

The IWORK FOR SA - Your Voice Survey sector-wide results provide valuable insights that will help us build positive workplace cultures founded on our shared public sector values, and ensure our sector is an employer of choice that positively serves our community.

This action plan responds to the sector-wide survey results derived from over 24,000 public sector employees in October 2018. It also aligns to the feedback and ideas generated through engagement with 150 South Australian Public Sector leaders.

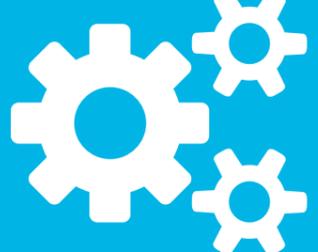
The plan includes 13 key actions and associated deliverables that are summarised under six key themes: Leadership, Employee Wellbeing, Career and Working Conditions, Enabling Performance, Diversity and Inclusion, and Continuous Improvement Culture. Deliverables include: expanded leadership development programs, working with agencies to pilot preventative strategies to address harassment and bullying (e.g. agency contact officers) and business improvement coaching and training aligned to 'lean-thinking' methodologies.

The sector-wide actions to be progressed over the next 12 months leverage and build on existing programs, and include new initiatives. Agencies will share agency-level survey results with staff and progress local area actions alongside the roll-out of the sector-wide action plan.

The Office of the Commissioner for Public Sector Employment (OCPSE) will continue to engage with agencies to workshop and deliver the actions as outlined in this plan. This will include engagement to finalise detailed project plans for each action.

To find out more visit [publicsector.sa.gov.au/survey](http://publicsector.sa.gov.au/survey). Enquiries on the plan can be directed to [iworkforsa-yourvoicesurvey@sa.gov.au](mailto:iworkforsa-yourvoicesurvey@sa.gov.au).

## SUMMARY OF KEY THEMES AND ACTIONS

	<ul style="list-style-type: none"> <li>• Scope and present options for a revised contemporary leadership capability framework</li> <li>• Delivery of strategic whole-of-government programs to build leadership and management capability</li> </ul>		<ul style="list-style-type: none"> <li>• Launch and implement Mentally Healthy Workplaces Framework</li> <li>• Develop and implement pilot programs to support employees experiencing negative behaviours and stress in the workplace</li> <li>• Develop and pilot preventative measures to reduce the incidence of bullying and harassment</li> </ul>
	<ul style="list-style-type: none"> <li>• Build awareness, supporting guidance and tools to better enable effective talent management across the sector</li> <li>• Improve awareness and understanding of best practice recruitment processes</li> </ul>		<ul style="list-style-type: none"> <li>• Promote uptake of existing education and supporting resources to build capability and participation in effective performance conversations</li> <li>• Support agencies to implement effective performance management and development systems</li> </ul>
	<ul style="list-style-type: none"> <li>• Finalise and implement revised strategies to promote Diversity and Inclusion</li> <li>• Implement training and supporting tools to enhance engagement, development and retention of employees with a disability</li> </ul>		<ul style="list-style-type: none"> <li>• Streamline delivery of sector-wide policies and procedures</li> <li>• Leverage agency initiatives to build continuous improvement capability</li> </ul>

### South Australian Public Sector Values

Service Professionalism Trust Respect Collaboration & Engagement Honesty & Integrity Courage & Tenacity Sustainability

Theme	Action	What will be delivered?	When will this be delivered?	Status	What's the outcome?	Who's responsible?
<b>Leadership</b>  	<b>Project 1</b>  Scope and present options for a revised contemporary leadership capability framework	Project scope and engagement on cross-sector leadership capabilities and composition of framework.  Draft leadership capability framework applicable across workforce segments and job groups.	March 2020  June 2020	Project initiation phase.	Consolidated and contemporary overview of the key leadership capabilities (replacing existing South Australian Executive Service (SAES), Middle Manager and Frontline Manager frameworks).  Consistent leadership framework available for use by agencies to aid recruitment, talent management and leadership development.	Office of the Commissioner for Public Sector Employment (OCPSE) in partnership with agencies.
	<b>Project 2</b>  Delivery of strategic whole-of-government programs to build leadership and management capability	Content related to key capability issues highlighted through survey results (including but not limited to: change management, performance conversations, recruitment processes, mentally healthy workplaces, and continuous improvement) to be incorporated into sector-wide training and development offerings.	June 2020	OCPSE's <u>South Australian Leadership Academy</u> delivers a range of workshops and programs on a cost recovery/user pays basis including: <ul style="list-style-type: none"> <li>• Modern Manager Series</li> <li>• Public Sector Management Program</li> <li>• Aboriginal Frontline Leadership Program</li> <li>• Next Execs Program</li> <li>• Executive Excellence Program</li> </ul> Core Management Program (under development in consultation with agencies) proposed for delivery in 2019-20.	High quality sector-wide programs available to build leadership capability across the sector, that includes content related to capability gaps.	OCPSE ( <u>South Australian Leadership Academy</u> ) in partnership with agencies.

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<b>Employee wellbeing</b>  	<b>Project 3</b> Launch and implement Mentally Healthy Workplaces Framework	Revised Mentally Healthy Workplaces Framework within the Work Health Safety Injury Management System.	August 2019	Framework currently being finalised in consultation with agencies.	Integrated framework that identifies key drivers for achieving mentally healthy workplaces, under three themes: <ul style="list-style-type: none"> <li>• Building the positive</li> <li>• Preventing harm and managing risk</li> <li>• Intervening early and supporting recovery.</li> </ul> Agencies assess, identify gaps, and take action around strategies targeted at individual, team and organisational levels.	OCPSE in partnership with agencies.
		Agency self-assessment tool for Mentally Healthy Workplaces Framework.	August 2019			
		Tools to support agencies to further improve agency performance.	October 2019			
		Agency completion of self-assessment tool.	December 2019			
	<b>Project 4</b> Develop and implement pilot programs to support employees experiencing negative behaviours in the workplace	Pilot contact officer program in selected agencies to support employees experiencing stress and negative behaviours in the workplace, including training and supporting tools.	June 2020	Project initiation phase. Participating agencies to be established.	Pilot a program to provide support to employees experiencing stress, inappropriate behaviour and other difficulties at work.	OCPSE in partnership with participating agencies, TBC.
	<b>Project 5</b> Develop and implement preventative measures to reduce the incidence of harassment and bullying across the sector	A review of existing data-capture mechanisms to identify improved business processes for psychosocial hazard and incident reporting (including harassment and bullying).	June 2020	Project initiation phase.	Improved line of sight to reported incidents of harassment and bullying across the sector.  Improved channels for employees to feel safe reporting alleged harassment or bullying (multiple escalation points).	OCPSE in partnership with participating agencies, TBC.
Pilot program to assess and address psychosocial risks using an evidence-based risk audit tool be delivered in selected agencies.		June 2020	Project initiation phase. Participating agencies to be established.	Bespoke organisation-centric interventions implemented in business areas with high rates of reported harassment and bullying.  Developing in-house capability to identify and mitigate risk factors that contribute to reported harassment and bullying.		

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<b>Career and working conditions</b>  	<b>Project 6</b>  Build awareness, supporting guidance and tools to better enable effective talent management across the sector	Profile case study examples of best practice talent management initiatives (including mobility programs) being implemented across agencies.	December 2019	Project initiation phase.	Common language and awareness to support effective talent management across the sector.	OCPSE in partnership with agencies (note opportunity to establish a community of practice across the sector to share lessons from agencies who are progressing contemporary frameworks).	
		Commissioner's Guideline on Talent Management to be developed and disseminated along with supporting information and education.	June 2020	Project initiation phase.	Contemporary framework to support fit-for-purpose programs in agencies that are aligned to best practice.		
		Proposed model to support succession planning, talent identification and development approach for chief executive and critical roles within agencies.	June 2020	Model to be scoped as component of refreshed approach to chief executive performance appraisal process.	Improved succession planning, talent identification and development approach for chief executive and critical roles within agencies.		
		Supporting solutions available to agencies via Human Resource Management (HRM) Systems Panel.	Available from April 2019	OCPSE to provide support to agencies to implement these new systems across their business.	Improve awareness and understanding of approaches to support mobility of public sector employees, including secondment and transfer opportunities.		
	<b>Project 7</b>  Improve awareness and understanding of best practice recruitment processes	Updated Commissioner's Guideline: <b>Recruitment.</b>	December 2019	Project initiation phase.	Improve awareness and understanding of best practice recruitment processes.		OCPSE in partnership with agencies.
		Online training module for hiring managers.	March 2020	Project initiation phase.	Better assessed candidates against the requirements of the role.		
		Face-to-face training content for managers through:  a. Modern Manager Series a. <u>South Australian Leadership Academy</u> Core Management Program.	June 2020	Offered on cost recovery/user pays basis.	Improved recruiting outcomes.		
		Implementation of e-recruitment capabilities across the sector through HRM Systems Panel.	Available from April 2019	OCPSE to provide support to agencies to implement these new systems across their business.	OCPSE in partnership with participating agencies, TBC.		

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<b>Enabling Performance</b>  	<b>Project 8</b>  Promote uptake of existing education and supporting resources to build capability and participation in effective performance conversations	Promotion of existing supporting resources available <b>online</b> to employees, managers and HR professionals.  Modern Manager Series: Essentials of Performance Management and Development.  Relevant content integrated into pilot Core Management Program, delivered through <b>South Australian Leadership Academy</b> .	Ongoing engagement  Workshops offered monthly subject to demand.  December 2020	Online education and information materials already available via <b>OCPSE website</b> . OCPSE to work with agencies to encourage further promotion and uptake of relevant materials.  OCPSE will continue to implement Modern Manager series in 2019 and incorporate other relevant content on effective performance conversations into SA Leadership Academy programs and events.	Improved employee and manager awareness and understanding of effective performance management and development.  Improved manager and executive capability in understanding of effective performance management and development.	OCPSE (including <b>SA Leadership Academy</b> ) in partnership with agencies.
	<b>Project 9</b>  Support agencies to implement effective performance management and development systems	Advice and support to agencies seeking to update or redesign agency <b>Performance Management Development (PMD)</b> systems (including implementation of online systems to support PMD processes following finalisation of HRM Systems Panel).  HRM Systems Panel established (covering Recruitment, Learning & Development, Performance Management, Talent Management, Work Health & Safety and Injury Management) to support future HR system procurement requirements.  Identification of small agency cluster group to participate in a coordinated procurement of standardised PMD system.	Ongoing engagement  Available from April 2019  June 2020	Ongoing.  OCPSE to provide support to agencies to implement these new systems across their business.  Project planning phase.	Agencies are supported to implement PMD approaches that support role clarity, and maximise performance and development.  Agencies seeking to implement online solutions to support PMD systems have access to a Panel of suppliers, selected for quality and relevance to needs of the sector.  Smaller agencies are supported to modernise and standardise PMD systems.	OCPSE in partnership with agencies seeking support to update or redesign agency PMD approaches.

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<b>Diversity and Inclusion</b>  	<b>Project 10</b>					
	Finalise and implement revised strategies to promote Diversity and Inclusion	Sector-wide Diversity and Inclusion Strategy.	December 2019	Work has commenced to develop a sector-wide Diversity and Inclusion Strategy that outlines principles and promotes workplace practices that support culturally diverse workplaces and leverage the effects of diversity.	Overarching and unifying principles of Inclusion and Equality are embedded into employment practices across the sector.	OCPSE in partnership with agencies and stakeholders including: Equal Opportunity Commission and Job Access.
		Sector-wide Disability Employment Strategy.	December 2019	OCPSE partnering with Job Access to develop draft strategy.	Recruitment strategies are as barrier-free as possible for prospective employees with a disability.  Agency workplaces are accessible, inclusive and encourage retention of existing employees with a disability.	
		Sector-wide Work Health Safety Cultural Safety Framework	June 2020	Framework has been developed and implementation trialled in 3 SA Public Sector agencies	Cultural Safety is recognised a component of psychological safety in SA Public Sector workplaces. Employees are able to report any concerns relating to lack of cultural safety for remediation	OCPSE in partnership with WHS teams in agencies
	<b>Project 11</b>					
	Implement training and supporting tools to enhance engagement, development and retention of employees with a disability	Disability awareness toolkit for managers and HR professionals.  120 HR Professionals or delegates to participate in "train the trainer" disability awareness program (focused on recruitment, retention, reasonable adjustment).	December 2019  June 2020	Tools and 'train the trainer' program in development through partnership with Job Access, for implementation in 2019-20.	Agency workplaces are accessible, inclusive and encourage retention of existing employees with a disability.  Improved awareness and understanding of responsibilities, practical solutions and options to support the recruitment, development and retention of employees with a disability across the sector.  Upskilling of agency staff to deliver disability awareness programs within agencies.	OCPSE in partnership with agencies and stakeholders including: Equal Opportunity Commission and Job Access.

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<b>Continuous Improvement Culture</b>  	<b>Project 12</b>  Streamline delivery of sector-wide policies and procedures	Revised Treasurer's Instructions, Premier's Circulars and Commissioner's Determinations and Guidelines.	June 2020	Project commenced in January 2019 to inventory and review scope of knowledge assets.  Project currently includes mapping of customer journey and stakeholder requirements.  Stage 3 of project will include development of a revised suite of publications fit for consultation and finalisation.	Removal of duplication across whole-of-government policy and procedure frameworks, in addition of modernisation of content, improved accessibility and searchability to support the user experience.  Guidance is provided to establish, develop, implement, evaluate, maintain and improve the document suite for the efficient and effective management of Government for the longer term.	OCPSE, Department of the Premier and Cabinet (DPC), and Department of Treasury and Finance (DTF).
	<b>Project 13</b>  Leverage agency initiatives to build continuous improvement capability	Share case study examples of agencies implementing 'Lean' and other continuous improvement programs.  A 'lean' business improvement program, delivered on a collaborative basis for smaller agencies, where participants receive training tools and coaching to use lean methodologies in a supported group learning environment. Participants will apply the tools to current processes to embed lean business methodologies into 'business as usual', and build and maintain momentum for continuous improvement across the agency.  Continuous improvement and risk management content incorporated into central training programs for managers (Core Management Program and Modern Manager Series). Existing market training offerings evaluated and promoted where applicable.	June 2020  June 2020  June 2020	Project initiation phase.  Project initiation phase.  OCPSE's <u>South Australian Leadership Academy</u> , Core Management Program and Modern Manager series offered on a cost recovery/user pays basis.	Existing agency initiatives to support a culture of continuous improvement are promoted for the benefit of shared learning and to demonstrate returns on investment.  Smaller agencies are supported to improve continuous improvement capability as staff integrate business improvement skills into 'business as usual'.  Benefit to service delivery as inefficient processes are identified and optimised.  Awareness and understanding of continuous improvement and risk concepts through existing programs to build leadership and management capability.	OCPSE in partnership with agencies who currently or who intend to implement relevant programs/ approaches.