2018–21 Strategic Workforce Plan

Developing our workforce of the future
Developing our workforce of the future

At the Australian Maritime Safety Authority (AMSA) we know that the key to effective safety regulation is all about people working together. Ensuring our workforce is engaged, capable, and empowered is the key to delivering good regulation.

We are living and working in a time in which change is the only constant we can depend on. This unprecedented level of change driven by rapid advancements in technology, means we must expand our vision of what is possible in terms of our workforce—focusing more on developing the ‘human’ aspects of work—particularly around customer and employee experience.

The Strategic Workforce Plan 2018–2021 has been developed at a time of transition, as we prepare for our new role delivering the National System, from 1 July 2018. We understand that in response to our new role, AMSA must take a more deliberate and strategic approach to developing our workforce of the future.

Our executive and senior managers will play a critical role in developing the workforce of the future, through effective leadership that actively engages our people. To support our leaders in this role, it will require the right mix of employees, allocated sustainably in a range of locations where there is operational demand—with appropriate skills and capabilities to deliver on our expectations for the future.

Focusing on implementing the workforce initiatives proposed by this Plan will ensure all our people are fully capable of playing their part in delivering our vision of ‘safe and clean seas, saving lives’. Our people will always be key to AMSA’s success, both now and into the future.

Mick Kinley
Chief Executive Officer
April 2018
AMSA’s role

AMSA is the national organisation responsible for maritime safety, protection of the marine environment, and maritime and aviation search and rescue. The services and regulatory functions we provide to the Australian community are carried out in accordance with the Australian Maritime Safety Authority Act 1990 (Cth) and other applicable legislation.

In delivering our regulatory functions and services, AMSA carries out an important and trusted role to the Australian Government and community by:

- enhancing safety and overall economic prosperity of the maritime industry
- protecting our natural environment from marine pollution
- saving lives by coordinating search and rescue of people who are lost or in distress—both on land or at sea.

AMSA contributes internationally as a Category B Council member of the International Maritime Organization, actively influencing the development of international shipping policy that protects Australian maritime exports and economic competitiveness.

Our vision

Safe and clean seas, saving lives.

Our mission

Ensuring safe vessel operations, combatting marine pollution and rescuing people in distress.

Our values

- **Professional**
  We act with integrity and are pragmatic in our approach

- **Collaborative**
  We value and respect others and work together to achieve our objectives

- **Dedicated**
  We are committed to AMSA’s mission and responsive to the needs of our customers and stakeholders

- **Accountable**
  We take responsibility for our decisions and actions.
Our structure

AMSA’s structure consists of a Board and Chief Executive Officer appointed by the Minister for Infrastructure and Transport. The Board provides strategic oversight of AMSA by determining the overall manner in which various functions should be performed.

Our national presence

AMSA employs approximately 400 employees at locations right around Australia, as represented below:
AMSA’s workforce planning approach

Workforce planning key themes

The AMSA Strategic Workforce Plan 2018–2021 is structured around these key workforce planning themes:

- Reviewing existing employment structures and recruiting methods
- Implementing a values-based culture
- Developing and empowering our leaders
- Building new capabilities in our workforce
- Ensuring we have an engaged, diverse and sustainable workforce

These workforce planning themes have been designed to prepare our workforce of the future. The workforce strategies and initiatives required to deliver these themes will be implemented over a three-year period, using a structured approach to ensure that our workforce is well positioned to respond to the challenges of our new operating environment.
Workforce planning methodology

This Plan builds on the foundations established by the AMSA Workforce Strategy 2014-2017 and is a key enabler of the workforce engagement, development and safety performance indicators included in the AMSA Corporate Plan 2018–19.

A risk based approach was taken to developing the workforce planning themes, that overlaps to the areas of focus included in AMSA's strategic risk register. As many of AMSA's strategic risks are dependent on people, there is a strong alignment between workforce planning and strategic risks.

Our workforce planning approach is represented below:
AMSA operates in a dynamic operating environment. This operating environment is expected to become increasingly complex as our regulatory responsibilities expand to provide services to over 66,000 seafarers in the domestic commercial vessel industry. The National System presents a level of financial, operational and political change to our external operating environment that AMSA as a relatively small agency, has never before experienced.

National System operational picture as at January 2018

27,153 vessels
(survey and non-survey)

1138
AMSA
9892
NSW
1187
NT
7792
QLD
1437
SA
1329
TAS
1248
VIC
3130
WA

66,508 appointed seafarers with
91,337 certificates

366 marine safety inspectors

Changes in our internal operating environment

AMSA has undergone a recent period of organisational change. Changes to our organisation structure were made as a first step to prepare AMSA for delivering our new regulatory responsibilities as part of the National System, but to also ensure we remain well-equipped into the future to continue to deliver core services. Despite recent organisation changes, our employees remain dedicated to fulfilling AMSA’s mission and vision.
Strategic drivers of change

AMSA’s role in service delivery of the National System

In 2013, AMSA became the National Regulator providing regulatory oversight to domestic commercial vessels through the enactment of the *Marine Safety (Domestic Commercial Vessel) National Law Act 2012* (National Law). The introduction of this legislation represents significant benefit to all operators in the Australian maritime industry, who will now fall under one regulatory arrangement provided by AMSA, as opposed to a range of individual state and territory jurisdictional arrangements.

AMSA has carried out functions since 2013 under the National Law through state and territory based delegates, and come 1 July 2018 service delivery of these functions will become the full responsibility of AMSA. From a workforce planning perspective, this shift in our responsibilities means our organisation must grow, not only in terms of resources required to physically carry out these functions, but also in terms of our understanding of what our new role means for the future of AMSA, both operationally and culturally.

Our new customers

Managing the National System will have impacts on all of AMSA’s functions, and our entire workforce. Our new customers will expect a customer focused way of doing business from the AMSA people they interact with, in terms of our processes, approach and engagement. The number of people we interact with will increase on a daily basis, along with the volume and speed in which these interactions must be carried out in order to deliver good customer service.

It is recognised that AMSA has built a solid and internationally respected reputation, providing regulatory oversight to one of the safest maritime regions in the world. Building on our experience serving the international maritime community, we will need to continue to develop our understanding of our new customers, including ensuring that our regulatory approach is fit for purpose in terms of meeting their needs and delivering quality service.

Changes in the maritime industry

The pace of change generated from rapid advancements in technology over the next three years is expected to cause a level of disruption in our operating environment. Autonomous ships and vessels are likely to emerge as soon as 2020 with large manufacturers committing to introducing remotely operated local vessels that will require a rethink to the way we deliver our regulatory functions.

From an environmental and policy perspective, AMSA will be required to encourage industry to adopt the use of more environmentally efficient fuel from 1 January 2020. Our people must develop legislation and standards that keep pace with regulatory and technological change like this, and implement agile systems and processes that support such change. These new and emerging priorities for AMSA will draw on the relationship management capabilities of our workforce, as it is recognised that technical knowledge coupled with strong negotiation and communication skills will be key to determining our success in these areas.
Regulatory reform and our role as a modern regulator

The Commonwealth Regulator Performance Framework\(^1\) requires AMSA to actively reduce regulatory burden on our stakeholders and customers. We will continue to build our capability as a modern regulator by focusing on the following key areas identified as essential to modern regulation:

- that our regulatory approach does not impede the efficient operation of those we regulate
- delivering communications that are clear, targeted and effective
- risk-based and proportionate approaches to carrying out our regulatory activities
- carrying out compliance activities in a coordinated, efficient and streamlined manner
- ensuring that we are open and transparent in our dealings with those we regulate
- that we actively contribute to continuous improvement of our regulatory framework.

As a safety regulator, many of the key areas listed above are already at the core of our regulatory vision. However, we recognise that the changes in our operating environment will require organisational discipline for us to continually assess our performance as a regulator and seek ways to constantly improve and refine the way we regulate.

Workforce analysis

Our current workforce profile

AMSA employs an experienced workforce in locations across Australia. Our current workforce profile is shown below:

- **385** current headcount
- **434** forecasted headcount for 2021
- **60%** of staff are men
- **40%** of staff are women
- **20%** of executive and senior managers are women
- **452** ASL 2018-19
- **7 years** All employees
- **11 years** Search and rescue
- **8 years** Port marine surveyors
- **17.3%** turnover rate in 2016-17
- **1%** of staff are Indigenous
- **13%** forecasted overall growth
- **25%** growth in regional areas
- **26.9%** is the average separation rate for employees under 35 years of age
- **20%** of employees are under 35
- **48.2 years** Search and rescue
- **22%** of employees are over 55
- **45.3 years** All employees
- **51.8 years** Port marine surveyors
- **29%** of employees have between 5–10 years of service

Average age

- **35** Search and rescue
- **55** Port marine surveyors

Average tenure

- **40%** of staff are women
- **20%** of executive and senior managers are women

AMSA Strategic Workforce Plan 2018–2021
**External benchmarking**

AMSA undertakes benchmarking exercises to compare key workforce indicators with other relevant organisations, including the Civil Aviation Safety Authority (CASA), Department of Infrastructure and Regional Development, and Maritime New Zealand. Due to the specialist nature of AMSA and the regulatory functions it performs, it is difficult to make direct comparisons to other organisations. However, it is recognised that AMSA has a similar workforce profile to CASA on items such as age, tenure and gender.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Head count</th>
<th>Average age</th>
<th>Average tenure</th>
<th>Gender female %</th>
<th>Turnover</th>
<th>NESB %</th>
<th>ATSI %</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMSA1</td>
<td>385</td>
<td>45.3</td>
<td>6.6</td>
<td>40.2%</td>
<td>17.3%</td>
<td>5.66%</td>
<td>1.1%</td>
</tr>
<tr>
<td>CASA2</td>
<td>770</td>
<td>46.9</td>
<td>7.1</td>
<td>34.4%</td>
<td>18.1%</td>
<td>13.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Infrastructure and Regional Development3</td>
<td>1,109</td>
<td>42.7</td>
<td>7.5</td>
<td>50.9%</td>
<td>15.9%</td>
<td>16.8%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Maritime New Zealand4</td>
<td>198</td>
<td>45</td>
<td></td>
<td>40.4%</td>
<td>11.9%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

We will continue to build on our relationship with CASA and other regulators to benchmark workforce data and identify emerging issues and trends.

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1. AMSA Workforce data as at 30 June 2017
3. Department data as at 30 April 2017, turnover of ongoing employees only
Theme 1
Ensuring we have an engaged, diverse and sustainable workforce
Ensuring we have an engaged, diverse and sustainable workforce

As AMSA’s regulatory responsibilities expand, our key focus will be ensuring we have the right number of people in the appropriate locations to deliver new and existing services in a sustainable way. Maintaining strong levels of employee engagement will be another key area of focus as we support our people through change, as we recognise the strong links between employee and customer satisfaction. We recognise that as we start to take on service delivery of the National System, it will be essential that our workforce profile reflects the diverse customer base we will serve.

Engagement

The link between employee and customer experience

Our employees are key to ensuring AMSA can deliver our vision and mission. We recognise the level of engagement experienced by our workforce has a direct impact on the quality of service that will be provided to our customers. This is why it is essential that we seek out ways to continuously improve the employment experience we provide for our people.

Results of employee engagement survey 2017

Around 80% of our employees provided feedback on a range of topics relevant to our workforce via our 2017 engagement survey. The results highlighted key strengths, including the high levels of commitment our employees have to the AMSA values and mission, and their willingness to do what is required to do their job well and help AMSA succeed.

The survey identified a number of opportunities for improvement, including:

• How we manage change
• How we communicate and explain decisions
• Career opportunities for our people
• Our ability to retain talented people
• How we lead our organisation

The results of the engagement survey will inform future workforce initiatives over the next three years, and will provide a baseline to measure the success of these activities.

Diversity

Our approach to diversity

Workplace diversity will be key to supporting the engagement of our people and ensuring that our workforce is representative of the community we serve.

The AMSA Diversity Plan 2018–2021 will include a range of diversity initiatives and targets focused on promoting diversity in our workforce in support of the following groups:

• Aboriginal and Torres Strait Islander Peoples
• Women
• People with disabilities
• Intergenerational workforce
• People from culturally and linguistically diverse backgrounds
• Gay, Lesbian, Bisexual, Trans and Intersex people.
Sustainability

Age profile

AMSA has an ageing workforce, with over 20% of our employees approaching retirement. This has impacts for the future sustainability of our organisation, in terms of engagement, retention of skills, expertise and specialist knowledge that many of our employees possess.

The average age of an AMSA employee is 45.3 years in 2017, with 22% aged over 55 years. This average age is consistent with comparable regulators such as Maritime New Zealand and CASA but almost six years higher than the average age of Australian workers.

The age profile of employees engaged in our technical and senior leadership streams identifies risks to our workforce sustainability for roles that undertake key functions for our organisation. Technical roles in particular often require significant training in order to see a new starter undertaking the role competently and independently, so early planning and intervention will help to mitigate the risk to workforce sustainability for these groups.

Turnover and separations

AMSA’s 2016–17 turnover rate of 17.3% remains comparable when benchmarked against other public sector organisations.

In recent years we have seen the highest levels of turnover amongst our employees aged between 22 and 34, with an average rate of 27%. Exit survey data reveals that nearly 60% of employees aged under 39 years leave AMSA for career based reasons. This is significant as it suggests there may be issues keeping younger employees engaged. This will be a focus for our organisation out to 2021 as we seek to better understand this pattern and the risks it may present to our workforce, when contrasted against the risks presented by our overall ageing workforce profile.
Future resourcing demands and regionalisation of our workforce

AMSA must operate within the Average Staffing Level (ASL) cap of 452.\(^1\) It is forecast by June 2021 that AMSA will have a headcount of 434, driven by the requirement to fill critical roles that will support the delivery of services to our new customer base. We will need to ensure, through appropriate and regular resource planning, that we have adequate staffing levels to deliver the functions and services required, acknowledging the ASL cap. This Plan will propose more detailed resource planning, as it was not possible to carry out in the absence of a clear funding model to deliver the National System. Now that a funding model has been determined, more rigorous resource planning exercises will be undertaken in the lead up, and at regular intervals after 1 July 2018.

Workforce growth is expected in each of our regions, driven primarily by the addition of new roles that will support our customer service and inspection capability. We expect that by 2021, 25% of our employees will be based in regional locations, as shown below. In order to support the regionalisation of our workforce we will invest in regional IT infrastructure in order to improve speed and connectivity, identify emerging technologies that make work more streamlined and efficient and actively drive a workplace culture that encourages employee engagement—regardless of work location.

\(^1\) ASL as at 2018-19.
An ageing and experienced workforce

Based on current workforce data it is forecast that by 2021 a third of our employees will be aged over 55 years. Collectively our employees have 2,557 years of AMSA work experience, with employees aged 55 and over contributing to 32% of this experience. By 2021, this figure is expected to rise to 45% and presents significant risk to AMSA.

With around two-thirds of employees aged over 50 leaving the organisation in the last two years, the potential loss of experience and corporate knowledge presents a significant risk to our overall workforce sustainability.

It is essential that we put in place measures to ensure the future capability of AMSA. A formal transition to retirement approach will be implemented to assist in addressing the risks presented by the departures of experienced employees.

Encouraging a culture that promotes individual role flexibility and mobility

We have a loyal and dedicated workforce, reflected by the tenure of our employees. However, given that over the coming years AMSA will be required to do more with less, it will be essential that we encourage an agile, responsive and flexible workforce.

Providing role based flexibility will promote knowledge sharing, job engagement and opportunities for existing employees to apply and develop their expertise. Additionally it will support us in building a workforce that is agile, responsive and flexible, where we are well positioned to effectively respond to incidents and unexpected peaks in workloads as they emerge.

To ensure the continued engagement, diversity and sustainability of our workforce, we will:

1.1 Ensure that AMSA has a feedback culture that brings regular awareness to items that impact on employee engagement
1.2 Encourage leaders to take ownership and to better understand the impacts of their leadership style on employee engagement
1.3 Establish channels for improved communication and collaboration up, down and across AMSA
1.4 Manage change at AMSA in a way that takes into account impacts on employee engagement
1.5 Build a customer service culture that brings awareness to the strong link between employee engagement and customer experience
1.6 Build a diverse workforce that supports the implementation of initiatives included in AMSA’s Diversity Plan 2018–21
1.7 Ensure we have the right number of people in the right locations to deliver services successfully to our customers and stakeholders
Theme 2
Building new capabilities in our workforce
Building new capabilities in our workforce

The world of work is changing at a rate never before experienced, driven primarily by unprecedented advancements in technology that directly impact the way people live and work. AMSA is not immune from the impacts of these changes. The future of work will see change as the only constant.

Additionally, as we assume responsibility for service delivery of the National System in 2018 and become more familiar with our new customer base, our role as a safety educator will become of vital importance to our overall effectiveness as a modern regulator. In order to remain in step with these developments we will need to maintain the skills and capabilities of our employees so they are able to effectively adapt and respond to change.

Top 10 skills to 2020 – World Economic Forum

The World Economic Forum has projected a set of skills ‘top 10 skills to 2020’. These skills focus on the capabilities people will need to effectively adapt to the introduction of advanced robotics in the workplace, autonomous transport and artificial intelligence that will change the way we live and work. As technology continues to dominate the world of work and in some cases replace job roles traditionally performed by people, ‘human’ skills such as creativity, critical thinking and problem solving will be a focus and in demand in the workforce of the future. So that AMSA keeps pace with these changes, these skills will be embedded in our capability framework.


<table>
<thead>
<tr>
<th>Top 10 skills to 2020</th>
<th>2015</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complex problem solving</td>
<td>Quality control</td>
<td>Emotional intelligence</td>
</tr>
<tr>
<td>Coordinating with others</td>
<td>Service orientation</td>
<td>Judgement and decision making</td>
</tr>
<tr>
<td>People management</td>
<td>Critical thinking</td>
<td>Negotiation</td>
</tr>
<tr>
<td>Critical thinking</td>
<td>Creativity</td>
<td>Cognitive flexibility</td>
</tr>
<tr>
<td>Negotiation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A new capability framework

AMSA has a highly-skilled and diverse workforce with strong technical capabilities. We recognise that our workforce has developed a strong reputation with our stakeholders and industry, and it is vital that we continue to deliver high levels of service across all functions—in terms of our existing core services and the delivery of new services under the National System.

We recognise that with the changes to our operating environment, our workforce must develop a broader skill set and new ways of working to ensure we are best positioned to deliver our functions as a modern contemporary regulator within the maritime industry and within the broader context of changes to the world of work.

To reflect this, we need to ensure that we define the capabilities that we require in our workforce, and recruit and develop our people in line with them.

Modern regulatory capabilities

It is expected that our new customers will rely heavily on AMSA to provide clear and simple safety education and training material so they are able to comply with the requirements of the National Law. We see this as our biggest opportunity to improve safety standards in the domestic commercial vessel industry through our ability to develop relationships, use our influence and in turn provide informative education and tools to our customers.

To ensure our people have the skills and capabilities to effectively service our new customer base, we will identify the modern regulatory capability requirements for our workforce, with regard to the regulatory requirements of the individual role, team or organisation as a whole. We will undertake training initiatives designed to enhance our understanding of the attributes of a modern regulator and how individuals can contribute to this.
Customer service and relationship capabilities

As we move to our new operating environment, it is vital that we continue to focus our delivery on high levels of customer service across all functions, including a continuation of delivery of quality core services. Our new operating environment and increased customer base will require us to further develop strong and lasting relationships with our customers and stakeholders, aligned with our AMSA Values. Our employees will require effective relationship building capabilities, in order for AMSA to remain a well-regarded and effective maritime safety regulator and customer focused organisation.

Improving HR systems to enhance organisational capability

Our overall people capability is supported by a team of human resources (HR) professionals that work in partnership with our management team to deliver effective services to our employees. It is essential that the capability of the HR team is supported by reliable, contemporary and fit-for-purpose HR systems that provide the foundation for the successful implementation of all other HR initiatives.

It will be important that we build our HR systems capability by either upgrading functionality or replacing it with a new system that better meets our future workforce requirements.

Performance management

As our new operating environment will require us to continue to do more with less, we will need to ensure that our people clearly understand their personal role in contributing to the successful delivery of AMSA's objectives. This will include ensuring our performance management process effectively promotes a high-performance culture and encourages managers and employees to take shared responsibility for identifying training and development options.

AMSA has a clear performance management policy and has made significant investment over the past three years in developing our managers to engage confidently with performance management, including a focus on providing genuine and constructive feedback to employees. As we seek to develop the capabilities of our people, we will need to ensure our performance management arrangements align to AMSA's objectives and provide a mechanism to help managers recognise and reward good performance, and effectively manage underperformance.

The ANAO recently undertook an audit of the APS approach to performance management and found that there is room for significant improvement in the management of underperformance.¹

We will continue to invest in equipping our managers to effectively manage underperformance, by developing additional policy guidance on underperformance and strengthening partnering skills of our HR team to work more proactively with managers to address underperformance matters early and effectively.

To build new capabilities in our workforce, we will:

2.1 Identify key capabilities that will underpin our workforce of the future, to be reflected in a new capability framework
2.2 Enhance our workforce capability as a modern regulator
2.3 Identify and fully utilise the capabilities of our workforce
2.4 Develop a customer service capability and supporting culture
2.5 Modernise human resources technology and systems
2.6 Continue to develop performance management capability and systems

Theme 3
Developing and empowering our leaders
Developing and empowering our leaders

Developing capabilities of our leadership group

AMSA recognises that a stronger management culture, underpinned by a strong collective leadership base, is required to support our new operating environment.

Our managers must shape our organisation and lead the change in AMSA’s role. To do this, our managers must engage their people in change and act in a connected and collaborative mode. Managers must be able to act autonomously, with support from the Executive, and possess the right tools, to make decisions and support team members in their work.

Our managers will engage with customers from many areas and must be able to represent AMSA accordingly. As AMSA services our new customer base, it is expected our leaders will need to be fully equipped to employ political nous—given that the decisions we make will be subject to more political scrutiny and independent legal review.

Employee engagement survey

While the results from our 2017 employee engagement survey showed a decline from previous years, we still saw a high level of engagement when compared to other public sector organisations.

Our executive and senior managers, with the support of HR, will analyse the key findings of the 2017 survey to develop strategies to address the issues raised.

Results at the divisional or section level will highlight potential areas for development for our leaders and will challenge them to consider how we might improve on lower scoring areas while maintaining our performance against higher scoring items.

We will consider options to review our performance in terms of employee engagement and satisfaction on a more regular basis, to ensure timely analysis of the impact of workforce initiatives and actions in response to feedback provided by employees.
Exit interviews

All departing employees are currently invited to participate in a confidential exit interview process with HR on their departure from AMSA. This process has been in place for the past three years and a volume of data has been generated and reported on.

To further the utility of the process and data, HR will seek to develop enhanced reporting mechanisms designed to provide managers with more detailed data on individual trends, patterns of feedback and key opportunities for improvement. This will be done in a manner that maintains the integrity and confidentiality of the exit interview process to protect the anonymity of departing employees.

The aim of redeveloping our exit interview process will be to improve the overall employment experience of our employees by providing our management group with visibility of high level themes arising from exit interviews.

To develop and empower our leaders, we will:

3.1 Build a strong leadership culture
3.2 Develop leadership skills throughout AMSA through formal leadership programs
3.3 Raise individual self-awareness of leaders through contemporary HR tools
Theme 4
Implementing a values-based culture
A values-based culture

AMSA values and our culture

Our values, being professional, collaborative, dedicated and accountable, were developed with a focus on reflecting the strengths of our existing culture and defining how we want to operate in the future as our operating environment shifts and we increase our focus on our customers.

Our values are well understood by our people but additional work is required to further integrate our values in what we do to shape the culture we want. Specifically this will require clear definition of AMSA’s existing and desired culture, so a consistent and shared understanding is developed. A move to a values-based culture is heavily dependent on quality leadership, and by focusing on this we will look to further embed our values in day-to-day operations at all levels of the organisation.

Values and performance management

Our performance management arrangements include an assessment of performance against key tasks as well as the expected behaviours for each of our values. Performance outcomes are equally dependent on the tasks and behaviours—recognising the importance of work being carried out in a way that upholds our values at all times.

To continue embedding our values, people at all levels of the organisation will be accountable for their performance against our values. Managers and leaders will be expected to support their people by setting clear direction for their employees and providing consistent feedback that promotes the importance of our values in achieving our desired culture.
Rewarding and recognising our people in line with our values

We will continue to place a high emphasis on the behaviours that reflect the AMSA values, including through our rewards and recognition program. Leadership development programs for our senior management and executive group will provide our managers with the tools to provide more informal recognition on a day-to-day basis to inspire and motivate our employees.

To continue to implement a values based culture, we will:

4.1 Define AMSA’s culture based off the AMSA values
4.2 Draw on the strengths of AMSA’s existing culture to meet future challenges
4.3 Recognise and reward our people in line with the AMSA values
4.4 Encourage accountability to AMSA’s values throughout the organisation
Theme 5
Reviewing existing employment structures and recruitment methods
Employment structures and recruitment

AMSA has a reputation as a world class maritime regulator, and this provides us with the opportunity to attract experienced and highly skilled professionals to our organisation. Despite this, our target markets are relatively small and we recognise that competition for talented people is increasing as the employment market becomes more constrained and global.

Our recruitment processes have been streamlined in recent years with changes aimed at improving our candidate experience. Our changing operational environment and role as a modern regulator will require a different recruitment approach to ensure we attract and select people who can effectively operate under our new business model.

Review of existing employment structures

AMSA’s employment arrangements are defined by the AMSA Enterprise Agreement 2016–2019. As our operating environment changes, it will be essential that we have underpinning industrial frameworks that encourage an agile, responsive and flexible workforce. In order to achieve this prior to the next round of bargaining, work will commence that will focus on early engagement and consultation with employees to review existing employment structures.

Recruitment and our new business model

Our new approach to recruitment will need to ensure we attract and select people who will support AMSA to deliver high levels of service to our stakeholders. Our approach to recruitment will need to align to our new capability framework, to ensure we have a workforce that is well-positioned to deliver on our objectives.

As we develop our leadership capabilities and work towards a values based culture, we will need utilise recruitment methodologies that help us select strong leaders who can help AMSA transition to our new operating environment.

Sourcing the best talent in the market

We need to attract and recruit applicants from a broader labour market cohort and we recognise that traditional recruitment sources will no longer be sufficient to meet our needs. New approaches, through a breadth of recruitment strategies will be critical to our success.

We will need to review our current sourcing practices and identify how they can be expanded to reach a broader candidate pool. We will need to capitalise on the opportunities presented by new technology and social media, and consider how we can utilise these tools to promote AMSA as an employer of choice.

Given the unique and specialist skillsets required for a number of our roles, we will identify avenues for people who possess these skills to express their interest in working with AMSA. This will help us better connect with our target markets and actively promote our opportunities.

Additionally, we will look at ways to improve the speed in which we fill our vacancies, by creating talent pools and using predictive recruitment for critical roles within our business, such as our surveyor and search and rescue groups.
Grow our own approaches

Our people typically join AMSA with a wealth of experience in specialised fields, particularly in our operational roles. While this model has served us well, it will be important that we consider other models to ensure the ongoing sustainability of our workforce.

Going forward we will need to explore options to ‘grow our own’ talent by introducing graduate programs or structured career paths for critical functions. Additionally, we will continue to build on our relationships with universities and colleges to offer work experience placements and opportunities to build AMSA’s employer brand to future members of the workforce.

We will also consider whether there are alternative entry paths for our operational and technical roles, and whether we can engage people with our core capabilities and develop hard to source technical skills on the job.

To review existing employment structures and recruitment methods, we will:

5.1 Review existing employment structures to ensure they encourage and promote an agile, responsive and flexible workforce
5.2 Ensure we are best utilising contemporary recruitment methods to attract the best talent to AMSA
5.3 Align the new capability framework to revised recruitment methods
5.4 Develop and implement graduate and work experience programs to facilitate ‘grow our own’ approaches
Monitoring success of the workforce plan

Human Resources will oversee the implementation of the AMSA Strategic Workforce Plan in conjunction with our executive and senior management team. The workforce strategies and initiatives to support the implementation of the plan will be monitored, evaluated and modified as required, through our ongoing workforce planning process.

Metrics to evaluate progress against the workforce plan will be drawn from a range of sources, including the human resources information system (HRIS), the Quarterly Report on AMSA Workforce Trends, and comparisons to industry and government benchmarks.

The effectiveness of initiatives will also be considered based on feedback obtained directly from employees through surveys, and indirectly via the Staff Consultative Working Group (SCWG) and managers.

Reports on the progress and effectiveness of initiatives will be provided to the Executive on an annual basis.
2018–21
Strategic Workforce Plan

AMSA 1056 (4/18)