

PEOPLE
MANAGEMENT

PART

5



PART 5: PEOPLE MANAGEMENT

We optimise our workforce to achieve business outcomes.



ENABLING OUR
WORKFORCE
TO DELIVER ON
THE STRATEGIC
PRIORITIES
OF POLICE
AGENCIES

Our people

Over the reporting period, we implemented strategies which enabled our workforce to support the delivery of the strategic priorities of police agencies. Our ability to optimise our workforce is central to achieving our business outcomes.

As at 30 June 2014, our workforce consisted of:

- 221 (96.1%) ongoing employees and nine (3.9%) non-ongoing employees
- 88.7% full-time employees and 11.3% part-time employees
- 50% female staff
- 50% male staff
- 4.8% of staff identifying as having a disability.

During the year, 28 staff ceased employment and 27 staff commenced employment with the agency.

Our workforce metrics indicate improvement in organisational health across key measures, and we continued to monitor and foster a positive working environment through staff surveys, combined with regular communication and consultation activities. We also progressed key workforce engagement strategies during the reporting period, including:

- regular meetings of the CrimTrac Staff Consultative Committee, Reconciliation Action Plan Steering Committee and Workplace Health and Wellbeing Committee
- all-staff workplace respect training
- regular portfolio 'stand up' meetings with the Senior Executive
- staff engagement sessions with senior leaders.

We continued to support the Australian Government's APS interim recruitment arrangements, which prioritise redeploying existing APS staff to vacant positions. Our Executive Staffing Committee continued to consider all permanent and longer-term temporary staffing actions. This committee is responsible for managing our overall workforce numbers against agreed budget allocation.

Our inaugural ICT Graduate Program was successful, with two graduates completing their intensive development program in 2013–14. In addition we engaged an additional three ICT graduates through the Australian Government ICT Graduate Program coordinated by the Department of Finance. Our ongoing participation in this program contributes to the development and maintenance of our future workforce capability.

DEVELOPING FUTURE ICT LEADERS

Innovative, high-end ICT solutions are at the heart of the service and products we provide to our police partners. To continue building our essential capabilities, and help develop the ICT leaders of the future, we ran our first ICT Graduate Program in 2013.

The program aims to build strong ICT professionals who can lead the Australian Public Service through the exciting and challenging times ahead.

Our graduates, Shawn and Anil, quickly showed the promise of bright futures—winning the 2013 Australian Government ICT Graduate Program ICT major project outstanding achievement award and coming second in the ICT major project video presentation award. They were the only graduates shortlisted in both award categories.

Introducing a graduate program reinforces our commitment to engaging and developing the diverse workforce that is critical to CrimTrac's success, now and into the future.

Anil and Shawn are representative of the varied academic and working backgrounds of our employees. Shawn completed a Bachelor of Information Technology in Networking and has relocated to Canberra from Brisbane. Anil moved from Melbourne to join

CrimTrac, and brings previous public sector experience and post-graduate qualifications including a Masters of Information Technology.

Shawn and Anil rotated through several of our business areas during their first 12 months with us. They also completed a comprehensive development program, incorporating activities delivered by the Australian Public Service Commission (APSC), which complement our in-house development activities.

'I found the year challenging and was impressed by CrimTrac's technical capabilities,' said Shawn.

'My work was rewarding, as I realised that my efforts can help law enforcement and benefit society. I am grateful for the support and mentoring I received from my supervisors, team members and other CrimTrac colleagues, and I'm looking forward to taking on greater responsibility and contributing to CrimTrac's future success.'

Anil agreed that the range of experiences and graduate learning and development programs were excellent.

'I've enjoyed interacting with CrimTrac's customers and stakeholders and troubleshooting their technical issues in consultation with senior colleagues. Winning the outstanding achievement award with Shawn was

a highlight. My goal is to become a specialist in integration technologies and transition into a management role,' said Anil.

Our ICT Graduate Program is delivered in partnership with the Department of Finance and the APSC. The program provides us with a holistic approach to attracting, selecting and developing talented university graduates who are seeking to build a career in ICT in the public sector. It targets individuals who demonstrate ability in ICT disciplines which are considered essential to our ongoing workforce requirements. The development component of the program provides our graduates with the fundamental skills required to work as effective members of CrimTrac and the broader Australian Public Service.

The Department of Finance, through the Australian Government Information Management Office, maintains responsibility for the administration of the Australian Government's suite of ICT entry-level programs. The Australian Public Service Commission is responsible for administration of the APS Graduate Development Program.



CrimTrac's ICT Graduates, Shawn and Anil, accepting their ICT major project outstanding achievement award.

Workplace relations

The *CrimTrac Enterprise Agreement 2011–2014* was the source of employment terms and conditions for all Australian Public Service Level 1 (APS1) to Executive Level 2 (EL2) employees throughout the reporting period. Our Enterprise Agreement has positioned CrimTrac as an attractive employer, while also providing flexibility to respond to our changing workforce needs.

There is no provision for performance pay under our Enterprise Agreement.

All Senior Executive Service (SES) staff are covered by Section 24 determinations under the *Public Service Act 1999* for their terms and conditions of employment.

In March 2014, the Australian Government released the *Australian Government Public Sector Workplace Bargaining Policy*. Our Enterprise Agreement nominally expired on 30 June 2014 and we will be developing the next Enterprise Agreement in accordance with this policy.



Staffing overview

Table 5.1: *CrimTrac staff as at 30 June 2014*

CLASSIFICATION	FULL-TIME		PART-TIME		CASUAL		TOTAL
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
APS 1	0	0	1	0	0	0	1
APS 2	0	0	0	0	0	0	0
APS 3	2	5	0	0	0	0	7
APS 4	15	15	0	2	0	0	32
APS 5	14	20	0	1	0	0	35
APS 6	20	21	1	7	0	0	49
EL 1	46	26	1	12	0	0	85
EL 2	13	4	0	1	0	0	18
SES1	1	1	0	0	0	0	2
CEO	1	0	0	0	0	0	1
Total	112	92	3	23	0	0	230

Table 5.2: *CrimTrac salary ranges by classification as at 30 June 2014*

CLASSIFICATION	SALARY RANGE
APS 1	\$47 618–\$52 625
APS 2	\$53 889–\$59 757
APS 3	\$61 380–\$66 245
APS 4	\$68 409–\$74 277
APS 5	\$76 302–\$80 909
APS 6	\$82 410–\$94 667
EL 1	\$103 090–\$125 434
EL 2	\$129 197–\$149 609

Work health and safety

We continue to build and embed work health and safety (WHS) practices into everyday operations. Our main focus has been on providing rehabilitation services to staff and implementing policies, guidance and training. Key WHS achievements include:

- implementing recommendations from the Rehabilitation Management System review to support injured employees returning to work
- implementing the Psychological Health Injury Prevention Strategy
- providing compulsory staff training on promoting a workplace free from bullying and harassment
- providing information sessions for staff on topics such as change management and conflict resolution
- merging our WHS and Wellbeing Committees to strengthen links between employee wellbeing and WHS outcomes
- successfully integrating health and safety practices into our agency-wide restructure and office relocation activities
- hosting presentations by St Johns Ambulance and WorkWatch, in recognition of National Safety Week—including a first aid information session and demonstrations on how to use a defibrillator and administer an Epi-pen injection.

We continue to support employee health and wellbeing through:

- offering influenza vaccinations for all staff
- promoting workstation assessments and use of ergonomic equipment
- providing specialist health support services through accredited rehabilitation providers and employee assistance programs
- training for first aid officers and health and safety representatives.

Learning and development

Maintaining a skilled and capable workforce is fundamental to delivering on our key objectives. We continue to foster a professional development culture through targeted learning and development activities. During the reporting period, we enhanced our workforce capability through specific training programs including:

- Online Corporate Awareness—provides training on the legislative and policy requirements affecting all CrimTrac employees and contractors
- Certificate IV in Frontline Management—focuses on enhancing core management skills. Successful completion results in a nationally recognised qualification
- Promoting a Harassment Free Workplace—promotes awareness of legislation around workplace harassment and an employee's obligation to create a respectful and courteous workplace
- Leading Change Management Program—provides employees with tools to analyse, scope, plan for and implement change programs for CrimTrac
- Shaping Strategy Development Workshop—fosters strategic thinking, including environmental scanning and best practice models and tools for developing strategies
- CrimTrac Executive Coaching Program—provides targeted one-on-one professional development support with a focus on personal growth, career development, leadership, self-awareness, thinking preferences and emotional intelligence
- Certificate IV Procurement and Contracting—enhances procurement and contracting capability. Successful completion results in a nationally recognised qualification

In addition, we provided ongoing support for our staff to participate in targeted leadership development programs that align to our corporate objectives. These include:

- Graduate Diploma of Executive Leadership (Police and Emergency Services)
- Graduate Certificate in Applied Management (Police and Emergency Services)
- the Women In Law Enforcement Strategy (WILES) program
- Degree of Executive Master of Public Administration
- Career Development Assessment Centre.

CrimTrac employees also continue to access study assistance and study leave provisions to complete learning opportunities that align with our workforce capability needs.



Workforce planning

The *CrimTrac Workforce Plan 2013–15* provides a high-level overview of current and future workforce capability issues and outlines targeted strategies that will ensure our future human capital requirements are met.

The *CrimTrac Workforce Plan 2013–15* aligns with the APS-wide Workforce Planning Framework developed following the release of the *Ahead of the Game: Blueprint for the Reform of Australian Government Administration*.

The APS Reform Blueprint noted that capability gaps across the APS have increased due to the lack of workforce planning. To address this planning gap, the Australian Public Service Commission developed a Human Capital Framework, which we adopted in developing our workforce plan.

Our workforce planning strategies during 2013–14 provide a focus on workplace integrity, succession planning and developing future workforce capabilities to support our transition to a 'Plan, Build, Run' operating model.

Workplace diversity

We have responsibilities related to our employer role under the Commonwealth Disability Strategy framework. In 2007–08, reporting on the employer role was transferred to the Australian Public Service Commission's State of the Service Report and the APS Statistical Bulletin. These reports are available at www.apsc.gov.au.

Diversity and social inclusion

Throughout the reporting period, we:

- maintained memberships with Australian Network on Disability (AND) and Diversity Council Australia (DCA)
- participated in the APSC pilot program *RecruitAbility*—designed to facilitate the progression of applicants with disability to further assessment, such as interview
- utilised the 'affirmative measure provisions' provided by the APS Commissioner's Directions. This allows a person with disability to be directly employed where a disability employment services provider has assessed the person as being unable to compete successfully on merit due to his or her disability
- participated in development opportunities that target women in an ICT environment.

Reconciliation Action Plan

Throughout the reporting period, we:

- commenced the process of progressing our Reconciliation Action Plan (RAP) from an 'Innovative RAP' to a 'Stretch RAP'
- participated in the APS Indigenous Pathways program. The Australian Public Service Commission facilitates bulk recruitment exercises for the intake of indigenous graduates on behalf of participating APS agencies.
- celebrated and recognised Aboriginal and Torres Strait Islander persons particularly during Reconciliation week and NAIDOC week activities
- continue to support Indigenous Community Services through awareness and fund raising activities

Diversity Statistics

As at 30 June 2014:

- 24.8% of employees were not born in Australia
- 21.3% of employees first language is not English
- 31.3% of employees identify as having at least one parent who did not speak English as a first language
- 4.8% of employees identify as having a disability.