

Target areas and goals	Actions	Due date	Responsible Officer	Responsible for review
<p><b>Change management</b> <i>We will lead change through a people lens.</i></p>	<p>Appoint an <b>SES Band 1 Change Champion</b> to improve our change management practices as an Office. The Champion will provide change advice on specific change priorities and will be a further conduit for staff communication and consultation in relation to change.</p>	December 2023	Ombudsman to appoint	Ombudsman (January 2024)
	<p>Develop and adopt a <b>continuous improvement framework</b> to guide and support our change activities.</p>	November 2023	Chief Operating Officer	Ombudsman (January 2024)
	<p><b>EL2 and SES Performance and Development Agreements will include the requirements for:</b></p> <ul style="list-style-type: none"> <li>structured professional development in relation to the different change management approaches</li> <li>360-degree feedback on change management, communication strengths and areas for development.</li> </ul>	1 September 2024	EL2's and SES Band1's	Deputy Ombudsman (February 2024 and September 2024)
<p><b>Communication</b> <i>We seek opportunities to support consistent information sharing and improve communication at all levels</i></p>	<p>In 2024 undertake <b>quarterly staff pulse survey</b> to identify areas of improvement in change management and communication and areas for further attention. The purpose of the survey will be to establish a regular feedback opportunity for staff and to assist the Office to adjust actions as required.</p>	<p>January - <b>March 2024</b> (Q1) April - <b>June 2024</b> (Q2) July - <b>September 2024</b> (Q3) October - <b>December 2024</b> (Q4)</p>	Human Resources	Change Champion and Change Advisory Board (post quarterly results)
	<p>Develop an <b>internal communication strategy</b> so that staff have early, clear, and consistent messaging about the various channels used for information sharing about change processes. It will include data and evidence clarifying why changes are happening, how they will occur, expected outcomes and how they will be evaluated.</p>	April 2024	EL2's	Chief Operating Officer (May 2024)
<p><b>Wellbeing and performance management</b> <i>We actively work with our staff to ensure performance expectations are clear and to support their professional development</i></p>	<p><b>Provide supervisors, managers and EL 2's with additional material and support their management, leadership and ability to build staff capability.</b> This will include:</p> <ul style="list-style-type: none"> <li>functional and branch-specific induction programs, underpinned by an enhanced corporate induction program</li> <li>Corporate masterclasses on Human Resources matters and improved access to Human Resources data for people managers</li> <li>Training on foundational management skills focused on leadership, communication, decision-making, problem-solving and delegation.</li> </ul>	May 2024	HR, SAO's and EL2's	Chief Operating Officer (July 2024)
	<p>For staff in management positions, <b>Performance and Development Agreements</b> (PDA's) will include requirements for:</p> <ul style="list-style-type: none"> <li>Activity which will be undertaken to continue professional development of leadership and management skills consistent with appropriate work level standards</li> <li>Quarterly discussions (two formal as a component of PDA discussion and two informal) with all staff on their professional development and performance standards, to set clear expectations, in addition to regular formal and informal conversations with staff</li> <li>Feedback from a sample of supervised staff on the areas of strength and areas of development for managers and supervisors.</li> </ul>	1 September 2024	All staff in management/supervisory positions	SES Band 1s (February 2024 and September 2024)