



Exemplar performance through Thought Leadership

Department of Finance Workforce and Diversity Plan 2016-2019

Leadership Statement

The Department's *Workforce and Diversity Plan 2016-2019* (the Plan) sets out guiding objectives for management in facilitating the efficient operation of government.

The Department of Finance is committed to enabling informed decision making and value-for-money outcomes for Western Australians, and the application of these objectives will further enhance our ability to deliver quality advice and services across all government agencies.

Finance seeks to provide leadership in the provision of strategic advice across government, and the Plan complements the way in which we will go about delivering on this vision.

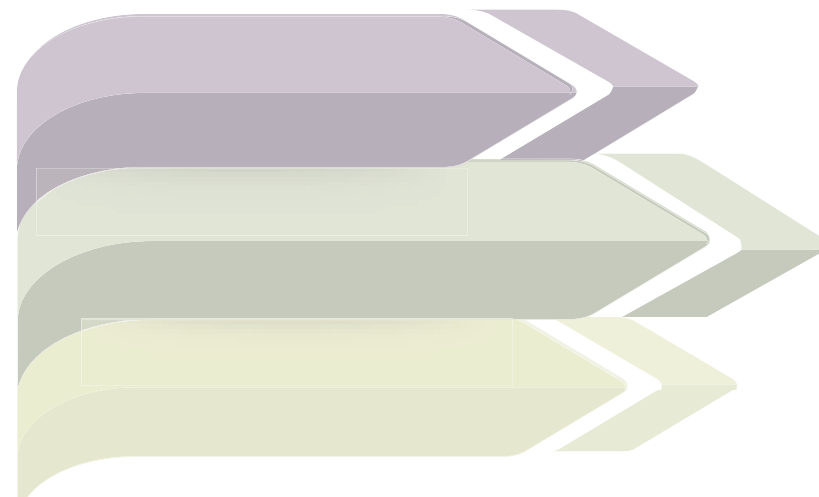
Our recent internal review and subsequent realignment aims to enhance the efficiency with which we deliver our advice and services. This, coupled with our underlying value to continuously improve, will see us focus on delivering initiatives that offer the most value to government and the community.

We endeavour to lead by example and our values of listening and caring, commitment, leadership, accountability and people matter inspire our customers to role model our exceptional performance and accountability standards.

With anticipated significant financial headwinds predicted, the Plan prepares us to anticipate challenges, and lead by example.

I, together with the Department's Corporate Executive will use this Plan to realise our workforce and diversity objectives, aligned with our *Strategic Directions 2015-2018*.

Anne Nolan
Director General
Department of Finance



... a high performing public sector empowered and enabled by our advice and services

As a central agency, the Department of Finance facilitates the efficient operation of government, informed decision-making and value-for-money outcomes for Western Australians.

The Department of Finance's vision shapes the future of the Department as we work to support the efficient operation of Government.

The *Workforce and Diversity Plan 2016-2019* (the Plan) provides an overarching assessment of our current workforce and capabilities and should be read in conjunction with the Department's *Strategic Directions 2015-18*.

The Department's *Strategic Directions* guides employees in their approach to Finance's vision and challenges staff to examine what we do, why we do it and where we can add new value.

The Plan is a statement of intent for the next three years in relation to the Department's people strategies. It defines our objectives for workforce and diversity and is based on the Department's operating context, legislative commitments and an assessment of critical capability gaps. It provides a framework to ensure we have the right skills and people to deliver our future workforce priorities.

The previous 2012-2015 *Department of Finance Workforce and Diversity Plan* was developed in an environment of strong economic growth, record population increases, and strong competition from the private sector in recruitment in Western Australia.




In the three years since it is a different picture. Increased expectations for more responsive and accessible government services have led to different ways of delivering our business. These require new skills, work practices and cultures.

Current operating environment

The 2015-16 *Western Australian State Budget* highlighted a significant financial challenge to the public sector, with all Western Australian agencies expected to share the task of finding better ways to do business and reduce costs. To assist this process, the Department of Finance participated in 'Stage Two' of the Government's Agency Expenditure Review (AER2). AER2 provided the Department with the opportunity to evaluate all of its activities and think about how we can deliver our services more efficiently and effectively. AER2 has seen a significant reduction in Full Time Equivalent (FTE) numbers for the Department with voluntary severance and transfers to internal vacancies.

From this the Department's future workforce will need to be more agile and flexible in order to be able to quickly adapt to changing government priorities. Staff will continue to be encouraged to find ways to work more efficiently and effectively with innovation and red-tape reduction critical to achieving these aims. A committed and accountable workforce will help us realise our ability to embrace changing technology and flexibility and diversity in our work practices.

To meet future challenges and deliver exemplar performance we need to develop Thought Leaders who can:

-  encourage and inspire people with innovative ideas
-  turn those ideas into reality
-  share best practice and collaborate for success

The Plan acknowledges these challenges as an opportunity to align its services through efficient and effective work practices, committed and accountable staff and a diverse and flexible workforce, to deliver the best outcome for current and future government priorities.

Efficient and effective work practices will be achieved through red-tape reduction, improved innovation and knowledge sharing. The Plan recognises the pivotal role played by leaders in enabling teams to achieve business outcomes and the value of the Performance and Development process to build employee engagement.

Building capability in our workforce is essential in ensuring our ability to retain and develop internal talent and target the skill required to deliver critical processes. Developing Thought Leaders will drive our performance in public sector reform and enable us to achieve results in an increasingly complex working environment.

Committed and accountable staff is key to ensuring the agency can meet our commitments now and into the future. The priorities for the Plan include promoting a culture based on the Department's values.

The Public Sector Commission 'How do you compare benchmarking report 2014' showed the Department as exceeding the Western Australian Public Sector (WAPS) average in the delivery of Governance and Accountability training. The Plan aims to further this commitment by fostering a high performance culture through Thought Leadership and an engaged workforce.

Diverse and flexible workforce is a priority for the Department to enable delivery of quality services to the community of Western Australia. Strategies will include managing a multigenerational workforce, streamlining processes to encourage staff mobility, utilising innovative technology for efficiencies and supporting staff with their life choices.

The Plan identifies flexible work practices as key to retaining staff and considers the challenges and opportunities offered through technology and innovation. Embracing technology will be a focus in the future with the Department leading the public sector in the Government Chief Information Office's (GCIO) GovNext ICT transition program and associated policy changes.

A snapshot of the Department at December 2015

1086 Full Time Equivalent employees

49% Women and 51% Men

29% of Tier 2 & 3 management are women WAPS average 34%

25% of staff come from a culturally diverse background WAPS average 15%

20% will be eligible to retire in the next 10 years

11% work part-time

Underrepresented groups

1% are under 25yrs age
WAPS average 11%

0.9% identified as having a disability
WAPS average 3%

0.3% identified as being of Aboriginal or Torres Strait Islander origin
WAPS target 2.1%

The Department of Finance
is committed to achieving
a **diverse workforce**
that **reflects the**
community of
Western Australia

Exemplar performance through Thought Leadership introduces the Department to a different way of thinking that will impact on the workplace to drive:



Strategic Goals: Provide quality services for our customers Ensure efficiency and effectiveness in our systems and processes Invest in our people and our workplace

01

Efficient and Effective Work Practices



- 1.1 Build capability in our workforce
- 1.2 Develop leadership and management capability
- 1.3 Improve knowledge sharing across the Department
- 1.4 Promote innovation and continuous improvement

Efficient and Effective Work Practices
through innovation and red tape reduction
build growth and sustainability



Priority area	Key Objectives	2016/17	2017/18	2018/19	Outcome
1.1	Develop a framework to measure the skills, qualifications and experience of our employees and compare this against the outcomes we need to deliver	Review viability of organisational wide capability framework	Develop a capability framework that meets the business need	Review framework against Departmental deliverables	The Department has the appropriate skills, knowledge and people to deliver on strategic and future workforce priorities.
1.2	Managers are empowered to support, develop and lead staff	Develop and implement of a suite of manager training modules, programs and events	Gain feedback from attendees for evaluation and review to inform future programs, modules and events	Develop career pathways for current, emerging and future leaders	Business information is managed and analysed to enable evidence based decision making and provide informed advice to Government
1.3	Knowledge is shared and retained	Identify key risk positions and people	Implement succession management strategies	Evaluate the efficacy of programs and implement changes	Critical processes and their skill and knowledge requirements are identified and maintained to deliver consistent standards of service across the Department.
1.4	Staff are involved in identifying areas for improvement and providing solutions	Continue engagement with innovation and red tape reduction	Analyse past initiatives enacted and their contribution to business improvement	Review process	Innovation and Red Tape reduction is embedded as business practice

Strategic Goals:

Build excellent relationships

Invest in our people and our workplace

02

Committed and
Accountable
Staff

- 2.1 Promote a culture based upon the Department values
- 2.2 Build staff engagement
- 2.3 Implement innovative retention strategies
- 2.4 Further recognition opportunities across the Department

Committed and Accountable Staff
demonstrating our goals and values,
motivated to contribute to our success,
with an enhanced sense of their own well-being



Priority area	Key Objective	2016/17	2017/18	2018/19	Outcome
2.1	All staff understand and demonstrate the Department's values	Values workshops - building a culture of accountability	Values workshops - Stakeholder engagement-listening and caring	Values workshops - Enhancing team performance - commitment	The Department has a shared set of values that underpins the way it works
2.2	Build an engaged workforce committed to taking positive action to further the Department's success	Determine a base line understanding of staff engagement in the Department	Develop and implement training modules and staff engagement programs	Evaluate the efficacy of programs and implement changes	Employee engagement drives performance, commitment and continuous improvement to achieve better outcomes for the Department and our customers
2.3	Retention strategies reflect the priority within the Department of retaining key staff	Streamline exit processes to improve exit data integrity	Interrogation of Exit data and recommendations	Evaluate retention strategies to support recommendations based on exit data and innovative practices	Retention strategies are effective in ensuring highly skilled and valued staff remain within the Department
2.4	Staff are acknowledged for their contribution within the Department	Evaluate current recognition programs	If appropriate implement evaluation recommendations	Review efficacy of programs	High performance, innovation and contribution are respected and acknowledged

Strategic Goals: Shape and lead the development of influential advice Provide quality services for our customers

03

Diverse and Flexible Workforce



- 3.1 Building diversity to better service the community
- 3.2 Managing demographic risk
- 3.3 Promoting flexibility and mobility in the work place
- 3.4 Embracing technology to lead by example

A **Diverse and Flexible Workforce** bringing differing perspectives, experiences and knowledge together to build exemplar performance



Priority areas	Key Objective	2016/17	2017/18	2018/19	Outcome
3.1	Equal Employment Opportunity strategies are developed to build a diverse and inclusive workforce to better service the Western Australian community	Based upon the Departmental Snapshot, develop Workforce and Diversity action plan priorities	Action priority areas	Review outcomes	PSC EEO Management plan and Workforce Diversity indicators are met
3.2	Managing changing demographics to ensure future priorities are met	Analyse and identify ways to improve under represented groups in the Department	Develop strategies to assist the business to mitigate risk	Review outcomes	Strategies are in place to mitigate demographic risk
3.3	Flexible work practices are utilised to improve workplace relations, productivity and staff well being	Identify flexible work practices in place or strategies to be adopted	Implement flexible work practices and review their efficacy	Identify areas for improvement	Employees maintain a work/life balance and assist managers improve the productivity and efficiency of the business
3.4	Embracing technology to be Thought Leaders in the GovNext ICT transition and associated policy changes	Support program office in identifying business change impact	Implement strategies to support the change	Evaluate effectiveness and review next steps	Successful transition to the GCIO GovNext program. Workforce capabilities are positioned to support the broader ICT strategy.

Our commitment to:

Efficient and Effective Work Practices

We will:

Transform the way we engage and develop our workforce

Identify critical skills gaps and offer customised training solutions to address needs

Support talent exchanges and employee knowledge sharing to solve agency problems

Help employees develop skills they can use across government in support of their career growth

Support emerging leaders in developing their leadership skills, broadening their organisational experience and fostering networking

Committed and Accountable Staff

We will:

Create a culture of engagement based upon the Department's values to support employee commitment and sense of purpose

Maximise the ability of all employees to contribute to organisational goals

Support the development of transformational leaders who can engage, motivate, and inspire a multi-generational workforce

Equip current and aspiring leaders with the skills they need to engage the workforce

Recognise positive performance and acknowledge and reward the contribution individuals make toward organisational success

Diverse and Flexible Workforce

We will:

Embrace the diversity of our workforce to realise the benefits to our services, customers and business

Regularly review our management practices and develop new and creative approaches to managing people

Promote an inclusive work environment which values diversity, where all employees are treated with respect, and feel valued and supported

Analyse our past endeavours and further initiatives that enable us to meet our equity and diversity targets

Concentrate our efforts to build a flexible and diverse workforce which supports the agency and sector wide needs for the future

Implementing the Plan

A key component of the Plan is to develop an evaluation methodology to ensure we are meeting our objectives. This will be achieved through the development of annual action plans outlining the priorities for each year of the Plan. The action plans will identify initiatives and detail assignment of responsibility, current status and next steps.

The People Strategy and Performance, Organisational Development business area, will have the responsibility of overseeing the implementation of strategies and supporting the business in identifying key workforce and diversity initiatives to be adopted into Business and Operational Plans.

The Plan is influenced by both internal and external factors which may change over time therefore it will be reviewed annually and priorities adjusted accordingly.

Communication

The Plan will be published on the Department's internet and intranet with messaging directing members of the public and staff to its presence and purpose.

Through education, communication and engagement, all staff will share the responsibility in ensuring the outcomes of the Plan are achieved. Progress on the Plan will be communicated to the Department via the Departmental intranet, team and executive business meetings and reported to the Corporate Executive Group (Corpex) on a quarterly basis.

Measuring our success

Success will be measured dependent on the outcome sought. Main sources of information for comparison are: PSC benchmarking documents; the Minimum Obligatory Information Requirements (MOIR) statistics; internal workforce planning data; and achievements from internal programs e.g. Leadership and Development, Mentoring, Corporate and Manager Induction.

The Workforce and Diversity Plan will prepare the Department to anticipate challenges and realise workforce and diversity objectives, aligned with our *Strategic Directions 2015-2018*.

The Workforce and Diversity Plan 2016-2019 presents an opportunity for the Department of Finance to build Exemplar performance through Thought Leadership.

Our successes will see us sought out for our trusted advice and quality services and enable us to deliver our vision.

