

APS Employee Census Action Plan

2023-24



Our five target areas for 2023-24

- 1. Governance and Stewardship:** *Staff have an increased understanding of Governance and Stewardship, including the role of various decision-making groups within the Reef Authority.*
- 2. Communication & connection:** *Staff feel better connected with their colleagues.*
- 3. Culture alignment:** *Staff behaviours are aligned with the Reef Authority's culture and are being consistently demonstrated.*
- 4. Enabling Innovation:** *Innovation practices are encouraged and demonstrated across the Reef Authority.*
- 5. Connection to purpose:** *Staff feel connected to the purpose of the Reef Authority.*

1. Governance & Stewardship

Goal: Staff have an increased understanding of Governance and Stewardship, including the role of various decision-making groups within the Reef Authority.

ACTIONS	DUE DATE
<p>1a. Clarify and communicate governance arrangements across the Reef Authority</p> <ul style="list-style-type: none"> Provide more detailed information to describe governance arrangements for each decision-making body (Marine Park Authority Board (MPA) Executive Management Group (EMG) and Senior Management Team (SMT) etc.) and make available on the intranet. 	June 2024
<p>1b. Improve consistency of approach for cascading key messages</p> <ul style="list-style-type: none"> Identify and implement a consistent approach across all Branches for cascading key messages down to staff at all levels within the Reef Authority. 	June 2024
<p>1c. Deliver ‘Supervisor training’ to all people managers</p> <ul style="list-style-type: none"> This would cover on responsibilities and obligations as supervisors including delegations and relevant People Services policies and procedures, to ensure consistency in decision making. 	June 2024
<p>1d. Improve Stewardship across the Reef Authority</p> <ul style="list-style-type: none"> Disseminate information and provide appropriate learning and development opportunities to staff on APS Stewardship agenda to build understanding and capability. 	June 2024
<p>1e. Deliver team-building opportunities for leadership teams: MPA, EMG and SMT</p> <ul style="list-style-type: none"> Proactively create opportunities for the MPA, EMG and SMT to meet as a collective throughout any given year. 	June 2024



2. Communication & connection

Goal: Staff feel connected and have a deeper understanding of each other.

ACTIONS	DUE DATE
2a. Explore options to create, publish and keep current, an organisational chart <ul style="list-style-type: none">Explore technology options to develop and publish a real time organisation chart for the Reef Authority which includes photos (where possible).	June 2024
2b. Review internal communication channels <ul style="list-style-type: none">Undertake a review of all internal communication channels with a view to consolidating channels and having clarity of purpose.	June 2024
2c. Create more connection opportunities <ul style="list-style-type: none">Proactively create more opportunities for staff to come together in person to deepen trust and connection.	March 2024 / ongoing
2d. Create 'Branch Overview' packs for each Branch <ul style="list-style-type: none">Create 'Branch Overview' packs (content) for each Branch that captures the purpose and responsibilities and publish on the intranet.	June 2024



3. Culture alignment

Goal: Behaviours aligned with the Reef Authority's culture are being consistently demonstrated.

ACTIONS	DUE DATE
<p>3a. Deliver training to all People Managers on giving and receiving behavioural feedback.</p> <ul style="list-style-type: none">• All People Managers are trained and responsible for providing guidance and support to staff to deal with instances where expected behaviours are not being demonstrated.• This training will include guidance on process and support for addressing behaviours inconsistent with the Reef Authority Culture and Behaviours.	June 2024
<p>3b. Consistently incorporate Reef Authority behaviour-based questions in all recruitment processes</p> <ul style="list-style-type: none">• Develop resources to support Selection Advisory Committees (SACs) to identify and include behaviour questions in both interviews and referee check processes.• Include questions in recruitment processes that assess fit with Reef Authority cultural pillars.	June 2024



4. Enabling Innovation

Goal: Behaviours aligned with the Reef Authority's culture are being consistently demonstrated.

ACTIONS	DUE DATE
4a. Create opportunities to practically implement new ideas into the workplace <ul style="list-style-type: none">Engage staff across all Branches to identify opportunities to improve administrative processes, identified by staff, that are impacting performance and engagement (i.e. through service design workshops). Processes identified for 2023-24 include procurement and recruitment.Commence implementation of improvement initiatives.	April 2024
4b. Showcase innovative practices across the Reef Authority <ul style="list-style-type: none">Seek out and showcase innovative practices underway across the Reef Authority through existing forums and communication platforms.	December 2023 / ongoing
4c. Make available human centred design training to staff <ul style="list-style-type: none">To be provided via existing platforms such as LinkedIn learning to build capability.	June 2024
4d. Scope options for an innovation engine within the Reef Authority <ul style="list-style-type: none">Proactively investigate an innovation engine within the Reef Authority.	June 2024



5. Connection to purpose

Goal: *Staff feel valued and connected to purpose.*

ACTIONS	DUE DATE
<p>5a. Provide opportunities for staff to be educated on and connect with the Reef</p> <ul style="list-style-type: none">• Continue to identify and provide opportunities, where possible, for staff who would like to visit the Reef where vacancies on existing vessels exist.	June 2024
<p>5b. Share success stories of the Reef Authority through visual story sharing</p> <ul style="list-style-type: none">• Create more opportunities for staff to regularly connect to the Reef Authority's purpose and achievements through imagery and visual story sharing focussed on outcomes in the Reef (videos etc., including self-serve).• Promote the roles and capabilities of the internal communications team to ensure sharing of interesting stories, achievements (underpinned by the internal comms plan).	March 2024