



People Strategy 2010–2015



**NT POLICE,
FIRE & EMERGENCY
SERVICES**

Keeping People Safe

Commissioner's Message



A Message from the Commissioner and Chief Executive Officer

Our People Strategy has been developed in consultation with a cross section of people across the Tri-service, as well as the three key unions. Its purpose is to plan how we can recruit, develop, retain and support all our people, regardless of their employment status or arrangements, so they will have the required capabilities, tools and support systems. This will allow us to deliver our organisational goals and meet government and community needs.

The strategy sets out to deliver a number of aims, which are focused toward developing a high quality and motivated workforce, so we can ensure the right people are in the right place at the right time.

This strategy is focused over a period of at least 5 years, over which we aim to fully implement all the actions, which will help us work toward achieving our seven key goals.

The overall aim of this strategy is to align the business objectives with our People Strategy to ensure our people are motivated to deliver sustainable results with the appropriate consequences in promotion, recognition, support and career development.

We have developed key people goals so we can become an employer of choice in the Northern Territory and continue to attract, retain, develop and motivate a highly effective workforce led by highly capable and effective leaders.

I encourage all of you to become engaged with the implementation of this strategy to ensure we can build traction for delivery across the Tri-service. It means that each of us must take personal responsibility to work with the improvements, take action and make the Tri-service a better place to work. It is going to take time – all of this will not be in place over night – but with a focused and committed approach we can make a difference.

We will report on progress achieved against the key performance indicators (KPI) each year. The details of the priority actions will be agreed annually over the next 5 years, and they will be distributed across the Tri-service through a series of local meetings.

A handwritten signature in black ink, appearing to read 'John McRoberts'.

John McRoberts
Commissioner and Chief Executive Officer



Our People

Organisation enablers for success

The following behaviours and actions will help deliver the strategy and support a better place to work. It is expected that all employees across the Tri-service will know and understand these behaviours and that they will become part of what we do as employees.

Our Leaders and Executive Managers will:

- Model the behaviours that the Commissioner/CEO has set as the standard expected of his leaders, managers and supervisors across the Tri-service.
- Create a work environment that encourages learning, development, an open mind to new ideas and an improvement in everything we do.
- Set goals and hold our people accountable by open and frank feedback.
- Understand and support individual differences and diversity in the workplace.
- Build understanding of the high ethical standards expected of employees by the Commissioner/CEO.
- Support and encourage all employees to take individual responsibility and accountability for their own career and their personal and professional development.
- Identify existing and emerging talent across the Tri-service and encourage their development.

Our Supervisors and Managers will:

- Be open to and accept new ideas and improved ways of doing our business for customers and the community.
- Model the behaviours that the Tri-service has set as the standard expected of its leaders, managers and supervisors across the Tri-service.
- Create an environment at their workplace, which encourages and supports our people to deliver exceptional performance and service to our customers and the broader community.

- Coach and provide development opportunities for all our people, especially those who demonstrate exceptional performance and merit.
- Allow people to learn from their mistakes provided they are based on good will to colleagues and the organisation.
- Create a work environment which values and recognises individual differences and diversity and which encourages all our people to take accountability for their own performance.
- Build understanding of the high ethical standards expected of our people.
- Support and encourage development opportunities for themselves and their people.

Our People will:

- Become actively involved in working with their colleagues and their supervisor to find ways of improving our services to customers and the community.
- Be respectful to their colleagues and supervisors and take every opportunity to learn, develop and grow in the Tri-service.
- Take every opportunity to develop their knowledge and capabilities in their existing job and take personal responsibility for their own personal and professional career development.
- Work collaboratively with colleagues and their team to perform at the highest level possible.
- Operate with the high ethical standards expected by members of the Tri-service.
- Be open to promotion opportunities provided they are performing at a satisfactory level in their current role.



Overarching Goals

These goals and aims have been developed as an outcome of meetings conducted with a

Goal 1 *Attracting and retaining the right people*

Aim: The Tri-service is seen as an employer of choice in the Northern Territory and provides opportunities for employee recognition and further development of skills and capabilities. We will create a Tri-service that people want to join and make a contribution to the community and the Territory regardless of their employment status (all Police, Fire and Emergency Services permanent and auxiliary staff members, Public Sector employees and volunteers).

Goal 2 *Exemplary leadership and management*

Aim: To develop highly effective leaders and managers who will lead, inspire and manage staff in a manner consistent with the Tri-service corporate principles and values. We will identify, develop, promote and encourage leaders, managers and supervisors who can build the hearts and minds of their colleagues and employees to achieve the organisational goals and deliver excellent customer service for the community. We will also ensure that our leaders build a culture, which focuses on high standards of integrity and ethical behaviour for all employees.

Goal 3 *Building capability through performance and learning*

Aim: To encourage our people (all Police, Fire and Emergency Services permanent and auxiliary staff members, public sector employees and volunteers) to take personal accountability for their own career development through internal and external programs. Provide an opportunity for them to develop their professional and personal capabilities to a level where they believe they can make the highest contribution to the Tri-service goals and assist in meeting the community's needs.

Goal 4 *Delivering a culture of diversity and equal opportunity*

Aim: To create a work environment that is merit based and provides a level playing field for people of diverse ethnic, cultural and gender backgrounds, while meeting the NT Government's objectives for diversity and opportunity. Embed this in every day business, systems, processes and behaviours in the Tri-service.



cross section of our people in the Tri-service.

Goal 5 *Building a safe and healthy work environment*

Aim: Build systems and programs, to ensure all our people can remain safe, healthy and protected at work while ensuring we meet the legislative and statutory requirements set by government. Enable opportunities in the workplace, that encourage accountability amongst all our people for their personal health and safety at work. Provide consultative arrangements and mechanisms which identify health and safety issues in the workplace and have these jointly resolved by employees and management. Encourage vigilance in the workplace.

Goal 6 *Encouraging innovation and continuous improvement*

Aim: Leaders, managers and supervisors will build a high performance work culture based on delivery of quality outcomes, continuous improvement and innovation to contribute to the success of the Tri-service. Create opportunities in the workplace, that foster and encourage our people to identify improvements to business performance and service delivery for our customers.

Goal 7 *People policies and programs*

Aim: That the Tri-service has a range of contemporary people management policies, tools and guidelines that provide consistent, positive support and advice to front line managers and all our people. This goal acknowledges that people management is a line management accountability and that all managers must take individual accountability for encouraging performance, problem solving, coaching and development of their people.



Key Performance Indicators

Key performance indicators for the first stage of this strategy for 2010–2011

We will measure the success of implementing this strategy by:

Goals/actions	KPI's/Targets 2010-2011	Measures
Goal 1 - Attracting and retaining the right people	<ul style="list-style-type: none"> NTPFES is able to fill all recruit positions by 2011. A new promotion system is in place and working in 2011. Performance Plus designed by December 2010 and implementation will commence in 2011 starting with NTPFES Executives and senior managers. 	<ul style="list-style-type: none"> All job descriptions reviewed and are outcomes based by December 2011. Selection criteria for all roles redesigned and are being used for selection and promotion. Selection process improvements implemented. Integration and development of Professional Development Command in place. Monitoring staff turnover. All NTPFES Executive team and senior managers have a performance agreement by 2011.
Goal 2 - Exemplary leadership and management	<ul style="list-style-type: none"> Leadership behaviours widely understood and accepted across the Tri-service. Leaders, managers and supervisors are modelling the expected behaviours. Employees will see a difference in leadership style. 	<ul style="list-style-type: none"> Performance Plus implemented and operating for all senior executives, directors and managers which sets out leadership behaviours by June 2011. The Fire and Rescue Service version of performance management rolled out across that organisation by 30 June 2011. Leadership behaviours assessed via Performance Plus during 2010/2011. Survey of employees in 2011 will identify improvement opportunities for leadership behaviours.
Goal 3 – Building capability through performance and a learning environment	<ul style="list-style-type: none"> Career and Development plans have been developed for all Police, Fire and Emergency Services permanent and auxiliary staff members, public sector employees and volunteers. Performance management is being rolled out and working. New experiential learning programs for front line supervisors and managers are being developed. Integration of college, sworn recruitment and selection, promotions and performance in place. 	<ul style="list-style-type: none"> Career plans in place by 2011. The survey of employees will show that more people are having performance conversations by 30 June 2011. Employees across the Tri-service understand what's needed for their career development. Supervisory Programs being developed during 2011. The first programs will be ready to commence in February 2012. A Professional Development Command operating at capacity by December 2011. Performance Plus implemented and operating across the Tri-service by December 2011.
Goal 4 – Delivering diversity and equal opportunity for all employees	<ul style="list-style-type: none"> All policies will meet equity and diversity standards. Reduced appeals via promotion based on diversity and equity. 	<ul style="list-style-type: none"> All policies and systems have been reviewed by December 2011. Reduced number of 'equal employment opportunity' and other related complaints by December 2011. Employees feel confident that the policies and behaviours reduce the need for a diversity committee to represent their needs (identified by the survey in 2011).
Goal 5 – Building a safe and healthy work environment	<ul style="list-style-type: none"> Reduction in incidents. Compliance with OH&S legislation. Greater care and attention on return to work by line managers and Employee Support Services staff. OH&S committees established and active in all key parts of the Tri-service. 	<ul style="list-style-type: none"> Incidents and injuries trending lower by 2011 and each year thereafter. Sick leave trending down. Long term sick trending down. OH&S committees identifying potential hazards and these are prioritised and addressed by management.
Goal 6 – Encouraging innovation and continuous improvement	<ul style="list-style-type: none"> Innovation systems established. Our people feel able to put forward improvement ideas in the workplace. 	<ul style="list-style-type: none"> Several business improvement ideas generated and are actually implemented over the period January 2011 to 31 December 2011. Improvements lead to less bureaucracy and more resources available for the front line time by 31 December 2011. Employee survey results by 31 December 2011 show that supervisors and leaders support and encourage new ideas and innovation from our people.
Goal 7 – People policies and programs	<ul style="list-style-type: none"> All policies reviewed against agreed criteria. Survey of users completed. Organisation Review completed. 	<ul style="list-style-type: none"> Improvement opportunities in service delivery and support to the front line identified from the HR stakeholder surveys by December 2011. 50% of policies reviewed by 31 December 2011. Fire services human resource professional in place by 30 June 2011. Recommendations from organisation review fully implemented by 31 December 2011.