



# People Strategy 2024 - 2026



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## Aim of People Strategy: 2024 – 2026

- We are future focussed and committed to the holistic wellbeing of our staff throughout their employment journey
- We listen and respond to what makes a difference regarding building capability, resilience, and good practice
- We honour and foster the diversity of lived experience in all forms
- We support the recruitment, retention, and career development of our First Nations team members
- We believe in an effective workforce that is optimistic, engaged and delivers services of value by listening to consumers
- We support the needs of consumers by nurturing a great workforce and by providing a great place to work
- Our people are overwhelmingly positive about both the workplace and their belief in our work
- We see the work we perform as valued and becoming more accessible.

Our People pillars mirror what we prioritise in nurturing a great workforce inclusive of our frontline Community Rehabilitation and Support Workers (CRSWs) whilst also focussing on other workforce cohorts, including our First Nations, Lived Experience and support staff by continuously building on a great place to work.

The targeted initiatives within these pillars outline how we will invest in, support, and encourage our people to bring their best selves to supporting the needs of consumers over the next three years.

### **Our success outcomes:**

- Build and improve on our culture through continuous engagement
- Use our Collaborative Relational Practice (CRP) to enable skill build and inform the learning journey
- Develop and implement a holistic wellness approach working in conjunction with an Aboriginal and Torres Strait Islander Social and Emotional Wellbeing Framework
- Enhance and develop our Lived Experience workforce.

## Diverse, engaged, and inclusive culture

We will continuously improve the accessibility of Neami employment, to attract and retain a more diverse workforce that is supported to thrive and develop and that reflects the people and communities we work with. We will engage positively with our workforce to build a workplace that meets the needs of all.

We do this by:

- Diversity & Inclusion (DI) Framework
- Reconciliation Action Plan (RAP)
- Indigenous Governance Principles Implementation
- Aboriginal and Torres Strait Islander Social and Emotional Wellbeing Operational Framework Implementation
- Lived Experience Transformation Implementation
- Values in Action Program

## Future of work (Wellbeing, Flexibility, Learning)

We place our people at the centre of our holistic approach towards wellness and well-being. We encourage and support structured and self-guided learning and skills development.

We do this by:

- Digital Strategy
- Collaborative Relational Practice (CRP) Implementation
- Social and Emotional Wellbeing Implementation (Indigenous way of being)
- Wellbeing (a holistic pursuit of health and wellness)
- Offering work flexibility

## Best people, best experience

We will develop a compelling employer brand. We will foster and enhance the employee experience through technology. We will attract and retain value-aligned people and provide an employee experience that meets the needs of our workforce.

We do this by:

- Employer Brand refresh
- Clinical Recruitment strategy
- Human Resources and Payroll Phase 2 & 3
- Clinical pathways
- Lived Experience pathways
- First Nations pathways
- Staff Engagement Action Plan

## Working adaptively with change

We will build foundations in capability and capacity for continuous change within the organisation - as an adaptive response to what is happening both inside and outside the organisation.

We do this by:

- Project Future State
- Change Management
  - > Building skilfulness with individuals
  - > Walking alongside others to support change
  - > Developing practice



# Diverse, engaged and inclusive culture

## Key Priorities

### **Progressive Diversity & Inclusion (D&I) strategy**

We will review our D&I framework and develop a D&I strategy that seeks to improve the accessibility of Neami employment, to create and retain a more diverse workforce that is supported to thrive and develop and that reflects the people and communities we work with.

The strategy will acknowledge and celebrate the diversity of our workforce which includes and is not limited to caring responsibilities, cultural background, disability status, gender, religious affiliation, sexual orientation, gender identity, intersex status, socio-economic background, and diverse perspectives of mental health/social and emotional wellbeing. It will also acknowledge and celebrate the intersectional nature of diversity and the systemic challenges and systemic discrimination still experienced by our staff and consumers.

### **Values in Action**

We are revisiting our values to align with our Collaborative Relational Practice framework (CRP). We will do this in collaboration with our workforce and consumers to ensure that these principles align with who we are at Neami.

### **First Nations Strategy and Impact**

We have prioritised actions that work towards achieving our organisation's unique vision for reconciliation.

We are undertaking the development of a RAP, an Aboriginal & Torres Strait Islander Social and Emotional Wellbeing Operational Framework and a First Nations Workforce Development Strategy.

### **Lived Experience Transformation Implementation**

We are focused on valuing, attracting, and elevating Lived Experience expertise and influence at every step of the employment journey.

### **Leadership Development**

We will design developmental pathways for all leadership roles across the organisation.

## Key Success Outcomes

### Diversity and Inclusion

Neami becoming an organisation which creates developmental and professional opportunities, entry points to new roles, pathways to knowledge/skills building and support for underrepresented staff.

### Articulated Values into actions

An engaged organisational culture centred around values driven behaviours and measured through increased engagement.

### Embedding culture through leadership

A tiered leadership program that builds and supports leadership capabilities that strengthen the qualities of Neami services. A focus on internal sustainability and a platform for successfully embedding culture

Increased opportunities Lived Experience and First Nations People to be in leadership roles to lead/further embed this culture.

### Key Outputs:

- DI Strategy
- Workplace Adjustments Policy
- Values in Action Program
- First Nations Strategy & Impact
- Lived Experience Transformation Implementation
- Expansion of the Leadership Development Program



# Best people, best experience

## Key Priorities

### **Neami Brand refresh**

The Neami brand refresh will improve the appeal, accessibility and user journey in seeking employment at Neami.

The refresh ensures the Neami brand is contemporary, values-aligned, and best meets the needs of the prospective workforce.

The refreshed brand will support staff retention too, as a stronger reflection of Neami's work, values and impact and addresses feedback from staff consultation.

### **Digital Strategy and HRP**

Build a workforce that can confidently use digital technologies to deliver care and support. Improve and add to our in-person services with digital and online services that complement and enrich our offering to consumers and carers.

The enhancement of capabilities in our operational support systems (e.g. HR, payroll and finance systems).

### **Pathways – Clinical, First Nations and Lived Experience**

We are developing pathways that provide our clinical, First Nations and lived experience staff with diverse job and career options. We will demonstrate a commitment to promoting collaboration between Clinical, First Nations and Lived Experience workforces to the benefit of consumers and the community.

## Key Success Outcomes

### Great place to work

Compelling Employer brand which attracts high quality candidates beyond the Mental Health Sector

### Efficiency and effectiveness

Provide a day-to-day support service experience for staff that is simpler and more streamlined; enhancing staff efficiency and effectiveness so that they can spend more of their time getting on with service delivery – the bit that matters. Uplifting Neami's staff proficiency and understanding of digital capability in service delivery.

### Flexibility

A flexible approach to working as demonstrated by increased engagement. Support managers with the challenges of staff work flexibility arrangements by providing a means of verifying their home technology setup is suitable for working effectively and productively in a digital way.

### Key Outputs:

- Talent Acquisition & Workplace Development Strategy linked to our Strategic Plan and D&I Strategy
  - > Clinical
  - > First Nations
  - > Lived Experience Recruitment







# Future of work

## Key Priorities

### **Wellness and wellbeing**

We will design and implement an employee benefits programs that meet the intrinsic and extrinsic needs of our workforce as informed by our engagement data, induction and exit data and practice development sessions.

We will embed our EAP program and promote its use through meaningful engagement.

### **Curriculum development (Collaborative Relational Practice - CRP)**

We will design a framework that enables an expansion of learning support and resources to our service streams and Head Office to embed our CRP approach.

### **Culture of Learning Strategy**

We are developing a learning strategy that will centre on the needs of the individual/team, focusing on building the capability of leaders to support learning, and a range of learning solutions to meet those needs in diverse organisational contexts.



## Key Success Outcomes

### Employee led wellness

- A wellness journey that provides intrinsic benefits to all staff throughout their lifecycle – from first contact to exit measured at different stages of the employee lifecycle
- Wellbeing and wellness offerings that are fit for purpose, planned and meet the needs of all staff within their professional and personal lives.

### Self-guided learning centre

- Supporting staff to contextualise values aligned learning and build on their skills, utilising a variety of self-guided learning solutions. Engaged and enabled learning journeys
- Enabling staff to embed practices as well as support service, process and learning design. Better consumer outcomes.

### Key Outputs:

- Embedded EAP Program
- Wellbeing Program
- Curriculum framework
- CRP implementation



# Working adaptively with change (Change Management)

## Key Priorities

1. **Building skilfulness “change starts with me”**  
[connecting to self]

We seek to connect change leads with building skilfulness to navigate change by strengthening their innate leadership talents

2. **Walking alongside “this is how we lead change at Neami”** [connecting to others]

We seek to connect change leads to a shared journey with the people impacted by the change

3. **Developing practice “we know who and what is changing and when”** [connecting to world]

We seek to connect change leads with a foundation change practice (process & templates)

## Key Success Outcomes

- New digital presence: a change practice on the intranet portal
- New best practice standard for management of projects/initiatives (templates + process)
- New learning process: peer supported learning process aligned to delivery periods
- Experimenting with the standard via projects and initiatives
- Measuring the development of capability and capacities.

## Key Outputs:

Leading Change Practice: A leading change practice that includes Change Management

1. Individual focused initiatives that support skills and practices
2. Group/collective focused initiatives which support related learning environments to understand shared worldviews and values
3. Focused initiatives that support creating the structural conditions for sustained action for change.

# More information

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We acknowledge Aboriginal and/or Torres Strait Islander peoples and communities as the Traditional Custodians of the land we work on and pay our respects to Elders past, present and emerging. We recognise that their sovereignty was never ceded.

Neami celebrates, values and includes people of all backgrounds, genders, sexualities, cultures, bodies and abilities.