



ACT
Government

Transport Canberra
and City Services

PEOPLE STRATEGY

2019–2023



ACKNOWLEDGEMENT OF COUNTRY

The Australian Capital Territory (ACT) is Ngunnawal country. The ACT Government acknowledges the Ngunnawal people as the traditional custodians of the Canberra region.

The region is a significant meeting place to the Ngunnawal and surrounding Aboriginal Nations who have gathered here for thousands of years.

Transport Canberra and City Services acknowledges and respects the Aboriginal and Torres Strait Islander peoples, their continuing culture and the contribution they make to the life of this city and this region.

ACCESSIBILITY

Transport Canberra and City Services is committed to making its information accessible to as many people as possible. This report is available as a printed document, an accessible PDF and in HTML on our website at www.tccs.act.gov.au. If you have difficulty reading a standard print document and need alternative formats; if you are deaf or hearing impaired; or if English is not your first language; you can get help from the following services:

Canberra Blind Society: T (02) 6247 4580

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SECTION 1: EXECUTIVE SUMMARY



OUR PEOPLE – OUR PRIORITY

The Transport Canberra and City Services (TCCS) People Strategy 2019 – 2023 sets the direction for our people activities by identifying five people priorities. As we focus on the future, our goal is to shape TCCS as an organisation of skilled and committed employees who understand their contribution in achieving our vision and mission. Our vision under the TCCS Strategic Plan 2018-2020 (Strategic Plan), Making Canberra attractive, safe and easy to move around cannot be achieved without our people, their commitment and engagement.

The People Strategy priorities have been carefully selected through extensive engagement with all business areas across the Directorate, including the Executive Board and Leadership Team. The people priorities reflect our Strategic Plan, the voice of the executive and the voice of our employees.

The Strategic Plan outlines rewarding careers as a strategic focus. Our goal is to create an environment where our employees enjoy coming to work every day and where we take pride in where we work and what we do. Consultation activities highlighted the value employee’s place on safety, job stability and security, and their connection to the outcomes their work delivers to the community. As a result, our people priorities and actions are designed to provide our employees with clear purpose, job satisfaction, growth, development, and flexibility. Our highest priority will be to build leadership capability, equipping leaders to develop highly skilled and engaged teams, playing a lead role in developing a culture that values safety and respect.

The People Strategy is intended to evolve as TCCS matures, driven by changes in our internal and external environments. The people priorities will set a clear framework for this evolution over the next four years.

PEOPLE STRATEGY KEY PRIORITIES

TCCS will focus on developing, implementing and embedding the actions under the five people priorities with purposeful leadership being our initial focus. This will enable the achievement of our vision and mission and help set the foundation for the development of future people activities. The five priorities and their focus are summarised below:

FIGURE 1: THE FIVE PRIORITIES OF THE TCCS PEOPLE STRATEGY

1

PURPOSEFUL LEADERSHIP

As leadership is an essential enabler of all people initiatives, there will be a focus on growing the capability of our leaders at all levels. Our focus will be to provide leaders with targeted development programs, tools and the support required to lead a values based organisation. Being clear about the values based behaviours our leaders are expected to exhibit is central to this priority.

Supporting leaders and providing opportunities to develop their capability will help to ensure our leaders can guide their teams towards high performance and excellence.

2

ATTRACTING THE RIGHT PEOPLE

To achieve our goal of attracting and retaining the best talent and the right fit for TCCS we will develop an employee value proposition (EVP) that defines the unique career opportunities, diversity and working environment across TCCS. The EVP will be aligned to our values and reflect our connection to the Canberra community.

There will be a focus on improving recruitment practices to enhance the candidate experience and to enable business areas to recruit the right people for the right job. Our values will be important in determining the right fit of future employees, and diversity and inclusion strategies will be built into a renewed recruitment approach.

3

A GREAT EMPLOYEE EXPERIENCE

Our goal is to live by our values every day. We will explore how to use flexible approaches to work and develop a culture that recognises and values commitment, high performance and good work.

We know that a great employee experience helps us to retain our employees, their skills, experience and capabilities. Our employee experience will be enhanced by developing and implementing a structured and consistent induction program that sets clear expectations for behaviour, safety and compliance. All employees will be held to the same standard of behaviour.

Our intent is to continually focus on our culture to ensure our employees are safe to undertake their work in an environment where physical safety, psychological safety and mental health are a priority. This includes the provision of safe and accessible workspaces.

4

CREATING PATHWAYS TO GROW

A renewed focus on developing our people to improve capability and mobility. This will involve collaboration across all business areas to identify skills that can be transferred across the Directorate.

To support our employee's growth we will develop and implement a Learning and Development Strategy outlining how employees will develop the technical, behavioural and leadership capabilities required. We will implement a structured mentoring program available to all employees with clear and measurable outcomes. The emphasis will be on cross organisational mentor/mentee relationships enabling employees to gain a deeper understanding of the Directorate and broaden their skills.

5

SHAPING A DIVERSE AND INCLUSIVE WORKFORCE

We will continue to approach diversity and inclusion with a whole of TCCS commitment, placing priority on aligning future TCCS initiatives with the ACTPS Diversity frameworks.

Our focus under this priority is to continue to develop an environment where we value different perspectives and the richness that diversity brings regardless of peoples' age, gender, race, sexual orientation, nationality or ability. This includes our ongoing commitment to the RED framework.

SECTION 2: SHAPING THE PEOPLE STRATEGY



The people priorities and actions are not intended to be applied as a one size fits all solution across the Directorate. Rather, it frames and guides the activities to best meet each business unit's unique requirements. While we recognise the strong bonds and ties our employees have to their business areas, it is imperative we come together as one TCCS and progress these priorities collectively.

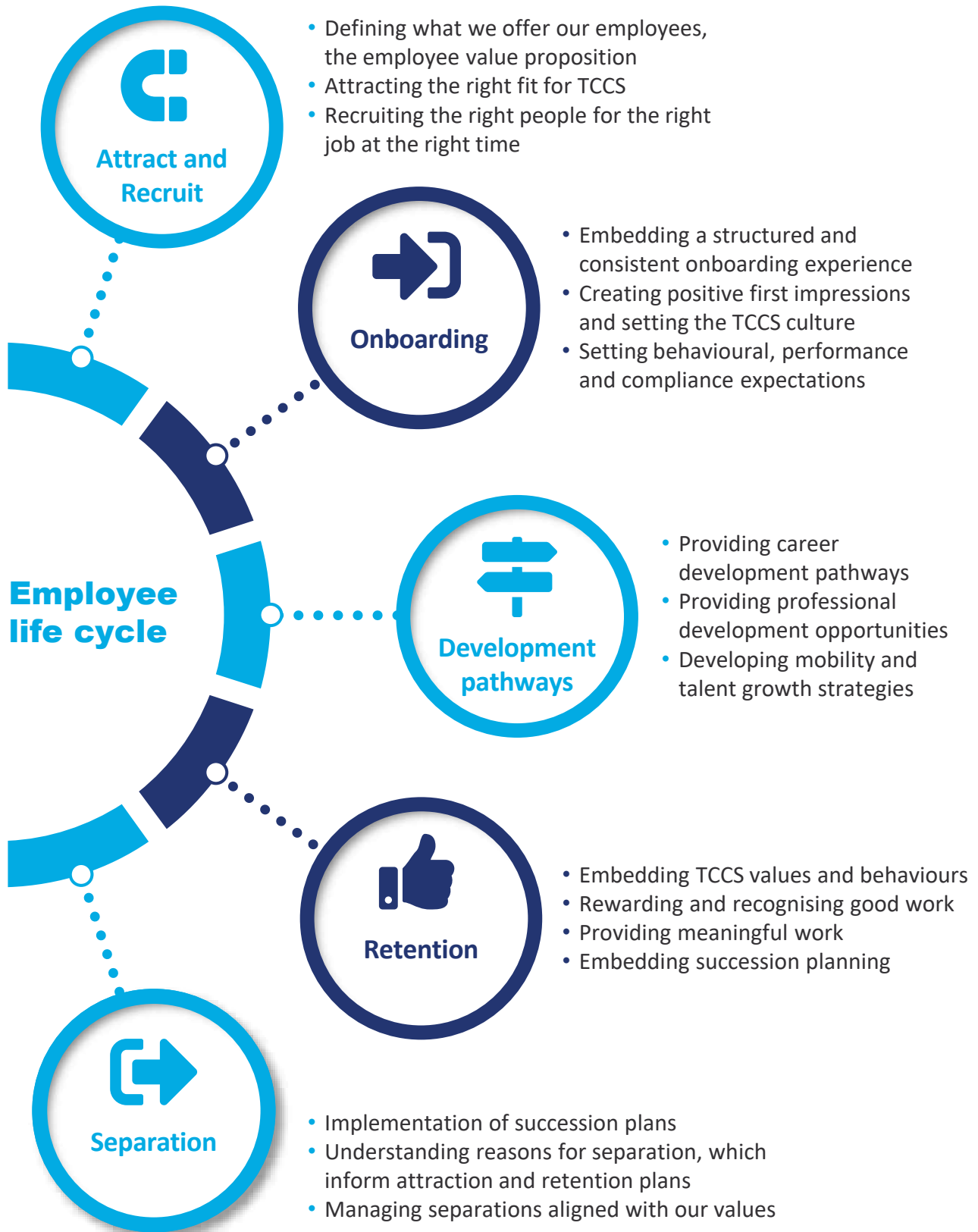
The people priorities have been carefully selected and reflect our strategic direction, the voice of the executive and the voice of our employees, identified during extensive engagement activities. The actions under these priorities build on and connect with work that has commenced across leadership, learning and development and diversity. These actions will enable us to deliver on our commitments and business objectives under the Strategic Plan.

EMPLOYEE LIFE CYCLE

The employee life cycle is used to understand our employee's journey throughout their career at TCCS. It provides context for the design and implementation of the People Strategy initiatives.

Our people priorities are designed to create a work environment where people value one another's contributions and work together to create teams of skilled and committed employees. To see how they achieve this they should be understood in the context of 'how' and 'where' the actions fit within the employee life cycle. The diversity of work undertaken across the Directorate means that the people activities will be adapted by business areas to meet their unique needs. When adapting the way the actions are implemented it is important to recognise the positioning of the people priorities and actions within the employee life cycle.

FIGURE 2: EMPLOYEE LIFE CYCLE



SECTION 3: INFORMING THE PEOPLE STRATEGY

NOWASTE



THE EMPLOYEE'S VOICE

SAFETY, STABILITY, SECURITY

Employees consistently raised safety, job stability and security as their most important priorities. In this context, safety relates to physical work spaces, ease of access and availability of tools of trade both in the field and within corporate areas. Work provides a sense of belonging. Employees expressed the need to understand how the People Strategy's activities will support and add value in the context of work and ultimately their ability to earn.

JOB SATISFACTION

Employee job satisfaction is highly dependent on their interaction with team members which outlines the requirement for positive working relationships. Integrating new employees into the TCCS family is critical. Field based employees have a very close association with their colleagues and gain great satisfaction in their ability to connect their work to outcomes for the community. Similarly, corporate employees value working relationships, and how their work links internal and external outcomes.

BEING VALUED AND RESPECTED IN THE WORKPLACE

Employees described the importance of being valued and respected for their work and their contribution and commitment to deliver connected services to the people of Canberra. Harnessing this commitment when implementing the People Strategy will help employees identify with it.

GROWTH AND DEVELOPMENT

Employees indicated a common interest in growing their careers and further developing their skills. There is a desire to access targeted training and opportunities to move across roles to not only gain new skills but to learn more about TCCS by working across different business lines.

There is a shared desire for mentoring and opportunities to move laterally, as well as strong interest in pathways being established for career development and opportunities to act in higher duties.

FLEXIBILITY

Employees expressed a shared interest in working flexibility, this included the provision of flexible hours or locations of work. However, whilst we acknowledge that flexibility may not be possible in some roles within TCCS, it is our goal to better define flexibility in our work context to maximise employee benefit. To assist employees in balancing work and personal commitments, flexible working arrangements may include access to appropriate technology, access to flexible working arrangements such as part time and job share, the ability to work remotely where appropriate and how we design and implement our rosters.

THE EXECUTIVE'S VOICE

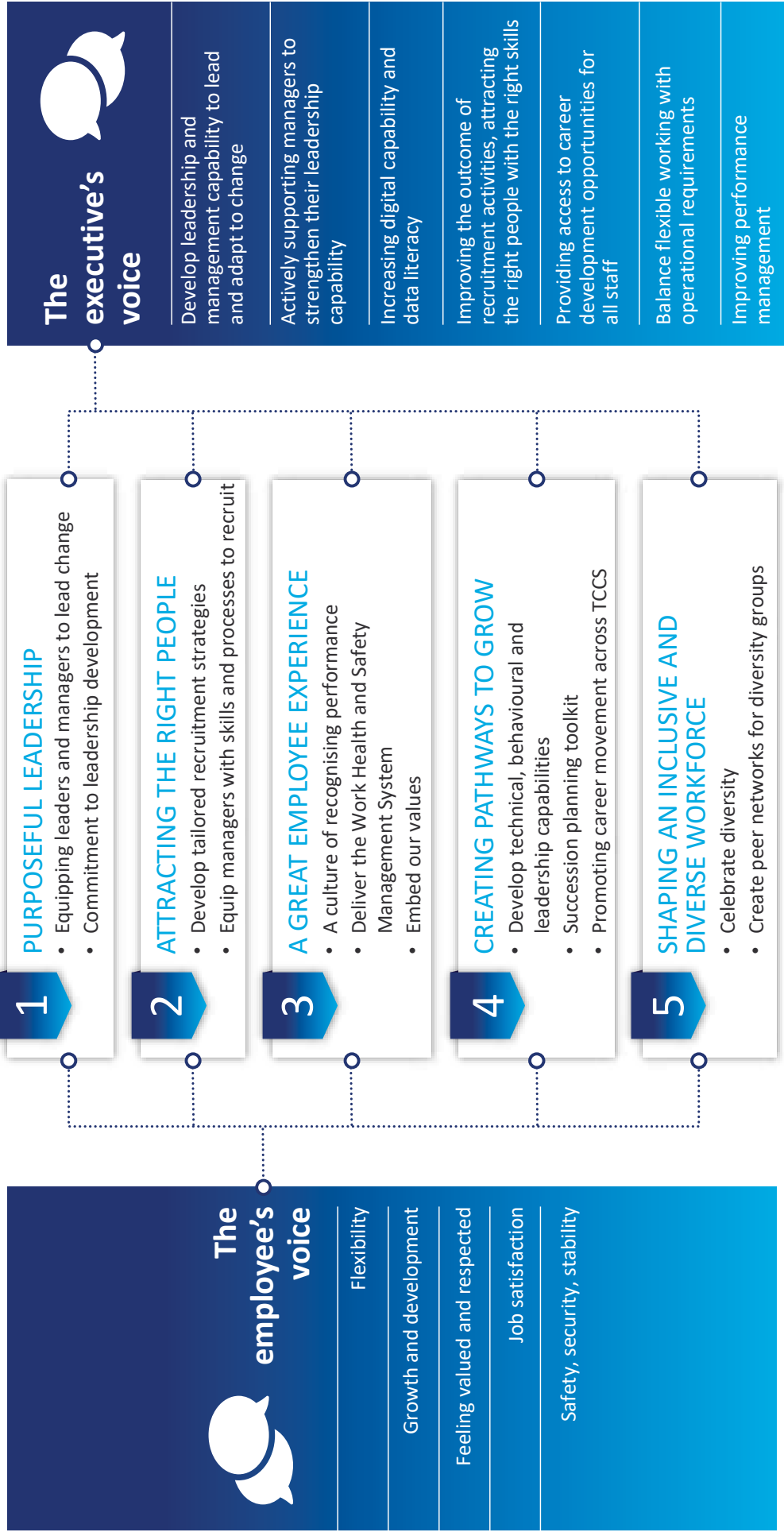
TCCS executives voiced the need for the TCCS workforce to become future ready. A significant focus for the executive was the development of manager capability to deliver outstanding leadership and to motivate teams across the Directorate.

The Executive highlighted the following areas of focus:

- ▶ Develop leadership and management capability to lead and adapt to change
- ▶ Actively supporting managers to strengthen their leadership capability. Equip them to develop highly skilled and engaged teams, and play a lead role in developing a culture that values safety and respect
- ▶ Increasing digital capability and data literacy
- ▶ Improving the outcome of recruitment activities, attracting the right people with the right skills and values
- ▶ Providing access to career development opportunities for all staff
- ▶ Balancing the desire for flexible working arrangements with the operational requirements to deliver services to the Canberra community
- ▶ Improving the management of performance so that standards are clear, feedback is ongoing and employees are supported to continuously grow their capabilities

Figure 3 depicts the interdependent relationship of TCCS employees and executive priorities with the People Strategy activities.

FIGURE 3: LINKING TCCS PEOPLE PRIORITIES WITH EMPLOYEE AND EXECUTIVE PRIORITIES



SECTION 4: KEY PRIORITIES AND ACTIONS



1

PURPOSEFUL LEADERSHIP

Our highest priority under the People Strategy is to build the capability of our managers and aspiring leaders to lead highly engaged teams that deliver excellence. We will focus on enhancing collaboration across our TCCS communities to facilitate sharing of knowledge and experiences.

Motivated and engaged teams focused on the future are vital to ensure we meet our Strategic Plan and business objectives. Leadership attributes will include those outlined in the TCCS Manager Capability Framework and the specific needs of TCCS business areas. To create a strong leadership culture our leaders will:

- ▶ Develop and deliver outcomes and strategies aligned to the TCCS strategic direction.
- ▶ Support agreed decisions and effectively communicate these to their teams.
- ▶ Exemplify the TCCS values and embed a positive culture where recognition of great work is common practice.
- ▶ Develop skills and an understanding of customer engagement, data literacy and the ability to effectively lead change.
- ▶ Build trust within and across teams by clearly setting expectations and directing efforts.

OUTCOME:

By focusing on purposeful leadership TCCS will:

- ▶ Equip, skill and empower managers and supervisors to lead high performing teams.
- ▶ Embed a culture that respects and values physical and psychological safety.
- ▶ Proactively prepare our next generation of leaders.
- ▶ Establish collaborative partnerships with internal and external stakeholders.

ACTIONS

- ▶ Design and deliver targeted learning and development activities aligned to the Manager Capability Framework to address capability gaps.
- ▶ Clearly articulate the expectations of leaders at all levels by developing position descriptions that reflect the technical skills and leadership attributes required.
- ▶ Adopt and embed Workforce Planning as a business enabler linked to the business planning cycle. Develop and embed a succession planning toolkit enabling business areas to identify their needs, the succession options available to them and to develop implementation plans.
- ▶ Develop clear pathways to leadership. This will include talent identification and connecting our people to opportunities to develop them into future leaders.
- ▶ Establish regular opportunities for emerging leaders and managers to meet, collaborate and share knowledge.

2

ATTRACTING THE RIGHT PEOPLE

Our priority is to attract the right people, to the right job at the right time. Our focus is to broaden our reach using innovative and targeted attraction initiatives that will enable TCCS to increase the quantity and quality of candidates. In addition to traditional ways of advertising vacancies, the focus will shift to the use of multimedia channels and targeted campaigns.

The diverse nature of our work and commitment to the Canberra community requires a workforce that is engaged to deliver excellent outcomes. Our connection with what we do and our positive team culture will continue to grow and be vital in ensuring we attract diverse people whose values are aligned to ours. We require people in field areas and in customer facing roles who have a clear and focused motivation for excellence in customer service.

We will build our value proposition to ensure our message is consistent and reflective of our culture and environment. The Employee Value Proposition (EVP) is TCCS' calling card outlining what is unique to our organisation and is a message to prospective candidates and current employees highlighting why they should choose to work with our organisation and the reason they choose to stay.

OUTCOME

By focusing on attracting the right people TCCS will:

- ▶ Have a clear EVP that positions TCCS as an employer of choice.
- ▶ Be innovative in our attraction initiatives to access a broad audience of potential employees.
- ▶ Have managers who are skilled and equipped to hire the right people with the right skills and behaviours into a job that is a good fit.

ACTIONS

- ▶ Co-design a fit-for-purpose recruitment strategy and a flexible methodology adapted to reflect our diverse workforce needs. This will include options for assessment methods, agreed and achievable times to recruit, with a continued focus on the application of merit based principles.
- ▶ Deliver tailored training to all hiring managers and panel members to ensure consistent recruitment practices and an excellent candidate experience.
- ▶ Co-design and develop an EVP with leaders and employees that describes our values, culture, unique work opportunities and the incentives available.
- ▶ Use repeated and consistent communication to embed the EVP internally and externally, particularly in attraction and recruitment campaigns.

3

A GREAT EMPLOYEE EXPERIENCE

It is our priority to ensure our efforts to attract and recruit the right people for the right job are followed by robust and effective retention strategies. Our values will set the standard for expected behaviours and interactions.

Our efforts to become an employer of choice must be followed by a great employee experience. This begins with targeted, deliberate onboarding and induction of new and returning employees. Integrating new employees through a consistent and effective process sets the expectations of behaviour, performance and compliance. Compliance with the ACT Public Service industrial frameworks, policies and legislation underpins our responsibilities as government employees.

We will embed our 'Reward and Recognition framework' and we will share good news stories across the Directorate using various channels to ensure the message reaches all of our staff.

We are also committed to providing a positive and effective performance development experience tailored to TCCS and aligned to the ACTPS Performance Management Framework. The emphasis will be to equip our managers with the capabilities to develop and lead high performing teams, encouraging individual growth through clearly defined opportunities for personal development.

OUTCOME:

By focusing on a great employee experience TCCS will:

- ▶ Embed a culture that respects and values physical and psychological safety and wellbeing.
- ▶ Ensure that all new and returning employees are clear about expectations of them, embedding our culture and values.
- ▶ Have a performance management framework linking employee performance, individual development priorities and career development to business objectives.
- ▶ Have a culture that values and recognises the good work delivered across the Directorate.

ACTIONS

- ▶ Review our induction program and tailor it to meet our unique and emerging needs, including the design and delivery of a new manager induction program.
- ▶ Deliver the Reward and Recognition Framework and toolkit to embed a culture of recognising performance across all levels and all business areas.
- ▶ Embed the Work Health and Safety Management System and deliver purposeful safety training for managers and employees, ensuring they are equipped with the tools and support to promote a safety culture.
- ▶ Review our performance development and management policies, embed a process that reinforces the behavioural expectations articulated in the values, and support our managers to call out and address inappropriate behaviour.
- ▶ Achieve White Ribbon accreditation.

4

CREATING PATHWAYS TO GROW

The development of our employees across all business areas is a priority with a dedicated focus on building capability and supporting growth to meet future demands. We aim to ensure that all employees will have access to fit for purpose learning and opportunities to grow their skills and careers within a flexible and innovative environment.

Building capability is dependent on purposeful leadership to support plans and initiatives and requires action at both the managerial and the individual level. Our aim is to empower employees to take responsibility for their development, while supporting our leaders to drive capability and career growth.

We will work to break down perceptions that career growth is reserved only for corporate employees and we will provide opportunities that encourage mobility across TCCS, including the introduction of a cross organisational mentoring program. This will involve linking mentors and mentees from different business units to maximise collaboration and provide broader learning opportunities.

OUTCOME:

By focusing on creating pathways to grow TCCS will:

- ▶ Build the capabilities required to achieve strategic objectives and have clear plans in place to develop and retain these capabilities.
- ▶ Enable greater collaboration across business units, providing employees with development opportunities and maximising their potential.
- ▶ Have a flexible workforce where talent is actively identified and developed.
- ▶ Actively support employee transfers across TCCS where the skills, capability and values are well aligned.

ACTIONS

- ▶ Develop career transition initiatives to build cross functional capability and enhance organisational collaboration.
- ▶ Deliver a fit for purpose TCCS wide Learning and Development strategy outlining how employees can develop technical, behavioural and leadership capabilities. This strategy will specifically address the development of values based leadership capabilities, core management skills, digital literacy, community engagement, leading and adapting to change.
- ▶ Design and deliver a TCCS mentoring program with a framework outlining the objectives of the mentor/mentee relationship. Develop the coaching skills of mentors to support their effectiveness by leveraging whole of government mentoring opportunities.
- ▶ Adopt and embed Workforce Planning as a business enabler linked to the business planning cycle. Develop and embed a succession planning toolkit enabling business areas to identify their needs, the succession options available to them and to develop implementation plans.
- ▶ Provide our employees with the tools and skills to confidently apply for roles across the organisation.
- ▶ Identify transferable skills that are valued across the organisation in addition to technical requirements.
- ▶ Identify and support cross Government secondment and career development opportunities.

5

SHAPING A DIVERSE AND INCLUSIVE WORKFORCE

Our priority is for our workforce to be reflective of the diversity of our local community and to be a leader in diversity and inclusion. We will embed a workplace that values, acknowledges and welcomes differences in age, experience, race, nationality, gender, ability and sexual orientation. Our objectives are to ensure all employees experience the benefits and richness that diversity brings, making TCCS a safe and supportive place for everyone.

To achieve our goals we will review, update and implement policies that progress diversity across all business areas. This will involve embedding diversity into recruitment practices by standardising templates and implementing the use of consistent language targeting diverse groups.

We are committed to ensuring people with disabilities and Aboriginal and Torres Strait Islander peoples are well represented across TCCS. The development of our Stretch Reconciliation Action Plan is one initiative to assist in establishing an inclusive and culturally safe workforce.

We aim to increase our gender diversity, particularly in field roles and we will ensure support mechanisms are in place such as programs and events embracing all employees.

OUTCOME:

To shape a diverse and inclusive workforce TCCS will:

- ▶ Value being a safe and inclusive workplace for all.
- ▶ Have employment strategies reflecting our objectives to be a diverse and inclusive employer, meeting the ACTPS diversity agenda and the community's expectations.
- ▶ Promote the value and benefits of a diverse workforce through a suite of diversity and inclusion awareness training for all employees.
- ▶ Deliver attraction and recruitment strategies that promote and achieve workplace diversity.

ACTIONS:

- ▶ Create peer networks for diversity groups. This includes an Indigenous peer to peer network, an LGBTIQ network, and a network for people with disability.
- ▶ Redesign recruitment practices. This includes designing templates to ensure the use of consistent language to remove potential bias and ensure selection practices appropriately reflect diversity and inclusion requirements.
- ▶ Continue campaigns to attract applications from diverse groups.
- ▶ Continue to partner with the TCCS Women's Network to design and promote activities that support gender equality in all areas of TCCS.
- ▶ Implement and communicate events celebrating diversity.
- ▶ Review and implement diversity training including cultural awareness, making it available to all employees and mandatory for SOGC and above/or equivalent employees.

SECTION 5: ROLES AND RESPONSIBILITIES



Ownership of the People Strategy is a whole of organisation responsibility guided by the Executive Board and Leadership Team. We are all accountable at every level and business unit to support the actions under the people priorities.

Each level of TCCS will have a different, yet important role to ensure the actions are communicated understood, embedded and carried out.

EXECUTIVE BOARD

- ▶ Endorse the People Strategy and roadmap for delivery.
- ▶ Champion and drive the people priorities across the organisation.
- ▶ Provide guidance and support to the Leadership Team, leaders, and future leaders.
- ▶ Lead by example, setting the standards of behaviour aligned to our values.

LEADERSHIP TEAM

- ▶ Provide direction, support and guidance to their teams.
- ▶ Embed the people priorities in business plans.
- ▶ Clearly communicate the people priorities and expected outcomes to their teams.
- ▶ Provide guidance and support to managers and supervisors.
- ▶ Lead by example, setting the standards of behaviour aligned to our values.
- ▶ Work collectively as a leadership team to embed the people priority actions in their teams and across the organisation.
- ▶ Provide the link between managers and supervisors and the Executive Board through regular communication.

MANAGERS AND SUPERVISORS

- ▶ Support and fully engage with the people priorities and actions.
- ▶ Take accountability for embedding the actions.
- ▶ Clearly communicate the people priorities to all staff and tailor messages for their teams.
- ▶ Ensure our values and expected behaviours are included into individual performance development plans.
- ▶ Lead by example, demonstrating the values based behaviours.
- ▶ Provide the link between supervisors, employees and the Leadership Team through regular and effective communication.
- ▶ Guide and support supervisors to embed the people priority actions.

EMPLOYEES

- ▶ Commit to learning about and understanding the people priorities and actions.
- ▶ Fully participate in the people priority actions taking advantage of available opportunities.
- ▶ Commit to demonstrating our values through the desired and expected behaviours each day.
- ▶ Contribute to a positive and inclusive TCCS culture.

SECTION 6: EMPLOYER AND EMPLOYEE COMMITMENTS



TCCS



EMPLOYEE(S)

WE WILL:

- ✓ Commit to values based leadership
- ✓ Invest in leadership skills
- ✓ Hire the right people for TCCS
- ✓ Hire people that reflect Canberra's diverse community
- ✓ Give you the tools to do your best work
- ✓ Make your role in TCCS clear
- ✓ Recognise and reward high performance
- ✓ Prioritise workplace health and safety
- ✓ Give you opportunities to work across TCCS
- ✓ Provide learning, training, and mentoring opportunities
- ✓ Stand by our vision to make Canberra attractive, safe, and easy to move around

WE WILL:

- Commit to and demonstrate our values ✓
- Contribute to a positive and safe workplace culture ✓
- Use safe practices at work ✓
- Embrace diversity in our team ✓
- Fully participate in work and available opportunities ✓
- Understand our role requirements ✓
- Contribute to TCCS by meeting role requirements ✓
- Learn where we fit into TCCS as a whole ✓
- Develop our skills regardless of our role ✓
- Stand by our vision to make Canberra attractive, safe, and easy to move around ✓

SECTION 7: GOVERNANCE



ASSUMPTIONS

- ▶ Priority one activities need to begin immediately. Our highest priority under the People Strategy is to build the capability of our leaders to achieve excellence in managing across the organisation as this will underpin delivery and uptake of all the other activities.
- ▶ There will need to be clarity on leadership capabilities and updated position descriptions prior to the development of a succession planning framework.
- ▶ Recruitment strategy and methodology needs to be in place prior to the delivery of recruitment and selection training.
- ▶ An Employee Value Proposition needs to be co-designed, developed and approved prior to embedding and communicating it.
- ▶ The delivery of the Reward and Recognition and Safety Management System Frameworks are ongoing activities.
- ▶ The Managers Training has a dependency on the completion of the leadership capability framework and the Leadership position descriptions as it will need to build on the outcomes.
- ▶ The cross organisational mentoring program will be an ongoing program of work.
- ▶ The activity to develop standard recruitment templates for diversity will need to be completed in conjunction with the recruitment strategy and methodology.

REVIEW PROCESS

The five priorities of the People Strategy have been carefully selected representing the voice of our employees identified during extensive engagement activities. It is proposed that the Strategy be reviewed for alignment every 12 months. This will help to ensure we deliver the actions under each priority enabling us to deliver on our commitments and business objectives under the current and future TCCS Strategic Plan and align with the voice of our employees.

Actions will occur as follows:



APPENDICES







PEOPLE PRIORITIES ROAD MAPS

YEAR 1: 2019

 Develop
















 Deliver

People Priority Actions	2019	
	Jan – June	July – Dec
PRIORITY 1: PURPOSEFUL LEADERSHIP		
 Design and deliver targeted leadership development programs	•	•
 Adopt and embed workforce planning within area business plans	•	•
 Develop pathways to leadership		•
 Develop position descriptions that reflect the technical skills and leadership attributes required	•	•
PRIORITY 2: ATTRACTING THE RIGHT PEOPLE		
 Co-design a fit for purpose recruitment strategy	•	
 Co-design an EVP	•	
 Embed the EVP		•
 Design and pilot tailored training for all hiring managers and panels		•
PRIORITY 3: EMPLOYEE EXPERIENCE		
 Review induction program	•	
 Deliver 'Reward and Recognition framework'	•	
 Communicate and embed the Work Health and Safety Management System	•	•
 Review performance development policies and processes	•	
 Embed recognition and performance development processes		•

People Priority Actions	2019	
	Jan – June	July – Dec
PRIORITY 4: GROWTH PATHWAYS		
 Develop a fit for purpose L&D Strategy	●	
 Design programs outlined in L&D strategy		●
 Design cross organisational mentoring program		●
PRIORITY 5: DIVERSE AND INCLUSIVE		
 Create peer networks for diversity groups	●	
 Contribute to redesign of recruitment practices		●
 Continue campaigns to attract diverse employees	●	●
 Partner with Women’s Network to promote gender diversity	●	●
 Implement events celebrating diversity		●
 Review diversity training for SOGC and above, and equivalent		●

YEAR 2: 2020

 Design Deliver

People Priority Actions	2020	
	Jan – June	July – Dec
PRIORITY 1: PURPOSEFUL LEADERSHIP		
 Deliver targeted leadership development programs	●	●
 Continue to develop pathways to leadership	●	●
 Establish regular opportunities for emerging leaders	●	
PRIORITY 2: ATTRACTING RIGHT PEOPLE		
 Continue to work with the business to co-design fit for purpose recruitment actions	●	●
 Continue to deliver tailored training for all hiring managers and panels	●	
 Continue to embed the EVP	●	
PRIORITY 3: EMPLOYEE EXPERIENCE		
 Seek White Ribbon Accreditation	●	●
 Deliver career transition initiatives		●
 Embed recognition and performance development processes	●	●
PRIORITY 4: GROWTH PATHWAYS		
 Deliver programs outlined in L&D strategy	●	
 Deliver cross organisational mentoring program		●
PRIORITY 5: DIVERSE AND INCLUSIVE		
 Continue campaigns to attract diverse employees	●	●
 Continue to partner with Women’s Network to promote gender diversity	●	●
 Continue to implement events celebrating diversity	●	●
 Implement reviewed diversity training for SOGC and above, and equivalent	●	●

YEAR 3: 2021



People Priority Actions	2021	
	Jan – June	July – Dec
PRIORITY 1: PURPOSEFUL LEADERSHIP		
Continue to develop pathways to leadership	●	●
PRIORITY 2: ATTRACTING THE RIGHT PEOPLE		
Continue to work with the business to co-design fit for purpose recruitment action	●	●
PRIORITY 3: EMPLOYEE EXPERIENCE		
Achieve White Ribbon Accreditation	●	●
Deliver career transition initiatives	●	●
PRIORITY 4: GROWTH PATHWAYS		
Deliver programs outlined in L&D strategy	●	●
Continue to deliver cross organisational mentoring program	●	●
Continue to embed succession planning across all business areas	●	●
Support cross Governmental secondment and development		●
PRIORITY 5: DIVERSE AND INCLUSIVE		
Continue campaigns to attract diverse employees	●	●
Continue to implement events celebrating diversity	●	●
Continue to implement diversity training for SOGC and above, and equivalent	●	●

YEARS 4 AND 5: 2022–2023



People Priority Actions	2022		2023	
	Jan – June	July – Dec	Jan – June	July – Dec
PRIORITY 1: PURPOSEFUL LEADERSHIP				
Continue to develop pathways to leadership	●	●	●	●
PRIORITY 3: EMPLOYEE EXPERIENCE				
Deliver career transition initiatives	●	●	●	●
PRIORITY 4: GROWTH PATHWAYS				
Continue to deliver cross organisational mentoring program	●	●	●	●
Continue to embed succession planning across all business areas	●			
Continue to support cross Governmental secondment and development	●	●	●	●
PRIORITY 5: DIVERSE AND INCLUSIVE				
Continue to implement events celebrating diversity	●	●		
EVALUATE THE PEOPLE STRATEGY				
			●	

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