

## **MOVING FORWARD – CHANGE IMPLEMENTATION PLAN**

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The ACTAS is in a period of transition and with strong commitment from staff, it is well placed to build on its current capability to help meet future challenges. The development of a detailed series of actions derived from the blueprint for progress will be developed through engaging the workforce and based around:

- Developing a statement and an understanding with employees (“An accord”) to promote trust; acceptance of individual accountability for performance, actions and behaviour; is also crucial;
- Creating an agreed vision for ambulance services within the ACT to enable employees to see how they contribute to the organisation and through the organisation to our community as a whole. (‘Build buy in’)
- Improving accountability for outcomes through greater oversight of the ambulance reform program by the ESA Commissioner and Oversight Implementation Committee;
- Focus on leadership development and personal accountability (“Set the Right Examples”)
- Improve internal communication through process and action
- This is referred to as the “adaptive challenge” and requires the transformation of the existing culture to one more aligned with a future vision.

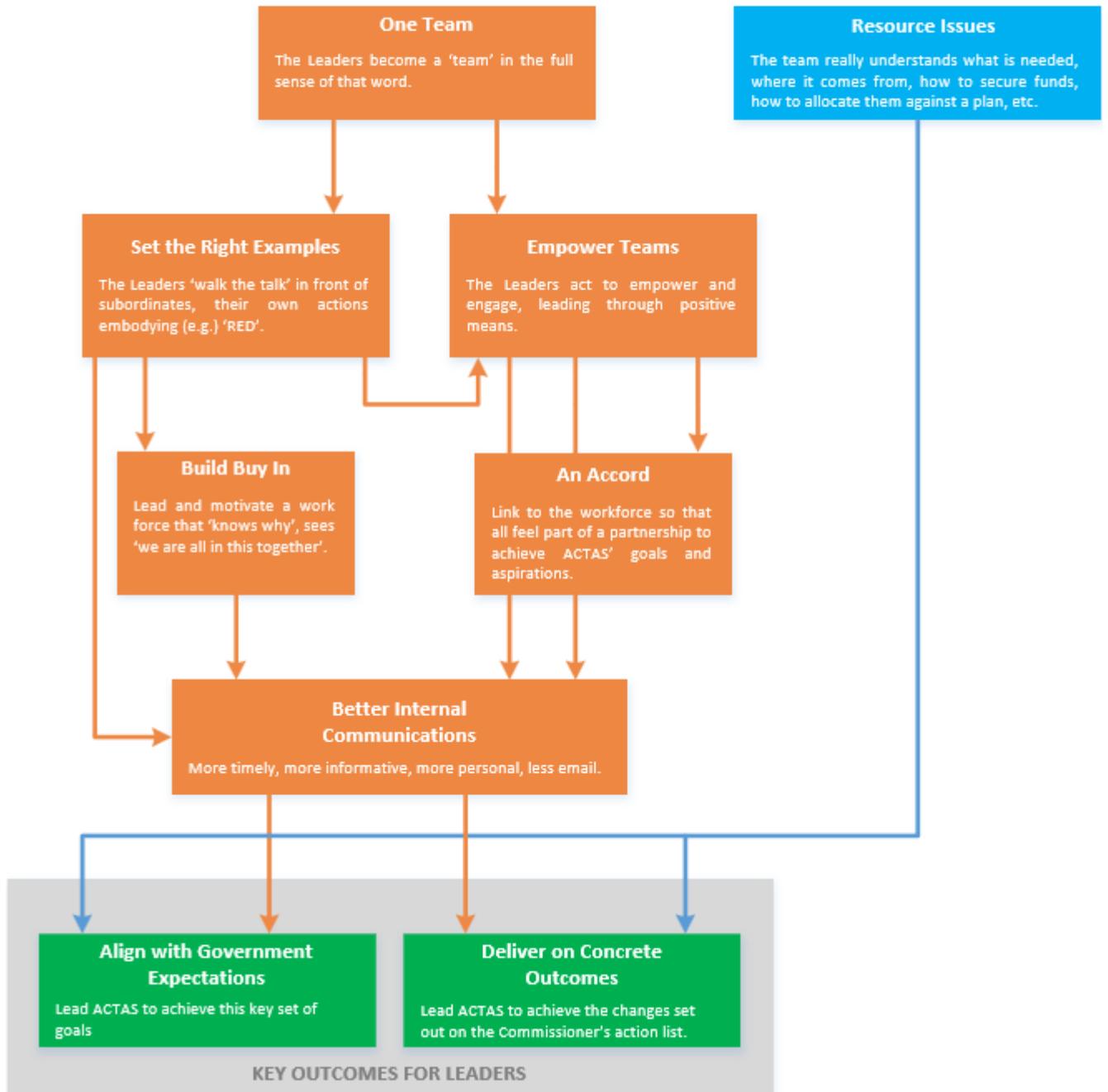
The diagram was developed in conjunction with key stakeholders at the ACTAS/ESA/JACSD Executive Futures Workshop. Moving forward is detailed in the draft Change Implementation Action Plan.

O2C have summarised the challenges facing ACTAS and a path forward in Figure 4. The detailed Adaptive Challenge and associated Technical Challenge pathways are presented as a model focused on moving the ACTAS organisation forward in line with stated government goals and objectives. The “Adaptive Challenge” pathway integrates and feeds back a focus on confirmatory actions that seek to set and maintain a standard moving forward.

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## THE ADAPTIVE CHALLENGE

## THE TECHNICAL CHALLENGE



### The Adaptive Challenge – Basis for Recommendations

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Recommendation	Action	Responsibility	Aim	Measure
<p><b>Implementation Charter</b></p> <p><i>A Change Implementation Program</i> agreed between key stakeholders sets the process for effective transition from now to the future cultural state</p> <p>Charter to include Governance arrangements detailed at Recommendation 6</p>	<p>Facilitated workshop with the ESA Commissioner and ACTAS Chief Officer, JACS Directorate representatives and TWU representatives to establish a plan, which outlines key principles for implementation and activities, develop a schedule and success measures that form the basis for the change program</p> <p>The document should include a statement of intent detailed in Recommendation 2</p>	<p>ESA Commissioner and ACTAS Chief Officer</p> <p>Implementation Charter to be developed as a priority</p>	<p><i>Build an accord</i></p> <p>Achieve buy-in and commitment</p> <p>To assign clear accountability for performance, actions and behaviours</p> <p>Uphold ACTPS values and comply with EBA procedures for unacceptable behaviour</p>	<p>Change Implementation Program is developed</p> <p>Governance arrangements implemented</p> <p>Reporting to Minister each quarter</p>

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<p><b>Organisational Commitment</b></p> <p>The ACTAS Chief Officer and ESA Commissioner both issue a statement that affirms the key themes and feedback provided by the report and commit to driving the change implementation plan</p>	<p>Both the ACTAS Chief Officer and ESA Commissioner issue a clear statement of intent that outlines the necessity for change</p> <p>ACTAS Chief Officer meets with staff to promote the change implementation plan</p> <p>Develop consistent messaging acknowledging the need for change and outlining key stakeholder unity and expectation of participation in the change process</p> <p>Introduce formal process for regular communications by ACTAS Chief Officer and leadership group to improve transparency including communications about decisions made by managers and information about processes that will be used (e.g. communication or performance mgt processes) and clear information on unacceptable behaviours at all levels</p>	<p>ESA Commissioner and ACTAS Chief Officer</p> <p>Organisational Statement to be issued immediately upon release of blueprint report</p> <p>ACTAS Chief Officer, supported by ESA Commissioner, to meet with ACTAS staff to promote the commitment</p>	<p><i>Set the right example</i></p> <p><i>One Team</i></p> <p><i>Build buy in</i></p> <p>Setting the tone and expectation from the highest level at the outset of any cultural and/or change program is critical to the success of such programs</p>	<p>Organisational commitment statements issued by ACTAS Chief Officer and ESA Commissioner</p> <p>Number of workplace visits and engagement with staff to promote the commitment</p> <p>ACTAS Chief Officer and senior staff to communicate same commitment and for change program, through word, deed and action</p>
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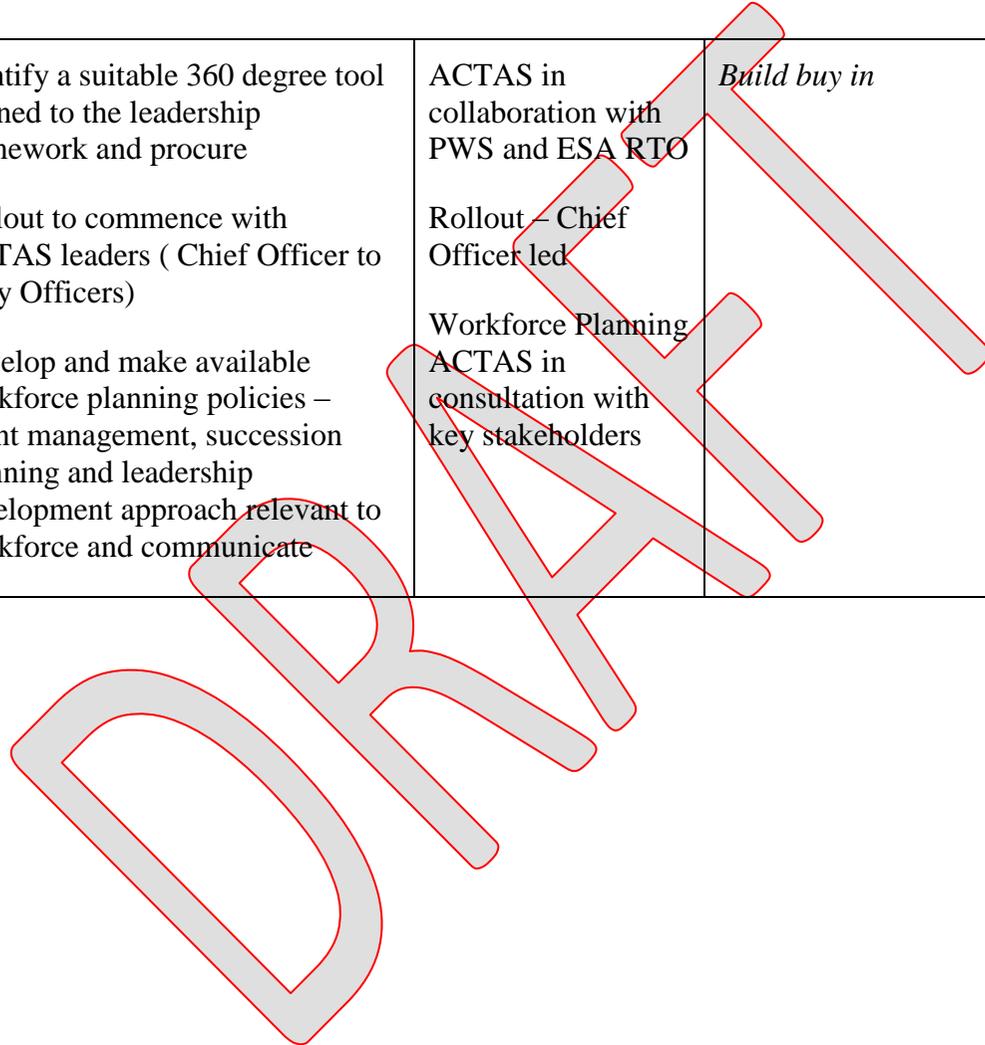
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<p><b>Leadership Framework</b></p> <p>ACTAS in collaboration with ESA develop of a Leadership Framework (LF) outlines the expectations, requirements, accountabilities and consequences at relevant levels</p>	<p>Engage relevant ESA and ACTAS personnel in the development of leadership capabilities and processes appropriate for ACTAS and the broader ESA</p> <p>Adopt an appropriate leadership framework</p> <p>Improve leadership capacity of all ESA COs – through formal mentoring, coaching, team building across ESA more broadly with other COs – specific and targeted leadership development opportunities</p>	<p>ESA Commissioner and ACTAS Chief Officer</p> <p>ESA RTO / ACTAS CO and Education</p>	<p><i>Set the right example</i></p> <p><i>Build buy in</i></p> <p>Encourage collaboration and ownership through engagement</p> <p>An effective LF would cover operational, administrative and behaviour aspects to ensure alignment between individual actions and organisational direction</p> <p>Collaboration between management, staff and TWU delegates in developing the LF would ensure an agreed and unified outcome</p>	<p>Development of a Leadership Framework</p> <p>Implementation of a Leadership Framework</p> <p>LF includes clear expectations and measurements relating to how leadership is demonstrated within the ESA</p> <p>The LF provides the mechanism for the development of the supporting initial and on-going leadership programs for ACTAS staff with flow on effects to broader ESA through action processes for ESA COs</p>

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<p><b>360 degree feedback of leaders (managers &amp; supervisors)</b></p> <p>Conduct a 360 degree evaluation of ACTAS leaders – in the first instance.</p>	<p>Identify a suitable 360 degree tool aligned to the leadership framework and procure</p> <p>Rollout to commence with ACTAS leaders ( Chief Officer to Duty Officers)</p> <p>Develop and make available workforce planning policies – talent management, succession planning and leadership development approach relevant to workforce and communicate</p>	<p>ACTAS in collaboration with PWS and ESA RTO</p> <p>Rollout – Chief Officer led</p> <p>Workforce Planning ACTAS in consultation with key stakeholders</p>	<p><i>Build buy in</i></p>	<p>360 degree feedback completed Use information to inform development and associated training priorities</p>
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<p><b>Leadership Program</b></p> <p>ACTAS to develop a unified Leadership Team to implement the agreed future vision with staff</p>	<p>Develop the ACTAS strategic vision as part of the business planning process</p> <p>Conduct a workshop for leaders and key personnel designed to:</p> <ul style="list-style-type: none"> <li>• Set strategic vision;</li> <li>• establish a One Team approach; and</li> <li>• confirm and commit to what is and what isn't acceptable behaviour (e.g. in recruitment/rostering or other decisions)</li> </ul> <p>Identification by management team of unacceptable behaviours – using PSMA and RED as guide</p> <p>Clear commitment reinforced through performance management plans of whole leadership team to modelling good behaviour</p>		<p><i>One Team</i></p>	<p>Adopt new approaches to inter-personal and personnel interactions and problem solving linked to:</p> <ul style="list-style-type: none"> <li>• Improving organisational integration.</li> <li>• Align activity to priorities</li> <li>• Make transparent reasons for activities</li> <li>• Review performance against current human resource measures included in executive performance agreement</li> </ul>

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<p><b>Staff Workshop Series</b></p> <p>Workshop series – reinforces intent of Respect Equity and Diversity (RED) Framework; complemented by implementation of performance management plans which set out expectations, responsibilities, and behaviours</p>	<p>Design a series of workshops designed to outlined the leadership framework; accountabilities and ACTPS values and behaviours – incorporating key RED messages and accountability requirements (expectations of public sector employees and professionals)</p> <p>Schedule delivery all employees (currently 223 FTE)</p> <p>Develop and Implement processes to get broad based staff feedback on issues</p> <p>Develop a suitable performance plan for employees based on the JACS Performance management process and implement through whole organisation – commencing with top down roll out</p> <p>Organisation to discuss strategies for conflict resolution – identify where targeted mediation to address some current issues of ongoing tensions between individuals may be required. Resolution strategy/process for</p>	<p>Chief Officer in consultation with ESA Commissioner / PWS</p> <p>Schedule into current in service program (Full package)</p> <p>Workforce templates – CO in consultation with PWS</p>	<p><i>Empower Teams</i></p> <p><i>Set the right example</i></p> <p><i>One Team</i></p> <p>Establishing paramedics as a profession may address some of these issues</p> <p>Professionalise ACTAS and staff through understanding and delivering on the requirements as public sector employees</p>	<p>Number of performance plans in place.</p> <p>Alignment of staff with future vision, their role and requirements</p> <p>Measures – consistent with executive performance requirements – no of performance plans in place</p>

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<p><b>Staff Workshop Series</b></p> <p>Continued</p>	<p>legacy issues</p> <p>Develop processes for resolution of future issues that is how to resolve conflict in workplace effectively and quickly (a clear policy) noting work undertaken in NSW</p> <p>Review welfare and support policies and arrangements</p>			

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<p><b>Communication Strategy</b></p> <p>A coordinated communication strategy addressing all external and internal stakeholders which supports the implementation and roll-out of the recommendations. The strategy cascades through ACTAS enabling all personnel to operate as deliverers and receivers of messages</p>	<p>Develop and communicate a clear message of the strategic vision and key actions/milestones for staff to understand rationale for activities</p> <p>Develop a multi-channel communication strategy</p> <p>Leverage off current ESA processes associated with integration and building trust within the organisation – Avril Henry and Nola Hennessy Workshops</p> <p>Re-establish ACTAS LCC</p>	<p>Chief Officer ACTAS</p> <p>In train</p>	<p><i>One Team</i></p> <p>Creating a sense of belonging and opportunity in staff are essential aspects of high reliability organisations – HROs</p> <p>A sense of clear unity and trust as a whole workforce</p>	<p>All stakeholders are communicators. Consequently, they understand the purpose of the vision, change program and responsible messaging</p> <p>Improve organisational cohesion and trust</p> <p>Measured through biannual staff survey results</p>

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<p><b>Governance and Measurement</b></p> <p>Commissioner to maintain effective oversight of the implementation and metrics of the recommendations and actions and report to Minister</p> <p>Chief Officer to report to ESA Commissioner on milestones including in Chief Officer and Deputy Chief Officer</p> <p>Executive performance agreement</p> <p>Independent External oversight engaged</p> <p>Program measurement is through measures identified in <i>Change Implementation Program</i></p>	<p>Commissioner to have oversight of the implementation of the progressing professionalisation initiative.</p> <p>Commissioner to report to the Minister on the progress against recommendations</p> <p>Minister to approve terms of reference and establish a Milestone Committee to oversight change program chaired by ESA Commissioner</p> <p>Membership to include:</p> <ul style="list-style-type: none"> <li>Independent representation (Health Complaints Commissioner; Health Representative; Industry Professional) and senior stakeholders such as the Commissioner, Chief Officer, JACS representatives and TWU delegates</li> </ul>	<p>ESA Commissioner</p> <p>Minister to approve Terms of Reference for Oversight Committee</p> <p>Establish Oversight Committee</p> <p>Quarterly Updates of progress to Minister</p> <p>Quarterly Reports to ACTAS LCC</p>	<p><i>Align with Government Expectations</i></p> <p><i>Deliver on Outcomes</i></p> <p>External membership of Committee provides independent oversight</p>	<p>Commissioner to report to Minister ¼ on progress against key measures</p> <p>Effective implementation of change which transitions towards the endorsed future vision</p>

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