight Initiative**

Description	Implement the Healthy Weight Initiative including the Healthy Food Policy in JACS		
Category	C	Resources	Current
Start	Aug 2016	Finish	Ongoing

- The HWI is a whole of government approach focused on addressing the rising rates of overweight and obesity by making improvements in active living and food environments across the ACT. An overarching Steering Committee monitors and coordinates policy and program actions across six key themes: schools, workplaces, urban planning, food environment, social inclusion, and information and data.
- The HWI includes the Healthy Food Policy which aims to increase the availability of healthy food and drink choices for staff, volunteers and visitors to JACS workplaces and facilities. The Policy aims to help create an environment where maintaining healthy habits is easier. The ACT Government, including JACS, is leading by example to the community in promoting healthy food and drink choices in its workplaces.

- Other Healthy Weight initiatives will be programmed into the calendar over the term of this strategy, and this will ultimately form part of an overall approach to resilience aimed at the wellness of our workforce.

5.4.7 Other Wellness Initiatives

In the Emergency Services Agency BFC the initiative is aligned with the domain of Wellness. See information contained in 3.1.

Initiatives that will be considered for implementation after the implementation of 5.4.1 to 5.4.6, and to be further scoped after the 2017-2019 period, will focus on:

- Framework for Building Physical and Psychological Resilience
- Physical Wellness Initiatives
- Psychological Wellness Initiatives including a review of EAP services

5.5 CAPABILITY

A knowledgeable, skilled and capable workforce

Workforce capability refers to an organisation's ability to accomplish its work and strategic priorities through the knowledge, skills, abilities and competencies of its people. A capability strategy aims to develop employees, through learning experiences, to create a sustainable and successful organisation. This is through a combination of structured on the job learning or learning, relationship based learning or learning through other colleagues and formal learning or learning through structured courses and programs.

This domain of the Workforce Strategy Cycle includes leadership, talent and succession planning, development, training, coaching and mentoring.

Initiatives

5.5.1 Learning Management System**

Description	Implement a Learning Management System for JACS.		
Category	A	Resources	CMTEDD and Training Budget
Start	Aug 2017	Finish	Feb 2018

The lack of a directorate learning management system (LMS) has presented a number of challenges and risks for the directorate. An LMS will support specific initiatives across all domains in the Workforce strategy through:

- Facilitating more efficient, consistent and coordinated reporting on training data that can be transferable across business units, JACS and ACTPS;
- Providing insight into evidence-based learning and identifying gaps that can fast-track the development of staff;
- Providing learners the ability to apply for and complete learning courses online, and supervisors to have a useful overview of which learning activities staff/teams are completing or need to complete;
- Providing a platform to enable design content rich e-learning which can be provided to 24/7 staff, volunteers and new starters prior to them joining the Directorate;
- Staff accessibility to learning to enable them to take control of their learning, and manage their training records;
- Enabling better management of online e-performance agreements including reporting;
- Enabling JACS RTOs to manage compliance and record keeping requirements in accordance with the Standards for RTOs;

- Providing long term efficiencies through a reduction in the cost of training delivery, savings of hours of classroom delivery and administration time, closer fit with the delivery of professional development and training needs, and higher quality reporting.

5.5.2 JACS Capability Framework**##

Description	Implement JACS Capability Framework aligned with ACTPS and JACS Business Unit Requirements.		
Category	A	Resources	Budgeted & aligned with LMS
Start	Aug 2017	Finish	Feb 2018

A capability framework describes the competencies and capabilities required of the workforce. It aligns with and supports an LMS, workforce planning, performance development, recruitment and selection, redeployment and placement, management and leadership development and talent and succession planning. It is therefore fundamental to other initiatives and programs of work.

A JACS Capability & Competency Framework** will be developed alongside with the development and implementation of the LMS to ensure that the structure of the system and supporting processes aligns with the needs of JACS. The Framework will align with the ACTPS framework and be a “top down bottom up” framework that describes required competencies and capabilities for the different job families, business units and management levels. This also relates to mandatory training (5.5.3).

5.5.3 Mandatory Training**

Description	All roles within JACS have mandatory training identified and delivered.		
Category	A	Resources	Budgeted & aligned with LMS
Start	Aug 2017	Finish	Feb 2018

- Mandatory training is training which an organisation determines is essential for safe and efficient practice, and in order to reduce organisational risks and comply with policies, government guidelines etc. It is different to statutory training (complying with the law, although some mandatory training may be determined as necessary to comply with the law). It is also wider than, but may include, essential qualifications.
- Many of the operational areas within JACS have identified mandatory training requirements.
- Our approach will align with WoG Mandatory Training Framework and current JACS Business Unit requirements.
- Training required for all employees includes things such as a general induction to the organisation. Other required training for different business units and employee groups should be identified, planned and budgeted for.
- Mandatory training for any part of the workforce and for any individual should be the priority focus of development plans and should be provided within a specified timeframe of starting in a role, and will require a policy to be developed and implemented.
- This will ultimately include Essentials of People Management and other “essentials for managers” including Finance, Governance, Procurement etc.
- This relates to LMS (5.5.1).

5.5.4 Essentials of People Management

Description	Develop and deliver training to all levels of management in JACS to ensure effective and values based management of our workforce.		
Category	A	Resources	Current and Budgeted
Start	July 2017	Finish	Jun 2018

- This program will be designed to target the knowledge, skills and abilities that are essential for supervisors to effectively lead and manage people in their workplaces to deliver outcomes for the Directorate. It recognises that capable and effective managers need to be supported with training

to enable them to manage people effectively. It will be the first plank in, and form a part of, an overall leadership and management development program.

- In our current environment, when an employee takes on a leadership role, the employee will usually be required to manage a team. These employees are often not trained in managing people before they take on managerial positions.
- All JACS employees who are permanent incumbents of supervisory / managerial positions are intended to participate in this training program. Ultimately it will also extend to potential leaders (identified talent workforce) before they take on managerial roles; and temporary employees and permanent employees assigned to a supervisory role for more than six months.
- The program will provide managers with relevant information to help them effectively execute core supervisory duties and improve their performance as “people managers”. This will include topical issues in people management using real examples and will build capability in relation to managing workplace behaviour on a day to day basis.

5.5.5 Planned Approach to Training

Description	Align effective training and development programs with business objectives and the budgeting cycle.		
Category	B	Resources	Current
Start	Aug 2017	Finish	Oct 2017

- In 2015-16 Business Units reported only 20% of staff having performance plans discussions. This implied that participation in training by a majority of staff was unplanned, and there was no clear evidence to measure if training was aligned to business objectives and directorate strategic objectives.
- Business units' reports of completed performance plans and identified learning and development needs should determine the type and number of programs to be delivered, the budget to be expended over a financial year, the priorities for individual, team and organisation wide development programs.
- Our planned approach to training will encourage the 70:20:10 model of learning based on research which found that learning is most effective when it is a combination of approaches:
 - 70% is structured on-the-job learning or learning from experience;
 - 20% is relationship-based learning or learning through other colleagues; and
 - 10% is formal learning or learning through structured courses and programs.
- Training and development will be supported by appropriate policy and procedure to guide decisions relating to priority, participation and funding.

5.5.6 Business Writing

Description	Quality written materials		
Category	B	Resources	Current and Budgeted
Start	Oct 2016	Finish	Sep 2017

- In September 2016, the Office of the Director-General identified a need for staff to undertake a Business Writing training program to improve the quality of written material being prepared for the Minister, Director-General and other stakeholders, and to increase staff accountability as authors of submissions.
- All executives and approximately 144 staff who author submissions, policies, minutes and briefs to the Minister, DG and Deputy Directors-General on a regular basis were identified to attend this training. A training provider has been engaged to deliver the training between Mar and May 2017.

5.5.7 Project Management

Description	The effective management of projects and delivery of project outcomes in JACS		
Category	B	Resources	Current and budgeted
Start	Oct 2017	Finish	Dec 2017

- Shared Services ICT has selected PRINCE2 project management methodology to govern ICT Projects. This methodology has also been adopted by JACS Executive Director ICT Programs and Project Delivery and Commissioner for Emergency Services. The methodology clarifies the distinction between governing and directing projects and day to day management which is done by the project manager.
- To ensure this project management methodology is effectively and consistently applied across the Directorate, a number of courses have been identified for delivery from 2017. Target participants include executives who need to understand their role and responsibilities in sponsoring, directing and governing projects, and staff based on their current or intended involvement in projects.

5.5.8 Talent and Succession Framework**

Description	Develop and implement a talent and succession framework aligned with the WoG framework to ensure a continuous pipeline of skilled employees to fill critical positions when they become available.		
Category	C	Resources	Current & Budgeted
Start	Jan 2018	Finish	Apr 2018

- Essentially, talent and succession planning is conscious planning by an organisation to foster and promote the continual development of employees, and ensure that key positions maintain some measure of stability, thus enabling an organisation to achieve business objectives sustainably into the future.
- Traditionally, talent and succession planning has taken a replacement approach, often focusing on executive-level positions. It is closely linked to Workforce Planning but focusses specifically on key identified positions.
- This work will align with CMTEDD programs relating to talent and succession management.

5.5.9 Other Capability Initiatives

In the Emergency Services Agency the BFC initiative is aligned with the domain of Capability. See information contained in 3.1.

Initiatives that will be considered for implementation after the implementation of 5.5.1 to 5.2.8, and to be further scoped after the 2017-2019 period, include:

- JACS Leadership Development** - a sustained and cyclic approach to leadership development in JACS and which is relevant to the differing audiences within JACS. The program should include elements relating to change management, engaging with risk and strategic planning
- Coaching & Mentoring capability
- Mobility for Development

5.6 PERFORMANCE

A high performing, empowered and accountable workforce

Managing workforce performance is about establishing a shared understanding about what is to be achieved at an organisation level and aligning the organisational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results.

This domain of the Workforce Strategy Cycle includes performance development planning, rewards, recognition and employee conduct.

Initiatives

5.6.1 Early Intervention - Individual and Team Performance

Description	Provide appropriate early support to managers dealing with complex performance issues.		
Category	A	Resources	Current and Budgeted
Start	May 2017	Finish	May 2018

- Many of the strategies identified in this document, if implemented, should go a long way to improving the overall capability of the organisation. The most difficult people management issues relate to relationships within teams, between managers, team members and between teams themselves. The impact of these issues range from some form of dysfunctionality within the team to major disruption to the organisation; lengthy and expensive misconduct processes; and lengthy and expensive compensation claims. The overall impact on the culture of the organisation is immeasurable.
- Whilst work is done to define the desired culture and improve capability a specialist resource will partner with and coach managers of teams or individuals in crisis. Working in partnership with other parts of the PWS function they will enable a rapid response to issues as they arise.

5.6.2 Cascading Performance Development

Description	Aligning the performance of the workforce with the strategy and operations of Business Units and the directorate.		
Category	B	Resources	Current
Start	Jul 2017	Finish	Oct 2017 (first round) Apr 2018 (review processes)

- Performance planning is required by ACTPS policy and is a particularly important tool in the effective management of any organisation, to align the performance of individuals with the strategic plan and operational imperatives.
- In 2015-16 JACS Business Units reported only 20% of staff having performance plans in place. This implied that participation in training by a majority of staff was unplanned, and there was no clear evidence to measure if training was aligned to business objectives and directorate strategic objectives.
- To enable the alignment of performance and development to the strategic plan, business plans and subsequent budgeting cycles SMC have accepted a recommendation to adopt a cascading approach to ensure performance plans are developed over an agreed timeframe commencing at the same time every year, with mid-year reviews to be conducted in the same manner. Development needs will then be fed into the corporate learning and development agenda and planning for the next financial year's budget.

5.6.3 Misconduct Processes

Description	Review the decision making, responsiveness, transparency and support mechanisms relating to misconduct processes; and implement identified improvements.		
Category	B	Resources	Current
Start	May 2017	Finish	Dec 2017

- Misconduct occurs when an employee's behaviour is wilfully or deliberately unsatisfactory, breaches their contract of employment, or intentionally fails to meet the requirements of their duties. Allegations of misconduct must be treated seriously and have regard to following due process and ensuring natural justice.
- In 90% of all interviews conducted by the CHRO in July and August 2016 the issue of misconduct processes was raised.

- The assessment and investigation process can be lengthy. There are often many connection points along the path to resolving allegations including preliminary assessment, possible referral to the Professional Standards Unit (PSU) in CMTEDD, investigation, decisions and sanctions that may apply.
- Because of the need for confidentiality the process is often confusing for the complainant, respondent, witnesses and the manager or managers involved. Issues can also be extremely complex and multifaceted.
- There is a need for JACS to examine closely the approach to misconduct and look for interventions to increase support for those involved, improve transparency regarding the process and reduce the amount of time and effort involved for all concerned. This will include the partnership with the PSU and to examine real or potential gaps that may need to be filled.

5.6.4 Other Performance Initiatives

In the Emergency Services Agency the BFC initiative is aligned with the domain of Performance. See information contained in 3.1.

Initiatives that will be considered for implementation after the implementation of 5.6.1 to 5.2.3, and to be further scoped after the 2017-2019 period, will focus on:

- Awards and Recognition

6 GOVERNANCE

6.1 STRATEGY & DIRECTION

6.1.1 Strategy Implementation

Whilst specific responsibilities will be allocated to different individuals, overarching responsibility for the implementation of the initiatives, and therefore the Strategy, lies with the SMC through the Chief HR Officer. The CHRO will partner with members of JEC and senior HR / corporate services personnel from business units to ensure that initiatives are connected, value adding and relevant to the directorate. Most initiatives will require the advice and participation of business units.

Each initiative will be allocated a lead person and will be managed as a project. Depending on the size of the project a Business Case may be required. Consistent templates and tools will be used to scope up what is required in relation to each initiative including:

- Scope
- Benefits
- Target Outcomes / Product description
- Resources required
- Measures of success
- Governance / management arrangements
- Reporting requirements
- Timeline
- Stakeholders and communications
- Implementation Partners internal to JACS and external to JACS
- Assumptions & constraints
- Major risks and minimisation strategies
- Related Projects and other dependencies
- Project activities and milestones

The Workforce Strategy will be supported with an overarching Calendar to provide an overview of the overall program of work and to ensure that project leads are not overloaded with multiple initiatives at the same time. This will also ensure that related projects can be tracked together. The Strategy and the calendar will be reviewed on a quarterly basis to ensure progress and to provide the opportunity for reprioritisation if a need is identified.

6.1.2 Oversight & Performance

The CHRO will report every two months to the SMC, at the Tier 1 HR / Workforce Strategy Committee, on progress in relation to the Strategy.

The Tier 2 Workforce Strategy Implementation Committee will meet on a monthly basis to support the SMC to ensure the implementation of workforce priorities and strategies. Membership will include senior representatives from each of the agencies / business units in JACS. The core functions of the committee will include:

- Drive and monitor the implementation of the JACS Workforce Strategy.
- Establish connections and ensure collaboration across JACS and forward thinking towards solutions that can support key JACS strategies.
- Ensure alignment to ACTPS workforce related strategies.
- Ensure alignment and linkages with other related JACS and business unit strategies and plans.
- Identify, assess and monitor risks associated with the implementation of the Strategy.

A dashboard and other reporting mechanisms will be developed to guide the work of the Tier 2 Workforce Strategy Implementation Committee.

The WHS Tier 1 Consultative Committee will provide advice and a legislative avenue for consultation with our workforce on WHS matters as described in the JACS Governance Framework, and will be linked to the work of the Workforce Strategy Committee. Workplace Consultative Committees (WCC) and (LCC) will continue to provide an avenue for consultation regarding other employment matters, and a JACS DCC will be considered in partnership with principal unions.

6.2 POLICY

Policy or the sources of information and direction provided to an organisation forms its operational foundation. Any gaps or inefficiencies in this source of direction create inefficiencies, confusion and an increased likelihood of error.

Sources of policy and / or direction in relation to the JACS workforce comes from various sources including federal and ACT legislation, Enterprise Agreements ACTPS policy generated from CMTEDD and Shared Services, JACS delegations, policy and guidelines, business unit policy, procedure and guidelines.

They are accessible through the ACTPS intranet / employment portal, Shared Services intranet, JACS intranet, shared drives in different business units and 3 separate intranets in our business units and agencies.

6.2.1 Policy Challenges

The following challenges have been identified in discussions and interactions with representatives from JACS Business Units, PWS, SSHR and CMTEDD:

- Because of the overlap in subject matter between the different areas and the absence of a specific document and system architecture it is difficult for non HR or new managers and employees to know exactly what document to refer to for direction in some instances;
- There are some instances of multiple policies / documents at different levels or in different parts of the organisation dealing with the same subject matter, sometimes providing different direction;
- Navigation and usability of these sources of direction is not straight forward;
- Intranets and sources of information are not well mapped for novice users or new employees and can be confusing;
- Collaboration and consultation on policy / document development is not consistent and does not always appear to consider the effect on the organisation outside of the area developing the policy / document;
- Changes or updates to documents are sometimes not communicated or notified;
- Some documents that are generated at the directorate level or business unit level may be better placed to be across the whole of government;
- Documents are often not simple to read or interpret.

6.2.2 Policy Opportunities

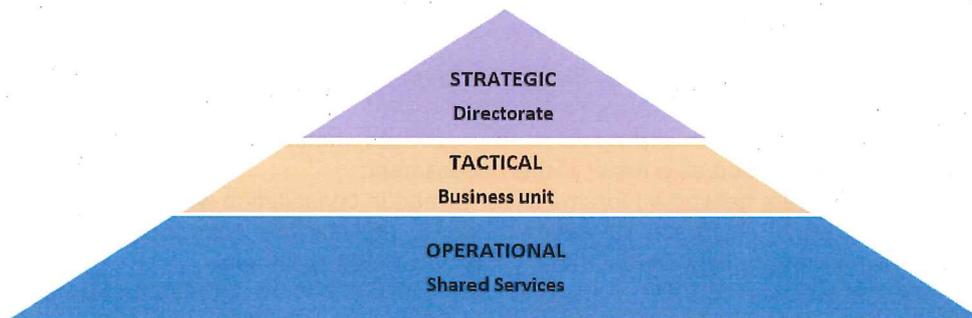
To support the implementation of the Workforce Strategy and to improve efficiency day to day the following opportunities will be explored:

- An assessment of gaps and overlaps in policy and procedure will be undertaken in consultation with Business Units, CMTEDD and Shared Services;
- Specific areas of overlap including performance development, role descriptions, injury management and rehabilitation, WHS, and leave will be the initial focus.
- Recommendations will be made to SMC about the architecture that should exist in the directorate and how that connects with CMTEDD, Shared Services and the Business Units;
- Intranets in JACS should be reviewed to ensure contemporary information is posted and there is consistency of information between intranets;
- A PWS policy review calendar will be established to ensure review is planned well in advance;
- An approach will be developed to ensure that a policy / document is generated at the highest possible level to ensure one source of truth wherever possible;
- Where local interpretation is required all documents should be connected and a stated and endorsed part of the document architecture; and
- Wherever possible the information in documents will be simplified and shortened.

6.3 SERVICES & RELATIONSHIPS

The management of our people, in other words HR management, is a function of the line managers of an organisation. A range of human resource services are provided across the Directorate, within Business Units and from CMTEDD and Shared Services to ensure compliance and provide support to enable the effective and appropriate management of our workforce aligned with legislation, policy and ACTPS Values.

The service components have been described as Strategic, Tactical and Operational. The below diagram (taken from "JACS Corporate Responsibilities, November 2015") describes this model. The Directorate responsibilities are undertaken by the People and Workplace Strategy Unit in Corporate.



How services are provided in each operational JACS business unit tends to differ from area to area because of the varying corporate and HR resources embedded in the business units and their varying roles and responsibilities and programs of work.

People and Workplace Strategy (PWS) provides strategic human resource management services to JACS that support the delivery of the core business objectives of the Directorate. PWS provides strategic support and advice on employee relations and industrial matters, social inclusion, workforce capability and management, policy development and implementation, workplace health and safety and injury management, workforce planning and coaching.

The larger JACS Business Units have dedicated HR, training and/or WHS resources. Many of the medium sized units manage their day to day workforce requirements through an integrated corporate services function. Smaller business units may not have dedicated resources.

Shared Services Human Resources (SSHR) provides transactional services to the Directorate. These services include payroll, HR reporting, recruitment, and HR systems and support.

Besides providing strategic HR direction and policy for the whole ACTPS (including enterprise bargaining and agreements) the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) provides JACS with injury management (including interface with Comcare) and workplace investigation services.

Structured opportunities for connection and networking exist through the HR Directors Forum and the HR Collaboration Forum. Other opportunities exist through groups established for specific projects.

6.3.1 Service Challenges

The following challenges have been identified in discussions and interactions with representatives from JACS Business Units, PWS, SSHR and CMTEDD:

- Clarity between the different service areas, the roles they perform and the services they provide is sometimes confusing;
- Gaps and overlaps exist between the services;

- Terminology in relation to roles (eg. HR) is used interchangeably between service areas and roles and therefore adds to confusion;
- There is evidence of the incorrect implementation of workforce related policy in some instances, either through inconsistent advice or inconsistent interpretation;
- Other than at the senior level, connection and networking opportunities across the directorate and / or across the ACT are either not in existence or not well attended / utilised; and
- Issues that arise are dealt with on an individual basis and are not analysed for systemic remedies.

6.3.2 Service Opportunities

To support the implementation of the Workforce Strategy and to improve efficiency day to day the following opportunities will be explored:

- An assessment of gaps and overlaps in service be undertaken in consultation with Business Units, CMTEDD and SSHR;
- Consistent nomenclature which distinguishes the services, better role definition and / or service charters be developed as a result of this assessment;
- Internal JACS Directorate networks / forums to be formed in consultation with Business Units to ensure a "one team" approach wherever possible, and to fully engage business unit representatives in the implementation of the Workforce Strategy initiatives;
- A communications strategy regarding services be developed to ensure consistent messaging;
- Issues registers be developed to ensure a record and proactive resolution of issues that arise in relation to service provision into the future;
- The work in relation to policy will inform consistent HR practice across the directorate;
- Joint development opportunities for staff in PWS and Business units are identified; and
- We continue and strengthen partnerships with CMTEDD, SSHR and other ACT directorates to further the aims of "one service" in the ACTPS.



LEGISLATIVE ASSEMBLY
FOR THE AUSTRALIAN CAPITAL TERRITORY

STANDING COMMITTEE ON JUSTICE AND COMMUNITY SAFETY
GIULIA JONES MLA (CHAIR), BEC CODY MLA (DEPUTY CHAIR), ELIZABETH LEE MLA,
CHRIS STEEL MLA

Inquiry into referred 2016–17 Annual and Financial Reports
ANSWER TO QUESTION TAKEN ON NOTICE
8 November 2017



Asked by Giulia Jones MLA:

In relation to:

Based on KPMG controls report tabled in 2017 June - all recommendations will not be completed on this and other related report by the end of 2017-18 - what is still left to do?

The Public Trustee and Guardian: The answer to the Member's question is as follows:

The Public Trustee and Guardian responded to this question by providing to the committee a copy of a report that identifies the status of implementation to recommendations made by KPMG.

Approved for circulation to the Standing Committee Justice and Community Safety

Signature:

Date:

22/11/17

By the Minister for Justice, Consumer Affairs and Road Safety



PUBLIC TRUSTEE AND GUARDIAN

FINDINGS, RECOMMENDATIONS AND IMPLEMENTATION

This table sets out the findings, recommendations and implementation progress by PTACT/PTG.

RECOMMENDATION	ACTION	STATUS
<p>1. Manual Cheque Requisition requiring 2 signatures. A policy and procedure should be developed and enforced. Also the TACT system should record who has requisitioned and authorised each transaction (this will assist in the use of data analytic routines to detect potential irregularities). Currently the signature initials are only on the cheque requisition and not input into TACT. Also the name of the staff member should be recorded on the form for easier identification. Copies of initials and signatures should be held by the Finance Unit.</p>	<p>PTG has abandoned the manual cheque requisition process and replaced it with an electronic payments system by upgrading the ICT process through TACT. The system is a module of TACT and was a significant body of work.</p>	<p>Implemented and solution externally audited.</p>
<p>All client bank accounts should be set up in the TACT system to ensure the payee and the bank account number receiving the funds are consistent. A check to confirm proper authorisation for monies transferred from the client's PTACT account to a bank account which is not the client's bank account is required.</p>	<p>Client bank account information is now provided through supporting documentation sourced from the individual and provided to Finance. This is intended to achieve separation of duties. Bank account details entered into TACT by Finance Unit only achieving separation.</p>	<p>Implemented.</p>
<p>Transfer of money held in the client's account with the requisition noting the payee to be the client from which the funds were</p>	<p>Service provider bank accounts are provided by Service Provider in revised Declaration by Service Provider Form.</p>	<p>Implemented.</p>

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<p>transferred. The bank account where funds were transferred was however the bank account of another client (or service provider).</p> <p>Payments made to a service provider (on the approved supplier list) for work not undertaken or for an inflated cost or work completed at an unacceptable standard.</p> <p>Two quotes required for major work. There is a requirement to obtain two quotes prior to any major work or purchases being made. There is no designated threshold on when quotes are required. The decision is based on what it is considered 'good practice' in each case. The decision to proceed is to be approved by a Director. A policy and procedure should be established and enforced. This would include, at a minimum, supporting documentation such as a minimum two quotes and final invoice be filed for any major work or purchases.</p>	<p>This is no longer possible as the client details are locked into the database and cannot be manipulated by a cheque requisition.</p> <p>A Claim for Payment/Declaration form recommended by KPMG was designed and implemented. This provides PTG with some assurance that claims for payment by persons from a managed person's account are genuine. A system of thresholds for approval of payments has been established in the TACT system.</p> <p>Noted, practice already in place. A policy has been developed. It is now standard practice to obtain several quotes except in the case of an emergency or client preferred supplier. Trust Officers have a graded authority system for approving payments/expenditure.</p>	<p>Implemented.</p> <p>Implemented</p>
<p>2. Bank Account details of vendor/supplier/service provider included in TACT All vendors/suppliers/service providers requiring payment by EFT must be set up in TACT with official documentation. All changes to details must be made by official documentation with an audit trail for changes.</p>	<p>This has been accommodated through an upgrade to the TACT system.</p>	<p>Implemented.</p>

<p>3. Payment Instruction Form. The use of the form has not been monitored and does not appear to have been used. Not all staff appear to have been aware that the form was required. It is not clear where these forms are forwarded once received, including whether the Finance Unit has a record of approved accounts.</p>	<p>The new electronic payment process addresses any issues previously associated with failure to use the form. The system is now used in place of the form.</p>	<p>Implemented.</p>
<p>EFT Reports checked by Senior Trust Officers for every transaction. Cheque requisitions are processed in batches in TACT. Prior to funds being transferred from PTACT to the various payees, authorisation by a Senior Trust Officer is required.</p> <p>Development of a checklist for the second Trust Officer to assist in identifying any potential 'red flags'.</p> <p>Changes can be made in CommBiz before finalisation (and after authorisation). These changes are not then made in TACT and therefore CommBiz and TACT do not reconcile.</p> <p>An audit trail for all changes made should be maintained and reviewed. Changes should also be recorded in TACT.</p>	<p>EFT reports are handed to the Trust Officers when authorisations are required. As they now key in their own transactions and those transactions are authorised by another person in TACT, there is no need to check the reports as all bank accounts used in transactions have been set up previously by the Finance Unit.</p> <p>Cheque requisitions are now electronic form in TACT and, as explained above, need to be approved electronically before being processed. It is difficult to prevent a cheque being paid to an incorrect or non-existent payee, but as all cheques are "not negotiable" they can only be banked into the account that the cheque is made out to.</p> <p>Changes are in the process of being made to our CBA software 'Commbiz'. However, a change sheet is provided by the Trust Officer making the change to the two authorisers and this document is signed off by all and kept with the EFT/BPPAY reports folder.</p>	<p>Substantially completed</p>

	<p>Changes cannot be recorded in TACT and the audit trail is the document that was signed off. The only changed that could ever be made in TACT is the code and the narration.</p>	
<p>5. Weekly exception report. A weekly exception report is prepared for clients which have negative net asset balances. The report is sent to the relevant Trust Officer/Director whose client is on the list. These are followed up by the Director, Finance.</p> <p>Other recommended Exception Reports include a report for the Financial Management Services Unit which shows clients with expenditure greater than income (on say a quarterly basis). The reports should be provided to the Director or a more senior Trust Officer than the Trust Officer whose client is on the list.</p>	<p>PTG's Senior Leadership Group and Internal Audit Committee require periodic reports on accounts having a negative balance. These accounts are followed up between Section Directors.</p> <p>This will be pursued on acquisition and implementation of the proposed Client Management System (CMS). In the meantime, this can be done as required through PTG's TACTICS software.</p>	<p>Implemented.</p> <p>Pending.</p>
<p>6. Random audits of client files PTACT Fraud Mitigation Strategy notes that random audits of client files are conducted.</p> <p>Random audits have not been regularly undertaken. The Trust Officer is given responsibility for all aspects of the financial management of the client with no review or apparent oversight over whether the obligations of Public Trustee are met. Trust Officers bring client issues and files to Directors where they require assistance in resolving matters.</p> <p>An Annual Investment Review is completed for some financial management clients. The review report includes a summary of annual income to expenses. It has been advised that the investment</p>	<p>Audits are being randomly and systematically conducted on three levels:</p> <ul style="list-style-type: none"> • By the Director, Financial Management Services Unit • By the Senior Finance Officer, Finance Unit • By peer reviews with the Financial Management Services Unit. <p>PTG is in the process of acquiring a CMS software package from the Public Trustee, Tasmania. The software as demonstrated facilitates the capture of a significant level</p>	<p>Completed</p> <p>In progress</p>

<p>review process is currently not an audit measure, rather it is a process to meet the criteria set out in section 14 of the Trustee Act (the Guardianship and Management of Property Act also refers to this section). The Internal Audit Committee has already flagged the opportunity to expand the role to have responsibility of matters including looking further into actual vs budgeted saving, reasons for reductions in capital/expenditure exceeding income. The list of clients requiring an Annual Investment Review should be monitored and updated to ensure all relevant clients are reviewed annually. Clients requiring a review should be flagged by the Investment Division based on criteria based on assets of the client. The decision for a client not to be reviewed should not be made by the Trust Officers.</p>	<p>of client data which can then be cross-referenced with criteria around PTG's Investment Strategy to provide a picture as to whether the client's funds are appropriately invested. PTG has also recently completed a review of its Investment Strategy which will have a positive outcome in respect to individual investments.</p> <p>PTG has also developed a policy under which individual investment plans can be outsourced in more complex cases.</p> <p>Trust Officers do not make decisions about whether a client's investments be reviewed.</p>	
<p>Tax returns prepared for FMS are prepared on the basis that the information in TACT reflects the correct income and expenditure for tax purposes. An annual summary of income and expenditure is provided for the preparation of the tax return. Enquiry as to whether valid tax invoices are held for claimed expenditure is recommended. The level of net income in the year or from year to year should also be considered and enquired about where apparent differences or shortfalls in income to expenditure are apparent in the clients TACT information.</p>	<p>A new form of Claim for Payment has been developed and introduced on the recommendation of KPMG. This form puts the onus back on the claimant to provide detail about claims and to make a declaration in seeking payment. The form requires supporting documentation including tax invoices.</p>	Completed
<p>ACT Civil and Administration Tribunal (ACAT) Review Reports. Clients appointed under ACAT are reviewed at least once every three years by the Tribunal. A report is prepared by the Trust officer for the Tribunal which sets out matters including how the finances are being managed and reasons why the client should or shouldn't remain</p>	<p>An ACAT Liaison Officer has been established coordination report for reviews by both the Financial Management Services Unit and the Guardianship Unit. Review Reports are now prepared by Trust Officers using a prescribed template precedent and are reviewed by the</p>	Completed

<p>under the Financial Order. The reports and the contents of the report (in conjunction with the files) which are not reviewed by another Trust Officer or Director prior to submission to the Tribunal should be reviewed internally by another person.</p>	<p>Directors/Senior Officers of both Units.</p>	
<p>7. Annual Statements to clients Annual Statements for each client are prepared by the Finance Unit. The reports are provided to each Trust Officer for sending to their clients. Statements have not been provided to all clients as the discretion to send the statements is solely that of the Trust Officer. The decision to send or not to send is not reviewed by another party. There is no record of which clients have been sent Annual Statements. The responsibility for the sending the Annual Statements should be someone other than the Trust Officer who has sole control and responsibility of the client.</p>	<p>PTG commenced mail-out of client statements independently of Trust Officers using an external agency. This was undertaken for the first time in 2017. A new system has been introduced under which a client automatically receives an annual statement. In cases where it is inappropriate to issue an annual statement to the client or where the statement should go to another person eg carer, the decision not to issue a statement is made by a Director and cannot be changed in the database.</p> <p>The format and content of statements has also been significantly upgraded.</p>	<p>Completed</p>
<p>8. Conflict of Interest Declaration Form, Register and Policy Develop and implement data analytic routines to identify potential conflicts</p>	<p>A policy, form and register have been developed and are in use throughout the office.</p>	<p>Completed</p>

<p>9. Gifts and Inducements Policy and Register Staff must adhere to ACT Government's Code of Practice for Official Hospitality, Gifts and Protocol. The PTACT Fraud, Corruption and Risk Management Strategy 2013/14 refers to a PTACT policy on gifts and that a register is maintained.</p>	<p>PTG has reviewed its Gifts and Inducements Policy and Register.</p>	<p>Completed</p>
<p>10. Property Officer position created Nov 2012 The Property Officer position was created to enhance the oversight of all property purchases/sales and maintenance. There is no policy regarding when the Property Officer was to oversight property and this was at the discretion of the Trust Officer. This includes involvement of the Property Officer to ensure works paid for have been completed and that there are no potential issues with workmanship or overcharging etc.</p> <p>Recommendation to have the role more defined with a focus on important aspects which should include a compliance aspect to ensure work on behalf of clients is being completed and there are no issues with the standard of work and/or the cost of the work.</p>	<p>A further position has been established in the Property Unit as a Senior Property Officer. PTG is in the process of moving all property Management issues into the care of this Unit away from Trust Officers. The Property Unit is part of the Corporate Finance Unit creating adequate separation.</p> <p>The position documentation for both positions in the Property Unit have been reviewed. Recruitment has been made to both positions against the criteria in that documentation.</p>	<p>Completed</p> <p>Completed</p>
<p>11. Journal Entry approval Journals prepared by one Trust Officer must be approved by a second Trust Officer. We acknowledge that more recently, this second Trust Officer must hold the position of Senior Trust Officer.</p> <p>Journals had been approved for transactions from one client account to another client account, which may not be appropriate.</p> <p>Journals with certain characteristics or "red flags", such as over a certain dollar value or transferring from one client account to</p>	<p>A system of approvals at either peer or Director level has been established. These levels are reflected in the TACT business system.</p> <p>The revised process ensures that journal entries take into account "red flags" in respect to dollar value etc.</p>	<p>Completed</p>

<p>another, should undergo a higher level of scrutiny. This may include requiring approval only by the Director, FMSU or a Deputy Public Trustee and Guardian.</p>		
<p>12. Journal Entry Review</p> <p>The only periodic review process for journals currently undertaken is by the Director, Finance who reviews all fee journals on a monthly basis. Additionally, from journals identified, the documentation was only identified on the Finance Section files and not on client files. There is no periodic, random audit / review of journals being process to TACT to identify instances where inappropriate journals have been processed and/or to check that appropriate documentation was being retained on the client file.</p> <p>A periodic random audit / review of journals should occur where a sample is checked to ensure that appropriate documentation has been retained and the journal was prepared and approved for a proper purpose.</p>	<p>The new electronic payments process accommodates the same degree of separation as used in the HR Management System and utilises a system of financial “delegations”.</p> <p>This is effectively a system audit preventing transactions outside of the allowed \$ value. PTG has also engaged the services of an external auditor to undertake random audits under the auspices of the Internal Audit Committee.</p>	<p>Completed</p>
<p>13. Transfer of Monies by EFT and/or periodic payment</p> <p>Transfer of monies held in the client's PTACT account with the requisition noting the payee to receive the funds (and who is another client) and the bank account of that other client.</p> <p>Trust officers and Directors have been authorising cheque requisitions without sufficiently confirming to supporting documentation including invoices and quotes. It appears the review of narration for payment and appropriate questioning of requestor around reason for transfers was ineffective.</p>	<p>Once again, cheque requisitions have been abandoned in favour of an electronic payments process. This process was audited by KPMG on completion.</p> <p>The payments process ensures that bank account details are stored centrally in addition to bank account details for registered service providers.</p>	<p>Completed</p> <p>Completed</p>

<p>All client bank accounts should be set up in the TACT system to ensure the payee and the bank account number receiving the funds are consistent. Funds should not be paid to an account not properly established in the TACT.</p> <p>Changes to bank account details can be requested by all who access TACT. There is no check to official documentation to confirm the account details are accurate. There is no monitoring of the audit trail in TACT of changes to the bank account details.</p> <p>All bank account details should be included in TACT after verification with bank or other certified documentation.</p>	<p>This is managed centrally by the Finance Unit creating separation from Trust Officers.</p> <p>Under the revised process, changes to client bank account details may not be made by Trust Officers.</p>	<p>Completed</p> <p>Completed</p>
<p>14. Cheques payable to retail stores on behalf of a client</p> <p>The use of cheques as a means of payment should be minimised. All vendors/suppliers/service providers should be set up in the system before payment can be made.</p> <p>Blue Collection Form - Cheques raised through requisitions are either sent directly to the supplier or returned to the Trust Officer requesting the cheque. Cheques are sent directly by the Finance Division when an addressed envelope is provided by the Trust Officer.</p> <p>Where the cheque is not sent by the Finance Division, the Trust Officer is to provide the cheque to the client or the supplier. All cheques provided by the Trust Officer to the client should have a sign off on the Blue collection form.</p> <p>Insufficient segregation of duties as cheques requisitioned by Trust Officer are in some cases returned to the Trust Officer. There is also</p>	<p>Use of cheques has been minimised. PTG uses electronic payments as a rule as a means of conducting transaction and payments as required.</p> <p>Once again, the electronic payments process has revised this process taking into account the recommendations of KPMG.</p>	<p>Completed</p> <p>Completed</p>

<p>no reconciliation or review of the cheques provided directly to the Trust Officer. The procedure for the blue collection form does not appear to be enforced and/or signed forms are not filed on the client files.</p> <p>A review and reconciliation of cheques for distribution to the signed Blue Collection forms (to ensure clients received the cheques) could have been performed. It is recommended in future that all cheques should be provided directly to the payee. Where that is not practical, the cheque handover should be done by an independent person and the appropriate form completed and filed. The procedure should include the confirmation that an authorised person has collected the cheque on behalf of the client and the form filed.</p>		
<p>15. Upgrade of TACT Trust Accounting Database PTG should upgrade its Trust Accounting software TACT to version 7.3 and access a number of features including electronic payments.</p>	<p>PTG has upgraded the TACT database to version 7.3 and has implemented many of the revised modules.</p>	<p>Completed</p>
<p>16. Service Provider Set-up The control failures and weaknesses that needed review were:</p> <ul style="list-style-type: none"> Control over Service Provider List. insufficient control over which service providers could be included on the list (apart from the requirement for the service provider to sign a Code of Conduct letter) and who included/recommended the service provider to the list. Service providers who had relationships (family and personal) and potential conflicts of interest with Trust Officers (and potentially inadequate qualifications) have been identified on the list. 	<p>The Register of Service Providers has been strengthened and is now managed entirely by the Office Services Unit and recorded on the PTG intranet using Sharepoint.</p> <p>A Conflict of Interests Policy, form and Register have been implemented. Revised Staff Code of Conduct and Service Provider Code of Conduct have also been implemented. Staff are required to sign the Code of Conduct each year.</p>	<p>Completed</p> <p>Completed</p>

<ul style="list-style-type: none"> Bank account details of service providers. The bank account details of only some service providers are set up in the system. 	<p>Bank account details for all providers are now captured into the Register.</p>	<p>Completed</p>
<p>17. Requisition authorisation of processing and payment The control failures and weaknesses in the review and monitoring processes and procedures which may have contributed to allowing the suspected irregular payments to occur and remain undetected for an extended period of time include:</p> <ul style="list-style-type: none"> Requisition Approval Processing Payment 	<p>PTG has implemented an Electronic Payments processing module replacing the former paper-based system. The module has embedded delegation levels and work in similar manner to HR21. All client bank account info is locked down in the TACT system and can only be changed by a Finance Unit staff member and authorised by a second person.</p> <p>The payments process has also been reviewed and a Request for Payments form, policy and process is being implemented.</p>	<p>Completed</p>
<p>18. Journals Staff given the responsibility to approve journals do not appear to have been provided sufficient guidance or instructions and in some cases no supporting documentation to accompany the journal form has been identified.</p> <p>Further, journals allegedly prepared and approved to correct an error and which debited one client account and credited another client account, now suspected of transferring irregular payments, did not undergo a higher level of scrutiny or approval.</p>	<p>All of PTG's Manuals are presently being reviewed, including the Finance Unit Manual, as part of the Business Transformation Project.</p> <p>Separation has been now achieved through the electronic payments process.</p>	<p>Completed</p> <p>Completed</p>



LEGISLATIVE ASSEMBLY
FOR THE AUSTRALIAN CAPITAL TERRITORY

STANDING COMMITTEE ON JUSTICE AND COMMUNITY SAFETY
GIULIA JONES MLA (CHAIR), BEC CODY MLA (DEPUTY CHAIR), ELIZABETH LEE MLA,
CHRIS STEEL MLA

Inquiry into referred 2016–17 Annual and Financial Reports
ANSWER TO QUESTION TAKEN ON NOTICE
8 November 2017



Asked by MRS JONES:

In relation to:

MS LEE: Are you satisfied do we have enough resources? Are we doing enough to sort of make sure that those vulnerable groups have the right amount of protection or information to be able to not fall for these scams?

Mr Snowden: Yes, again, we are working through the commonwealth agencies in relation to that. On a scale we can leverage off their ability to get material and expertise in relation to working through the NDIS or through called groups. And what we generally do is we will replicate that information here and push it out on a local basis.

MS LEE: Thank you.

THE CHAIR: In multiple languages?

Mr Snowden: Look, I am not sure about how many languages we do. I would have to take that on notice.

THE CHAIR: Can you please take that on notice? That would be great. Thank you, Mr Snowden.

MINISTER RATTENBURY: The answer to the Member's question is as follows:—

Access Canberra has information about how to protect yourself from *scams* available on the Access Canberra website. *Scams* target people of all backgrounds, ages and income levels across Australia.

Information about how to protect yourself from *scams* in the following 12 languages can be accessed via the Access Canberra website:

- Arabic
- Chinese simplified
- Chinese traditional
- Dari
- Farsi
- Hindi



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CHRIS STEEL MLA

- Indonesian
- Korean
- Spanish
- Tagalog
- Turkish
- Vietnamese

Approved for circulation to the Standing Committee Justice and Community Safety

Signature:

A handwritten signature in black ink, appearing to be "Shane Rattenbury".

Date: 2/12/17

By the Minister for Justice, Consumer Affairs and Road Safety, Shane Rattenbury MLA



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CHRIS STEEL MLA

Inquiry into referred 2016–17 Annual and Financial Reports
ANSWER TO QUESTION TAKEN ON NOTICE
8 November 2017

Asked by Elizabeth Lee MLA:

In relation to:

Where is the Chevron Marking trial up to?



Ms Meegan Fitzharris MLA: The answer to the Member's question is as follows:–

- The analysis of possible locations for chevron marking has been undertaken and two sites on the Tuggeranong Parkway were identified for the trial.
 - Northbound between Cotter Road and Forrest Drive; and
 - Southbound between Hindmarsh Drive and Sulwood Drive.
- The design of chevron line marking and associated signage is being finalised along with the evaluation methodology of the trial.
- An awareness campaign in consultation with the Transport Canberra and City Services (TCCS) media is being developed.
- The implementation of the chevron line marking trail is anticipated to occur early in 2018.
- A coordinated media release between TCCS and Justice and Community Safety (JACS) will be prepared prior to the launch of the project.

Approved for circulation to the Standing Committee Justice and Community Safety

Signature:

Date: 22/11/2017

By the Minister for Transport and City Services, Ms Meegan Fitzharris MLA