

OUR WORKFORCE*



To be successful we must respond to these drivers of change:



TECHNOLOGY & AUTOMATION



ECOLOGICAL & ENVIRONMENTAL



CYBER SECURITY RISKS



GEOPOLITICAL



LABOUR MARKET



TRADE

OUR VISION IS OF AN AMSA WORKFORCE AND WORKPLACE THAT:

Supports an innovative response and regulatory organisation...

- Effectively engages and influences changes across the local and global response and regulatory industries
- Keeps pace with external change in order to meet our legislated operational requirements
- Is high performing with effective systems in place and information available to operate as a contemporary regulator and responder, efficiently and with credibility
- Effectively innovates and leverages new and emerging opportunities
- Has a clearly defined, flexible and effective service delivery model

... with a capable workforce and fit for purpose design

- Delivers a simplified and streamlined regulatory framework
- Has a clearly defined and shared future, is well led and managed for now and the future by capable managers and leaders
- Has the capability to deliver the Digital Strategy
- Effectively utilises technology and data to inform risk-based decision making and emergency management activities
- Utilises maritime specialists and other qualified staff in high risk and complex issue-resolution situations
- Understands and accepts the role of a contemporary regulator and has the capabilities required to deliver
- Is resilient, readily adapts, deals with uncertainty and continues to change
- Attracts and has access to a ready talent pipeline of people with the right attributes, required qualifications, skills and experience to drive a positive organisational culture
- Reflects the diversity of the community we serve
- Is enabled by an enterprise agreement that supports mobility, flexibility and evolving operational outcomes

ROLE CAPABILITIES WE MUST GROW TO BE FUTURE READY:

Personal attributes

- Value diversity and inclusion

Relationships

- Communicate effectively
- Work collaboratively
- Respectful stakeholder engagement

AMSA core capabilities

Business enablers

- Project management
- Empowered decision making

Results

- Deliver results

People management

- Manage and develop people
- Inspire direction and purpose
- Manage reform and change

Specialist capabilities

- Regulatory and policy specialist
- Technical and maritime specialist
- Emergency management specialist
- Information management specialist
- Project, contract and risk management

New or emerging capabilities

- Data science and analytics (including digitalisation and automation)
- Adaptive and agile thinking and working
- Strategic thinking

OUR CHALLENGES: Our areas of focus have been informed by evidence, analysis and validated through feedback from leaders and key stakeholders.

Operating Model, Organisation Design and Job Design

- Harnessing the full potential of the outcomes delivered through the Future Operation Taskforce (FOT) and effectively leading and implementing change
- Delivering a more simplified and streamlined regulatory framework
- Adapting our organisational design, resource allocations and work plans to meet our changing organisational priorities
- Redesigning job roles requiring specialist skills in a highly competitive labour market
- Implementing a risk-based framework to respond to regulatory or response risks and changes at the right levels

Technology, Data and Automation

- Ensuring interactions with AMSA systems are a seamless experience for our customers and staff
- Achieving our Digital Strategy, its longer-term vision and required transformation to harness available data to support risk-based decision making and enhancing our effectiveness as a contemporary regulator
- Mitigating the proliferation of data and cybersecurity risk
- Building capability and expertise to leverage emerging technologies, data analytics, user-centred design and data management

Capability

- Ensuring we have the leadership capability to embed a shared vision, drive change and achieve Strategy 2030
- Effective performance management and increased staff engagement
- Implementing strategies to address insufficient labour supply to meet our needs across the majority of our critical job roles including specialised and qualified maritime staff
- Ensuring there is effective knowledge management supporting key initiatives and organisational objectives

Organisational Culture

- Harnessing positive aspects of our organisational culture
- Addressing pockets of disengaged staff
- Managing turnover in support of AMSA's future business direction
- Addressing our leadership capability gaps
- Attracting and retaining the right talent, with the right experience, cultural fit, qualifications and diversity
- Mitigating barriers to cross-organisational collaboration
- Ensuring consistent communication, and effective decision making at appropriate levels

OUR KEY THEME AREAS TO BUILD OUR FUTURE WORKFORCE: Our strategies to ensure we have the workforce and workplace to achieve our vision

We are capable, committed, connected and change-ready, ensuring we are able to understand and respond to our environment and realise the full potential of the outcomes delivered through the future operations taskforce

We are accountable and transparent for delivering and maturing our future organisation

We are risk based, data driven and use technology to ensure we establish and operate an appropriate regulatory and decision-making environment for our stakeholders and our organisation

We will redesign jobs, attract, retain, and maximise the skills of our employees within a shrinking and highly competitive labour market

We are creating a flexible, agile, and business-focused employment framework

To be successful we must have these attributes:



ADAPTABLE



INNOVATIVE



ACCOUNTABLE



STRATEGIC



COLLABORATIVE



INFLUENTIAL