Our people are critical to the success, and therefore the sustainability of our business.

The ABS People Plan motto “Our People, Our Business, Our Future” reflects the value that we place on our people, and recognises that a well led, highly skilled ABS workforce is critical to achieving our mission.

The inaugural ABS People Plan was released in September 2010. A key focus of the 2010–11 People Plan was to promote a more people oriented culture through an increased focus on leadership, communication, innovation and engagement. Notable achievements against the 2010–11 People Plan included the:

- introduction of the new Development and Performance Framework;
- implementation of new Capability Development and Recruitment Plans;
- implementation of the new TSD ICT Workforce Plan;
- running of innovation competitions; and
- the introduction of improved Recognition and Reward, Health and Wellbeing, and Staff Consultation arrangements.

Resource Centres also actively supported the national People Plan objectives and other related corporate initiatives. This included developing RODA action plans, implementing local level people priorities and developing learning, succession, capability and workforce planning strategies.

Results from our second National Employee Survey highlighted that we have made some significant advances over the last 12 months. Whilst we can take a lot of positive messages from this, we still have some important work to do.

This second ABS People Plan sets out the key strategies, deliverables and targets for 2011–12, and aims to build upon the strong progress made under the previous Plan.

Our People Plan Strategies for 2011–12 are to:

1. Build core capability at all levels to improve organisational and individual performance
2. Strengthen leadership to help ensure organisational sustainability
3. Improve our ability to retain and attract people with the right skills, at the right place, at the right time
4. Understand and monitor our workforce and external environment

The 2011 Employee Survey clearly showed that engagement and follow through at the local level is critical to making the ABS a great place to work. In addition to corporate deliverables, the Plan also describes the actions we will take at the Resource Centre level to ensure that a people focussed culture is embedded in all parts of the ABS. Local priorities for 2011–12 include ensuring that regular individual development discussions occur between all managers and their staff, ensuring follow through on RODA action plans and better harnessing the innovative ideas of our people.

We all have an important role to play in ensuring the People Plan is a success.
I encourage you to familiarise yourself with the Plan and play an active role in helping foster a strong people oriented culture within the ABS.

Brian Pink
**Strategic Plan 2011-12**

**Australian Bureau of Statistics**

**Key Strategies**

**Strategy 1: Build core capability at all levels to improve organisational and individual performance**

**Desired Outcomes**
- We have a highly skilled workforce, capable of achieving our business outcomes and shaping our future.
- We recognise talent and build people’s professional and personal capability.
- There are development opportunities for people at all levels, supported by relevant and timely learning and development programs.
- We assist new starters, new managers and people new to level to become “job ready” quickly and efficiently.
- We clearly articulate workplace priorities, roles and responsibilities and set clear expectations of performance.
- We seek and provide honest, constructive feedback on a regular basis.

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<th>Key Deliverables</th>
<th>Measures &amp; Targets</th>
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| **1.1** Focus on developing our people’s capability and support their career development | **1.1.1** Within the Development and Performance Agreement cycle all people managers will:  
- Discuss individual and career development needs with each staff member at least twice per year  
- Conduct mid cycle and end of cycle reviews on time  
- Include a KPI in own DPA in relation to developing own staff | Resource Centre Heads (in conjunction with Director People Management and Wellbeing) |
| **1.2** Deliver a cost effective suite of Capability Development Programs to meet core business priorities across four streams:  
  i. Understanding the Business of the ABS:  
  - Roll out the National Induction Program with a focus on the role of the National Statistical Office, ABS Values, governance, legislation and the ABS Statistical Cycle  
  - Address critical gaps in development programs provided to SES and Executive levels in key accountability areas including delegations, procurement and financial management  
  ii. Professional Expertise:  
  - Conduct a strategic Statistical Training Delivery Review  
  iii. Information Technology:  
  - Conduct an Information Technology Training Delivery Review  
  iv. Leadership & Management:  
  - see strategy 2 | **1.2.1** Capability Program is delivered within budget and on time including:  
- New Induction program roll out commenced in August 2011  
- Roll out of new SES key accountability modules (delegations, procurement and financial management) commenced by December 2011  
- Recommendations from Statistical Capability and Information Technology Training Delivery Reviews endorsed by SMG by November 2011, March 2012 and June 2012 respectively  
- A focus on fostering innovation (see Strategy 3.3)  
**1.2.2** Improved capacity to evaluate the effectiveness of formal training and transfer of learning to the workplace:  
- New Induction Program evaluated by June 2012  
- E-evaluation tool further developed by March 2012 | Director National Training and Development |
| **1.3** Develop an ABS wide skip level feedback approach as part of the Development and Performance Framework | **1.3.1** Skip level feedback approach implemented in time for mid cycle review DPA discussions | Director People Management and Wellbeing |
**Strategy 2: Strengthen leadership to help ensure organisational sustainability**

**Desired Outcomes**
- our leaders demonstrate improved leadership capability, with particular emphasis on strategic alignment, change and people management skills, fostering innovation and effective delegation
- we have great leaders who ‘lead by example’, inspire, motivate, develop and support staff
- our leaders build capability and foster high levels of engagement, collaboration, trust and respect
- our leaders shape and communicate the future in accordance with the ABS mission
- we are highly regarded leaders of the National Statistics Service and are sought after by key decision makers for our knowledge, customer service, skills and advice
- our managers provide business and people focussed leadership
- we identify and develop our future leaders

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<td><strong>2.1</strong> Develop leaders at the local level</td>
<td>2.1.1 Resource Centres have action plans for developing leaders at the local level through on the job and informal learning opportunities (e.g. stretch projects, coaching, mentoring, and rotations) by November 2011</td>
<td>Resource Centre Heads</td>
</tr>
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| **2.2** Framework and strategy for Leadership and Management with an emphasis on leading major change, strategic thinking and engagement | 2.2.1 Framework and strategy delivered as follows:  
- Comprehensive Leadership and Management Charter approved by SMG in September 2011.  
- Change management and staff consultation program to support AFOS and other change processes for SES and EL staff endorsed by SMG by December 2011  
- Recommendations from the Developing Manager Capability project endorsed by SMG by December 2011  
- Snapshots – short sharp practical management modules - delivery commenced by September 2011  
- Increase the skills of EL and APS6 staff through a snapshot module so that they are better skilled to build the capability of their own staff through on the job development  
- Strategic Executive Program (EL2) program delivery commenced by December 2011  
- Performance Orientation and Culture of our SES reviewed with a view to considering alternative and contemporary approaches - review completed and recommendations considered by December 2011  
2.2.2 Improved 2012 Employee Survey results in the ‘Leadership’, ‘Influence’, ‘Alignment’ and ‘Manager’ EMPI Driver categories for Resource Centres compared with 2011 results | Director National Training and Development |
| **2.3** Identify and develop high potential leaders | 2.3.1 Talent Management Framework for the SES and EL levels implemented by December 2011  
2.3.2 Pilot Graduate Leadership Program commences in September 2011 | Director National Training and Development |
| **2.4** Improve organisational alignment by renewing the Corporate Plan, involving consultation with employees in all Resource Centres | 2.4.1 Staff consultation conducted between November 2011 and late March 2012  
2.4.2 New Corporate Plan endorsed by ABS Management Meeting in May 2012 | Regional Director Queensland |
**Strategy 3: Improve our ability to retain and attract people with the right skills, at the right place, at the right time**

**Desired Outcomes**
- the ABS is a desired employer for highly skilled and capable employees
- a high number of capable applicants apply for our jobs
- our selection processes and systems, support and allow effective recruitment practices
- our people utilise their skills and talents and undertake meaningful work
- our managers recognise and reward performance, innovation and teamwork
- innovation is a strong part of our organisational culture

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| **3.1 Effective employment arrangements** | 3.1.1 New Enterprise Agreements in place in early 2011 - 12, along with guidelines/processes which support line managers to effectively manage their staffing and employment arrangements.  
3.1.2 ABS total remuneration relative to the APS total remuneration (ELG Result Area – a competitive workplace)  
3.1.3 Improved 2012 Employee Survey results in the ‘Employer’ EMPI Driver category for the ABS compared with 2011 results | Director Workplace Relations |
| **3.2 Harvest the benefits of productivity initiatives** | 3.2.1 Agreed organisational productivity saving targets achieved | Director Co-ordinated Innovation and Benefits Realisation (CIBeR) |
| **3.3 Foster Innovation** | 3.3.1 A strategy developed to foster innovation across the ABS by end of June 2012  
3.3.2 Perceptions with respect to “innovation” in the 2012 Employee Survey improved from 2011 results  
3.3.3 Innovation and productivity tools, techniques and strategies are embedded in the Strategic Executive and ABS Leadership (ABSLP) Programs by end December 2011 | Directors National Training and Development; and CIBeR |
| **3.4 Improve recruitment and selection practices** | 3.4.1 2011-12 Recruitment Strategy initiatives achieved:  
• E-recruitment system reconfigured by September 2011; business case for new e-recruitment system submitted to Capital Strategy Committee by March 2012  
• New attraction and effectiveness initiatives trialed through a rolling APS3/4 recruitment campaign  
• Use of the Integrated Leadership System in selection processes reviewed by February 2012  
• Recommendations for further improvements to recruitment and selection practices endorsed by SMG by May 2012  
• Develop recruitment brand by June 2012  
3.4.2 Quarterly recruitment KPIs provided to SMG and Resource Centre Heads from September Quarter 2011 | Director National Recruitment |
| **3.5 All Resource Centres will address local issues raised in the 2011 National Employee Survey** | 3.5.1 RODA sessions conducted in all Resource Centres by end July 2011 and quarterly RODA Action Plan review sessions held to monitor progress against RODA initiatives  
3.5.2 Improved 2012 National Employee Survey results for Resource Centres compared with 2011 results | Director Workforce Strategies (in conjunction with Resource Centre Heads) |
| **3.6 Enhance Health and Well-being initiatives** | 3.6.1 ABS Health and Wellbeing Plan endorsed by SMG by end September 2011  
3.6.2 Implement new OH&S legislation arising from harmonisation of national OH&S laws | Director National Work Health and Safety |
Strategy 4: Understand and monitor our workforce and external environment

**Desired Outcomes**

- our recruitment, workforce planning, capability development, leadership and retention strategies support current and emerging business needs
- we regularly monitor our ‘cultural health’ and are flexible in responding to emerging priorities and issues
- feedback from national employee surveys, workforce planning initiatives and consultation processes is reflected in People Plan priorities
- we influence the direction of relevant whole of government initiatives, manage associated risks and position the ABS to take advantage of the opportunities presented
- we comply with whole of government legislative and reporting requirements

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<td><strong>4.1 Implement the ABS Workforce Planning Framework for 2011-12 and the out-years</strong></td>
<td>4.1.1 Workforce Planning framework endorsed by SMG in August 2011 and Resource Centre workshop completed by end September 2011 4.1.2 ABS Workforce Plan 2012 – 13 endorsed by ELG/SMG by May 2012 4.1.3 ICT Workforce Plan implemented in accordance with whole of government timetables</td>
<td>Director Workforce Strategies</td>
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<td><strong>4.2 Analyse results of the 2011 National Employee Survey and develop and implement corporate responses</strong></td>
<td>4.2.1 Extraordinary Consultative Forum meeting conducted on 27th July 2011 to seek feedback on 2010 initiatives and ideas for 2011 initiatives 4.2.2 Corporate strategies approved by ELG/SMG by end September 2011</td>
<td>Director Workforce Strategies</td>
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<td><strong>4.3 Engage proactively in the external environment to influence people related developments in relation to ‘APS Blueprint’ and other whole of government initiatives</strong></td>
<td>4.3.1 Representation of relevant ABS staff and senior management at APSC and other relevant forums 4.3.2 Evidence of ABS input/influence reflected in final APS wide initiatives, where applicable</td>
<td>Director Workforce Strategies (in conjunction with other relevant HR Directors)</td>
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<td><strong>4.4 Interpret and implement ‘APS Blueprint’ and other whole of government initiatives to ensure ABS HR/workforce strategies meet the strategic needs of the business</strong></td>
<td>4.4.1 ELG/SMG endorses strategies</td>
<td>Director Workforce Strategies</td>
</tr>
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<td><strong>4.5 Measure our cultural health</strong></td>
<td>4.5.1 2012 National Employee Survey conducted during the first half of 2012 4.5.2 Pulse surveys conducted as required</td>
<td>Director Workforce Strategies</td>
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The key responsibilities and the governance and evaluation arrangements established under this Plan remain largely unchanged from the previous Plan. These are as follows:

Responsibilities under the Plan

- **ABS Leaders and Managers** - promote the Plan through fostering a people oriented culture and effective people management practices, and by actively engaging in implementing the Plan strategies
- **ABS Employees** - take personal responsibility for their own development and performance, and support a people oriented culture
- **Corporate Services** - sponsor, implement and evaluate the Plan and promote best practice people management in the ABS through policy, processes and strategic planning

Governance

- **Oversight**: ABS Senior Management (ELG and SMG)
- **Sponsor**: Chief Operating Officer (COO)
- **Implementation, evaluation and revision**: Assistant Statistician, Human Resources Branch
- **Program Manager**: Director Workforce Strategies Section
- **Project Managers**: see deliverables under each strategy

Evaluation and Review

- Measures and Targets have been established for each deliverable under the Plan
- A mid-cycle report on progress against the Plan will be discussed at SMG in February 2012
- Formal employee and Resource Centre feedback will be sought in early 2012 to establish priorities for the 2012-2013 ABS People Plan
- The ABS Management Meeting will review progress against this Plan in May 2012 and will determine priorities for 2012-2013
- Feedback on the Plan is invited at any time by emailing the Workforce Strategies WDB

People Plan Supporting Strategies

- **People@ABS** – this project will deliver a modern, efficient and integrated HR and Financial Management system with improved management information to support strategic and operational workforce decision making. It is also expected to deliver productivity savings that can help fund future pay rises and/or improvements in conditions of employment for ABS staff.
- **One Number One Portal** - a cross divisional project aimed at improving employee access to services provided by the Divisions reporting to the Chief Operating Officer.