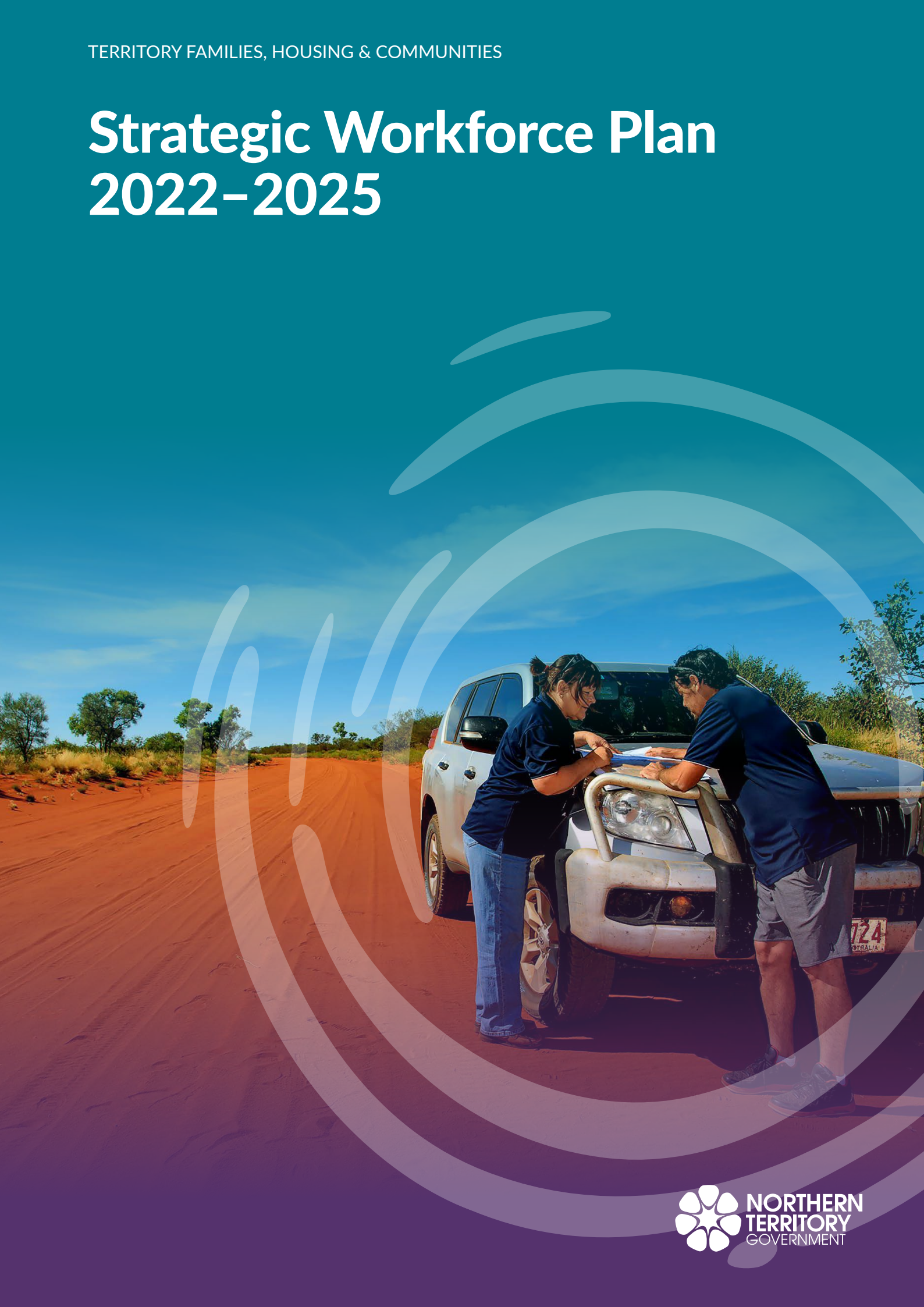


TERRITORY FAMILIES, HOUSING & COMMUNITIES

Strategic Workforce Plan 2022–2025



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Acknowledgement of Country

Territory Families, Housing and Communities acknowledge the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands and waters. We pay our respects to ancestors and Elders, past, present and emerging. Our agency is committed to honouring Australian Aboriginal and Torres Strait Islander people's unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

CEO Message

It is with great pleasure that I present our agency's Strategic Workforce Plan. This plan underpins the Territory Families, Housing and Communities' Strategic Plan and the NTPS Workforce Strategy 2021–2026 and articulates our overall workforce vision and focus areas for 2022–2025.

Our workforce plan has been developed to ensure we maintain and grow a highly capable, flexible and sustainable workforce, committed to improving the social, cultural and economic well being of all Territorians. I view our staff as our greatest asset, as it is through our people that we will meet our agency vision of Connected Communities – Thriving Places – Empowered Territorians. I am committed to ensuring our staff feel valued, empowered and that they have the opportunities to develop and contribute to our agency.

Our workforce is diverse – made up of frontline and operational professionals including social workers, psychologists, youth justice officers, tenancy officers, archaeologists, communications, media and policy staff, legal experts, tenancy officers, historians, art curators and sport and recreation officers. We offer a broad range of employment opportunities at TFHC.

This workforce plan articulates planned initiatives focused against our identified strategic goals. TFHC will:

1. Attract, recruit and retain a skilled, diverse and inclusive workforce that is reflective of the community we serve.
2. Provide a safe and supportive work environment where staff have a voice.
3. Invest in our workforce to grow and develop staff capabilities.
4. Provide our staff with diverse opportunities and celebrate the efforts of our people.

By focusing on the workplace experience of our staff, in addition to building on our strategic efforts to ensure we have the right staff employed at the right time, we will strive to ensure TFHC is well placed to continue delivering quality integrated services across the Northern Territory.

Within the plan you will identify a focus on regional staffing – increasing our staff based in remote communities, provision of professional development for these staff and well being initiatives to support the challenges that can be experienced through remote work.

It is also my intention that TFHC will be recognised as an exemplar of professional expertise and an employer of choice for Aboriginal people, people with a disability and members of the LGBTIQ+ communities.

This plan provides you with a statement of our commitment to invest in your development and ensure you are part of a capable learning organisation that values its people.



“I view our staff as our greatest asset, as it is through our people that we will meet our agency vision of Connected Communities – Thriving Places – Empowered Territorians.”

If you are a potential recruit, I trust you will get a sense of our agency's commitment to staff and service delivery through this document and I look forward to you joining our team.

Ken Davies

Chief Executive Officer PSM

Our Workforce Snapshot

SATISFACTION AND ENGAGEMENT

The 2021 People Matter Survey results for TFHC returned a 77% response rate for the agency

65% EMPLOYEE ENGAGEMENT

↑ UP 4% FROM THE PREVIOUS SURVEY

The agency saw a moderate improvement in its employee satisfaction rating (70%) which was up 8% on the last survey and is in line with the NTPS average.

INCLUSION AND DIVERSITY

18% IDENTIFIED AS ABORIGINAL

TFHC's Aboriginal employees are:

3% MORE ENGAGED

2% MORE SATISFIED WITH WORK THAN AGENCY AVERAGE



23%

IDENTIFY AS BEING CULTURALLY AND LINGUISTICALLY DIVERSE

11% SAO1+ POSITIONS ARE HELD BY ABORIGINAL EMPLOYEES

3% OF THE WORKFORCE IDENTIFY AS HAVING A DISABILITY



65% FEMALE EMPLOYEES

68%

SAO1+ POSITIONS ARE OCCUPIED BY WOMEN



35% MALE EMPLOYEES



A SMALL % WITH 'SELF-SPECIFIED' GENDER

42

THE AVERAGE AGE FOR THE AGENCY IS 42 YEARS

REGIONAL WORKFORCE



69% DARWIN

17% ALICE SPRINGS

5% KATHERINE

3% TENNANT CREEK



Information sources

2021 People Matter Survey Agency Benchmark Report
Workforce dashboard data (June 2022)

Plan Vision



Cultivate and support a highly capable, flexible, sustainable and future focused workforce.

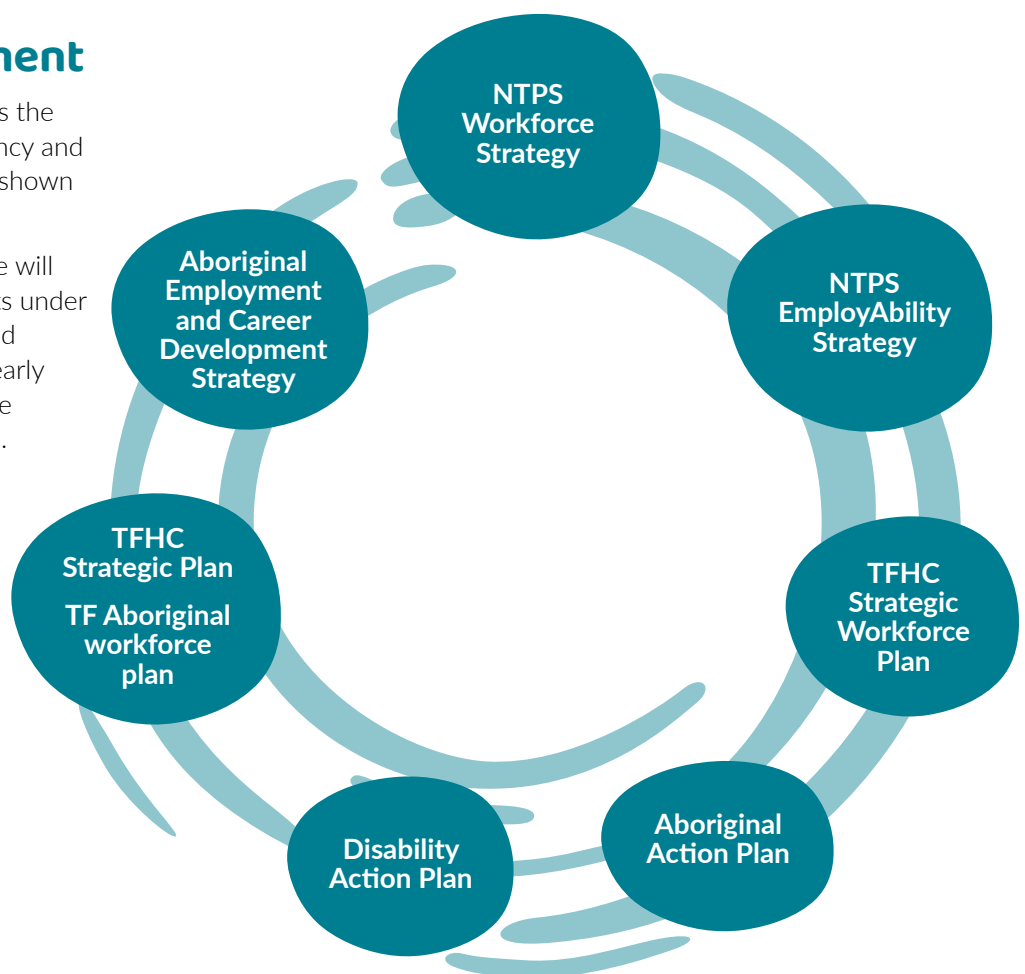


Ensure that our people are valued, empowered and have opportunities to develop and contribute to the agency.

Strategy alignment

The workforce plan supports the delivery of a number of agency and NTPS strategic documents, shown here.

From the workforce plan, we will deliver specific commitments under the Disability Action Plan and Aboriginal Action Plan to clearly identify focus areas for these priority workforce segments.



Plan Goals



Attract, recruit and retain a skilled, diverse and inclusive workforce that is reflective of the community we serve.



Provide a safe and supportive work environment where staff have a voice.



Invest in our workforce to grow and develop their capabilities.



Provide our staff with diverse opportunities and celebrate the efforts of our people.

Aboriginal Cultural Security Framework

The Aboriginal Cultural Security Framework confirms TFHC's vision of being an agency that is responsive and safe for Aboriginal people where cultural values, strengths and differences are integrated into the governance, management, design and delivery of services.

The framework outlines our commitment to transformational change and has a clearly defined vision and strict cultural protocols for TFHC staff to adhere to in order to achieve cultural proficiency across our workforce, services and governance.

This workforce plan connects to our Aboriginal Cultural Security Framework as it includes a dedicated focus on initiatives to grow Aboriginal staff representation (across all levels and areas of the agency) and improve the experience of our Aboriginal staff to improve their retention.

Goal 1

TFHC will attract, recruit and retain a skilled, diverse and inclusive workforce that is reflective of the community we serve.

The Territory is home to a diverse range of people and cultures. We have more than 100 nationalities living together in harmony, and more than 100 spoken Aboriginal dialects. Aboriginal and Torres Strait Islander cultural practices have a special place in world heritage as the oldest continuing culture.

The agency provides responsive and integrated human services that empower people to be successful, safe and engaged. Our responsibilities and breadth of services can connect with every Territorian and our collective impact is to improve the social, cultural and economic well-being of all Territorians.

TFHC strives to achieve an agency demographic profile that reflects the community it serves through inclusive and culturally appropriate programs, policy development and service delivery strategies. We unapologetically apply our legislative abilities under special measures recruitment to all vacancies as one tool to assist us to achieve our preference for Aboriginal staff.

In addition, we have Aboriginal designated roles identified across the agency that are reserved for Aboriginal employees only.

Our regional footprint is imperative to our service delivery and we seek to deliver place-based services and grow our regional workforce to meet community needs.



What we will do

- Grow our regional workforce through centralising services where necessary and regionalising service delivery where possible.
- Improve the experience of our remote staff and their families through the provision of better housing.
- Ensure our new recruits are welcomed to the agency in a supported and efficient way, with contemporary on-boarding tools and a corporate induction program that assists new staff to feel welcomed, informed and able to contribute to our strategic objectives in the shortest possible time. This will include consideration to how TFHC can better support and welcome relocating family members.
- Ensure our remuneration packages and incentive frameworks for difficult to recruit to positions and remote roles are contemporary and motivate internal and external applicants.
- Develop an online presence which promotes the exceptional efforts of our staff, diverse employment pathways and positions TFHC as an employer of choice.
- Target talent pipelines to grow our suitable applicant profile, and expand our advertising mechanisms to media portals and networks that are preferred by target employment groups such as Aboriginal people, Child Protection Practitioners and people with a disability.
- Promote flexible and inclusive work options to ensure our staff are engaged and supported to fulfil work and personal and/or cultural obligations.

In addition to the above, for Aboriginal staff we will:

- Create new designated roles in areas of the agency with lower Aboriginal employee representation rates, where appropriate.
- Work in partnership with Charles Darwin University to increase Aboriginal applicants for student placements and Work Integrated Learning Scholarships available each year (priority is provided for three Aboriginal students out of five available scholarships) and seek to transition students to employment on completion.
- In consultation with our Aboriginal staff, advocate for an alternative recruitment approach that is considerate of Aboriginal people and works to eliminate barriers to commencement.
- Develop an 'Applicant Information' resource that provides jobseekers easy access to information on our commitments to build a culturally inclusive workforce.
- Require selection panels for designated roles and positions based in Aboriginal communities to have an Aboriginal panel member (note this can include local elders).
- Engage with our Aboriginal staff and Aboriginal leadership group as we develop recruitment and on-boarding material for the agency.

SUCCESS MEASURES

- Increased regional staff presence and development of a workplace culture where interested staff are supported to undertake remote placements as part of their TFHC experience.
- Increase applicant numbers for high demand roles.
- Meeting our Aboriginal employment targets each year, and increased Aboriginal representation in senior positions.
- Increased representation of TFHC staff identifying with a disability.
- Streamlined on-boarding processes that are valued by staff and their managers.
- Reduction in turnover and improved retention rates.
- An online presence that is regularly accessed by staff and potential job seekers.

Goal 2

TFHC will provide a safe and supportive work environment where staff have a voice and influence.

We understand the importance of creating a safe and supportive work environment and appreciate that while work is only one facet of an employee's life, it is important that staff have a positive experience and are appropriately trained and supported to safely undertake their work.

We will work to ensure an environment of mutual respect and responsibility where staff are supported and also understand their employment obligations and proactively monitor and respond to their resilience and wellbeing needs.

We want our staff to feel empowered, value the views of staff as we refine our service delivery, and introduce initiatives to improve our workplace experience.



What we will do

- Implement wellbeing initiatives (including preventative programs) to support a positive workplace culture. This will include consideration of programs to support our remote staff and increase agency connectedness.
- Provide mechanisms for staff to engage with senior leaders and provide feedback on workplace initiatives and experiences.
- Develop a streamlined exit process for staff who decide to leave the agency, and ensure their valuable feedback on workplace experiences is captured and considered by our Strategic HR Committee for potential agency improvements and celebration opportunities.
- Promote social inclusion and accessibility as integral to our workplace culture and 'We Care' value set.
- Become an employer of choice for Aboriginal people through creating a work environment that is culturally safe and celebrates the contributions of our Aboriginal staff. This will include the ongoing embedding of our Aboriginal Cultural Security Framework and related commitments in our workplaces.
- Invest in training and learning opportunities to ensure our leaders are skilled in diversity matters; our staff receive appropriate workplace adjustments and our work, health and safety practices prevent occupational injury and illness.

In addition to the above, for Aboriginal staff we will:

- Work in partnership with Aboriginal staff to increase Aboriginal employee participation in exit interviews and staff surveys to ensure their voices are captured and considered in the development of programs and strategies to build on our workplace culture.
- Improve our cross-cultural training framework to better equip Aboriginal and non-Aboriginal employees to work effectively in culturally diverse teams, to engage with Aboriginal children and families and to showcase our Aboriginal community workers, remote family support workers, remote women's safe house workers and Aboriginal practice advisors.

Success measures

- Staff engage with employee surveys and report high levels of satisfaction and engagement with the workplace; and agency action plans are developed in response to employee feedback.
- High participation rates in training initiatives that educate staff on physically safe, respectful and culturally safe ways of working.
- Improved retention rates.
- Business unit action plans will be developed which articulate goals and objectives for the work area to achieve Aboriginal cultural security.
- Staff representation on agency groups and forums formed to improve workplace experiences.

Goal 3

TFHC will invest in staff to grow and develop their capabilities.

Our staff are committed to excellence, striving to improve service delivery and empowering communities to be vibrant, safe and thriving places. As an organisation, we strive to be an exemplar of professional expertise and an employer of choice for Aboriginal people, people with a disability and members of the LGBTIQ+ communities.

We are committed to engaging with professional development opportunities coordinated by central agencies, as well as internally delivering training to our workforce to meet our stated commitments.

We will ensure staff are supported to be effective and efficient when delivering services; empowered to make appropriate decisions and are confident in their interactions with our desired diverse staffing cohort.

Additionally, TFHC recognises the importance of our sector partners and will use our collaborative relationships to build capacity and strengthen service delivery to Territorians.



What we will do

- Maintain and develop our education and training team who will develop, broker and deliver targeted training and induction programs within the agency.
- Deliver varied professional development initiatives and ensure these are promoted to staff across the agency for nomination, including a focus on regional and Aboriginal staff representation in training.
- This will include specific training for Aboriginal cultural awareness; disability confident managers; unconscious bias; mental health first aid and resilience.
- Continue to deliver targeted training for our executive leaders and middle managers cohort, and introduce an emerging leaders program for AO5 – AO7 equivalent level staff.
- Work with sector partners to identify shared professional development needs and create training opportunities that are available for staff and industry partners.
- Embed our performance development process as a valued tool for staff to reflect on their workplace experience and identify their learning needs.
- Provide ongoing vigilance against unnecessary bureaucracy in our internal processes, and review delegation levels to ensure lowest level possible controls are in place.
- Continue to invest in early careers program and provide experiences for participants in these programs to network across the agency and have positive workplace experiences in the agency.

In addition to the above, for Aboriginal staff we will:

- Investigate a succession management framework that seeks to connect existing Aboriginal leaders with Aboriginal employees with leadership and management potential.
- Support the development of remote Aboriginal employees by delivering training in remote areas (where possible) and contextualise training to the work environment (using interpreters) for employees where English is a second language.
- Provide Aboriginal employees with an Aboriginal Employee Toolkit which provides access to resources and advice that will support career development and progression.

SUCCESS MEASURES

- Our employees execute their duties to the best of their abilities and report high levels of satisfaction with their professional development opportunities.
- Our leaders are skilled in managing and responding to the needs of their staff.
- We have an identified cohort of emerging leaders ready to transition into leadership roles.
- Our industry partners report increased capability as a result of shared learning opportunities.
- Our employees report confidence in decision making and satisfaction with delegation levels.

Goal 4

TFHC will provide staff with diverse opportunities and celebrate the efforts of our people.

Our agency has a diverse range of employment pathways available for staff, both internally and through collaborative partnerships. Internally, staff can pursue a variety of career paths and mobilise across the agency, experiencing differences in service delivery to our clients and work environments.

We have existing arrangements where our employees are either seconded or supported via an out-posted arrangement to work within other organisations or Northern Territory Government agencies.

We recognise these arrangements are highly valued by staff and result in strengthened partnerships and deeper understanding of agency operations between all involved.

We are committed to recognising the efforts of our staff and building a workplace culture where staff feel their contributions are acknowledged and celebrated.



What we will do

- Review existing secondment and out-posted staffing opportunities and create a refreshed, structured program for promotion to staff.
- Support staff to undertake qualifications to enable transition to high demand roles.
- Develop and promote a staff recognition framework to celebrate the efforts of teams and individuals.
- Implement a mobility framework where key skills and capabilities are identified in staff and matched to work areas that experience surges in operational demands.

In addition to the above, for Aboriginal staff we will:

- Recognise and celebrate the contributions and work of Aboriginal employees.
- Create online material to showcase our Aboriginal employment and engagement successes, and promote the variety of work opportunities within the agency.

SUCCESS MEASURES

- Staff report feeling their efforts are recognised.
- Good participation with the agency secondment and out-posted staffing program.
- Career pathways (and requirements) within the agency are clearly identified and promoted.
- Increased mobility of staff within the agency and better ability to meet surge workforce requirements.

