

The value of grassroots communication and engagement to drive cultural transformation

AFAC BNHCRC 2018 Research Forum
September 2018



INDEPENDENT REVIEW

into sex discrimination and
sexual harassment, including
predatory behaviour in
Victoria Police

Independent review
of an incident involving
Queensland Fire and
Emergency Services employees

19 December 2014

Sustaining the unsustainable

Police and Community Safety Review, final report

Report of the Victorian Fire Services Review
Drawing a line,
building stronger services



David O'Byrne, October 2015

REPORT ON THE IMPLEMENTATION OF THE ALLISON REVIEW

Evaluation of the Queensland Fire and
Emergency Services response to the
independent review of an incident
involving QFES employees

Mark Evans AO MBE
(Emeritus Professor, QUT)

13 April 2017

Independent Cultural Review of Essex County Fire and Rescue Service

September 2015



Working for
Queensland
survey

Share your voice
and create better
workplaces

Survey open 3 September – 24 September 2018
forgov.qld.gov.au/working-queensland-survey

Workforce engagement and consultation process

July/August 2017 – 5th annual *Working for Queensland Employee Opinion (WfQ)* survey.

October 2017 to April 2018 – staff forums and station meetings were conducted across the state.

Objectives:

- Develop a deep level of insight into the barriers to positive workplace change.
- Work together to identify and implement progressive, high impact actions to improve our workplaces and make sustainable cultural transformation.
- Agree on state and local actions for inclusion in relevant business plans.
- Create buy-in from staff at all levels of the organisation for change initiatives.





Consultation with over 860 staff

Across 73 workplaces

Travelling over 17,000km

► What did they say?

Organisational successes:

- Agency engagement
- Relationships within workgroups
- Satisfaction with direct manager/supervisor
- Job satisfaction

*'Have lots of work and variety
and love it...'*

*'My work is a great place to work
under the current management. The
culture is great, flexible hours...'*

**'QFES now appears to have appropriate
processes in place to enable progress to be
made after 1-2 years of restructuring.'**

*'Staff observe that effort is being
made. Will take time to turn
around with consistency, ethical
manner and authentic behaviour.'*

*'I have a great work group and an excellent
manager where I am able to express not only
all the positive milestones, but also discuss
issues that require more work.'*

► What else did they say?

Areas of greatest concerns:

- Performance of **managers** and senior **leaders**;
- Visibility of, and **communications** with, QFES management;
- **Equity, transparency and accessibility** in performance management, recruitment, promotions and training opportunities;
- **Integration** of, and **communication** between, QFES services;
- Number of staff experiencing **harassment or bullying**;
- Concerns regarding **workload** and its effect on staff **health and wellbeing**;
- Ineffective **change and contract management** practices; and
- Excessive **approval processes** and red tape.



‘QFES have so many great initiatives but don’t have time to focus on them.’

‘Role descriptions are important. Why are they not detailed or correct?’

‘There is no or little communication within the Region.’

‘Communication between levels of management needs some work.’

‘...long term temps have had a year of angst regarding job security...’

‘...paralysed by red tape...’

‘The ‘secrets’ make you not trust the leadership and this is worsened when decisions are communicated then changed without additional communication around why.’

‘Staff have been faced with many reviews over the past several years and yet they aren’t seeing any change as a result. Affects motivation levels.’

‘Would like to see more diversity in the work force.’

*The first step to solving a problem
is recognising there is one.*

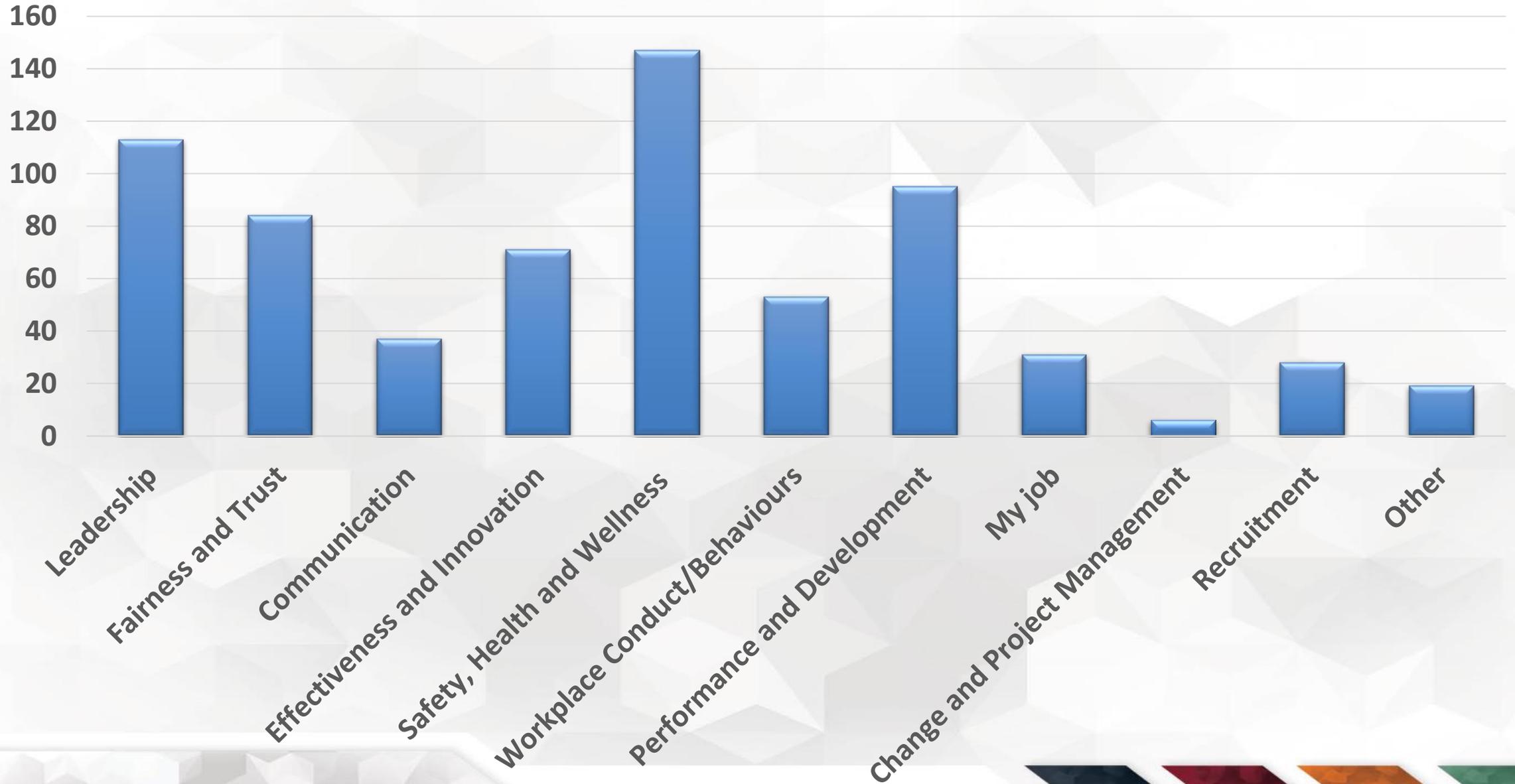
*‘Complaining about a problem
without proposing a solution is
called whining.’*

Teddy Roosevelt



Over 700 suggestions provided

► Suggestions by theme



ACTION NOW!

What have we done?

► Levers for Cultural Transformation

1. Leadership and governance
2. Communication and engagement
3. Vision and strategy
4. Systems and processes

*'Our preferred future starts with the decisions
we make today.'*

*Whether we are thinking about what we
would like to achieve next year, or by 2030,
our everyday choices make a difference.'*

Commissioner Carroll

► Regional/Service/Directorate level

- ✓ Incorporated actions into Region and Directorate business plans to address local issues.
- ✓ The main benefit of these actions - their focus on solutions from the workforce that will have a direct impact on their workplaces.

► State level actions - completed

- ✓ Improved communication across the department.
- ✓ Use independent members in recruitment and selection and blind recruitment process for Basegrade Firefighter recruitment.
- ✓ Developing leaders across the department including:
 - ✓ coaching program for front line managers.
 - ✓ Reviewed Officer Development program to include more people management.

► State level actions - commenced

- ✓ Business plans utilise data and findings from surveys and staff forums.
- ✓ Revised workplace conduct training program.
- ✓ Corporate induction program and Employee Handbook.
- ✓ Developing a values framework.
- ✓ Commenced organisational cultural assessment.

The background is a soft-focus photograph of a desk. In the center, a laptop is open, with its keyboard and screen visible. A pencil lies horizontally across the foreground, resting on a stack of papers. The overall lighting is warm and natural, creating a calm and studious atmosphere.

Lessons

► Conclusion

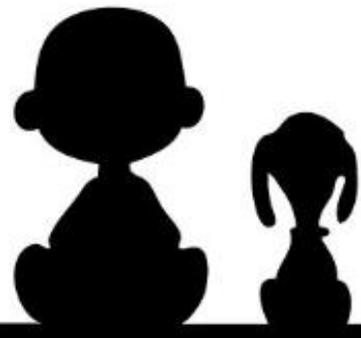
- We have made significant progress since our 2015 staff consultation.
- **However**, some remain discontent with leadership, workplace bullying and harassment, management of complaints, equity across the services and concerned about the impacts of excessive workloads.

► Conclusion

- Complex change does not happen in isolation. Levers for cultural transformation provide a holistic view when implementing change.
- Require a coordinated approach to workplace change led from the top, with potential changes being realised over a number of years.
- Cultural change often comes from the unexpected.



A person
who feels
appreciated
will always
do more
than
expected.





‘Organisations that have strong engagement cultures are populated with senior leaders that make everyday – and everyone – count daily...

These leaders are not afraid of tough questions, comments or challenges. They seek out those who will engage in the tough conversations to build their capability and that of the organisation.’

Romans & Tobaben

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