

Innovation

- Get innovation into the ritual
As we do with 'risk'
- Introduce Innovation forums
(formal or informal)
- Introduce measures on innovation in Branch plans and/or performance plans
- Make time to innovate and think –individually and/or collectively
- Embedding consistent communication of new ideas
- Encourage risk tolerance
- Trials, pilots and experiments
- Lessons learned from other agencies
- Learning from failure as well as success

Red Tape Reduction

- Review accountabilities/delegations and reduce (excessive) requirements that don't add value to the process
- Review the processes and what they are aiming to achieve, with the view to ceasing those that are unnecessary
- Translate 'lessons learnt' from emergency situations and translate these into BAU (business as usual)
- Accountability
- Risk – management not elimination
- Questioning why and purpose
 - ✿ Legislation/Privacy
 - ✿ Processes/Rules
- Delegations
 - ✿ Mechanisms/consultation
 - ✿ Lowering
 - ✿ Functionality
 - ✿ Decision making tree
- Risk management V'S risk aversion
- Standardisation across APS
 - ✿ Briefings for Ministers
 - ✿ Templates

Community Engagement

- Embrace technology
- Early Engagement
- Tolerating failure and encouraging innovation
- Whole of Government Communication Change management and Consultation strategy – to support
- Need to engage and consult with community but manage stakeholder consultation – open communication and risk management
- 2 way process – help us to help you
- Meaningful engagement where they can see there is value in using community expertise

Learning and Development

- Effective system – for data mining, needs analysis etc. evaluating effectiveness
- SES buy in
- Management education – on importance of L&D, aligning it to business outcomes, making sure learning is used in workplace
- L&D Benchmarks aligned to work level behaviours
- Time to enable staff to receive training
- Buy-in-relevance-commitment
- Not able to apply skills/knowledge back to work
- Seen as a negative by staff
- Cultural belief to go on courses
- Need to have a basic knowledge before able to go on course/receive development
- Measures on return on investment
- Cross skilling as a way to overcome barriers
- Management support
- Budget restraints

Performance Management

- A consistent approach to performance assessment, ratings and management, across agencies
- Simplifies and streamlines processes. Especially integration with medial processes
- Guide, examples, scripts to having “difficult” conversations
- Ability – increase ability of managers to implement
- Motivation – accountability through all levels
- Trigger – we are

Mobility

- APSC assessment process to facilitate mobility
- Temp job swaps – try before you buy
- Changing the perceptions of why people may be on a mobility register
- Barriers:
 - ✿ Lack of awareness of operation
 - ✿ Pay scales
 - ✿ Recruitment process (myths)
 - ✿ Time
 - ✿ Confidence/risk aversion/comfort zone
- Way to mobility (as an individual):
 - ✿ Broader/more networking
 - ✿ Internship
 - ✿ Talk to staff
 - ✿ Secondments
- Model mobility – see private sector/NGO
 - ✿ A right or a privilege?