



## 03 Building our organisational capability

52 | Focus area: Improving organisational performance

# Focus area | Improving organisational performance

## This year the CCC has continued to deliver on our strategic objective of building organisational capability

### Developing our people

In addition to our continued focus on developing our leaders and implementing initiatives that foster an inclusive culture that promotes employee wellbeing, collaboration, innovation and engagement, we are increasingly targeting our training and development on the 38 core capabilities identified as being required to deliver the CCC's vision and mission.

In 2018–19 the CCC invested \$555,558 in staff training and development, which represents a 63 per cent increase from 2017–18 (\$341,142) and a 22 per cent increase from 2016–17 (\$456,189) (see Figure 9 on page 71).

### Critical capabilities

Last year we reported that the CCC had developed and implemented a new operating model and operational framework to modernise our operations. While a number of transformative initiatives were also launched, the CCC recognised that further work was needed to better position the organisation for the future.

During the past year the CCC has focused on identifying the critical capabilities for current and future service delivery, and streamlined its organisational structure in line with our new operating model and strategic requirements.

The CCC has identified ten critical capabilities that we need to focus on developing further to ensure we deliver our core services:

- Workforce planning
- Innovation
- Analytics
- Crime and corruption investigations and intelligence operations
- Change and culture management
- Prevention projects
- Strategic planning
- Pre-project and pre-investigation assessment
- Hearings
- Stakeholder engagement.

This year the CCC commenced its transition to a simplified, service-led organisational structure. This new

structure reflects the CCC's three primary service areas of crime, corruption and witness protection. It also reduces the CEO span of control to a reasonable level, provides clearer lines of accountability, and reduces duplication so that resources can be better deployed to support strategic and transformative initiatives.

We expect to complete the transition to our new structure in October 2019.

### Enhancing strategic workforce planning

One of the CCC's ten critical capabilities is strategic workforce planning and we are exploring opportunities to enhance talent acquisition, development and management.

Further strategic and operational workforce planning activities are planned for the 2019–20 financial year to ensure that the CCC can continue to attract, develop and retain an inclusive, diverse and capable workforce.



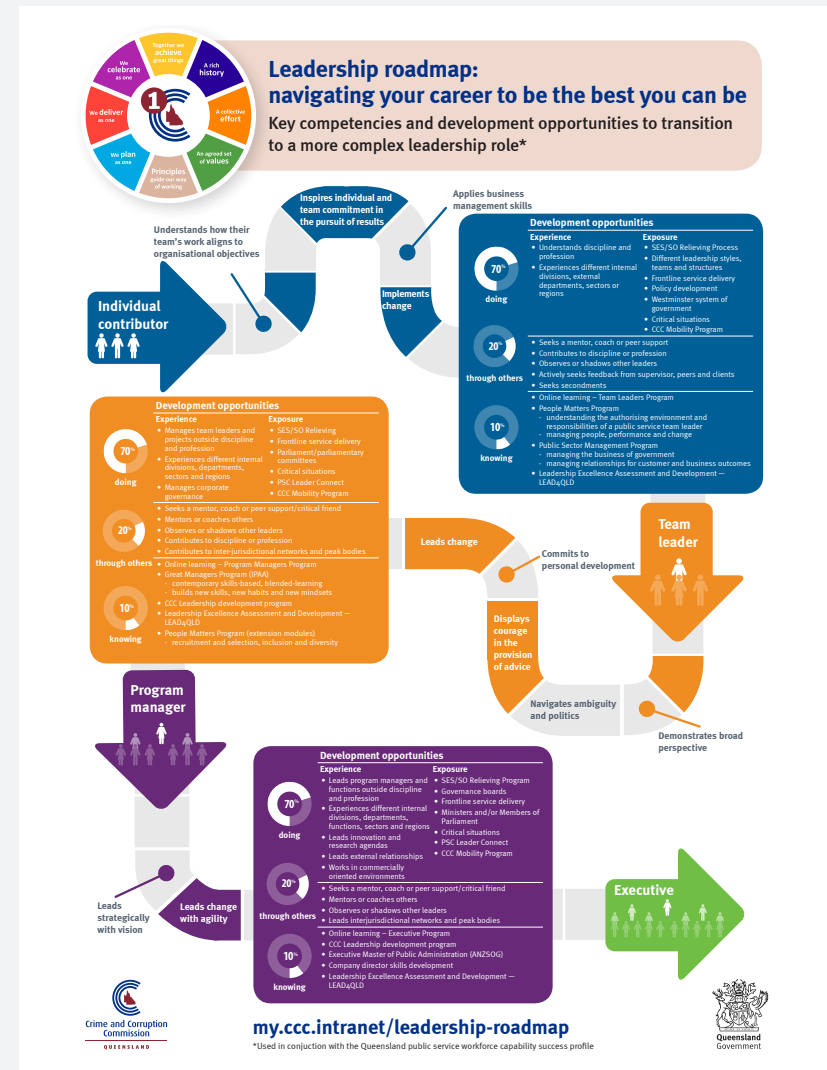
## Developing our leaders

The CCC recognises that leadership development is essential to ensuring that we have a workforce able to deliver on our vision. In 2018 the CCC developed the People Growth Strategy to articulate the way we would support our people to grow in their roles and careers. This strategy is enacted by three key outcomes:

- Adopting the **Leadership Competencies for Queensland** which define the key competencies at all levels required to lead at the CCC and the Queensland public service. The competencies describe what highly effective leadership looks like in everyday actions across the three performance dimensions of Vision, Results and Accountability. These competencies have been embedded across the employee experience from recruitment and selection, performance management and capability development.
- Developing the **1CCC Leadership Capability Roadmap** which guides our current and emerging leaders to grow their leadership capability through intentional development activity to support their transition to a more complex leadership role.
- Developing the **1CCC Career Development Pathways** which provide guidance to all staff on how to grow capability through intentional development activity that embraces life-long learning to support their careers and enhance mobility.

We recognise the need to develop and grow our future leaders so that they are ready for leadership roles when they become available. In December 2018 a group of our leaders completed the “Great Managers” program which was delivered in conjunction with the Institute of Public Administration Australia. A further group of 13 leaders commenced the program in February 2019.

In May 2019 the CCC launched the Future Leaders Program which is targeted at staff employed at the AO5/PO3 and above classification level who do not currently have supervisory responsibilities but who aspire to take on a leadership role as part of their career progression. This program will provide participants with insight into their existing leadership strengths and development opportunities using the LEAD4QLD tool which has been widely adopted across the Queensland public sector. These insights will enable the CCC to provide targeted and tailored development opportunities that address the specific leadership competencies.



Above: The 1CCC Leadership Capability Roadmap

## Focus area | Improving organisational performance

### Building an agile and resilient workforce

Mentoring provides an effective way of transferring skills and knowledge, contributing to career development and growth, and growing awareness of different perspectives and ways of doing business. Following on from the success of the 2017 1CCC Mentoring Program, the CCC launched its next mentoring program in October 2018. Thirty-three officers from across the CCC participated in the program as both mentors and mentees.

The CCC also launched the first phase of an ongoing workforce mobility initiative. This phase created a relieving pool for senior officers to support the development of internal talent and provide CCC staff with exposure to other parts of the organisation. Phase two of this project will be launched in 2019–20 and will deliver a discipline-specific rotation program within the CCC, offering technical specialists the opportunity to work in different areas of the organisation. Phase three of the project, also scheduled for launch in 2019–20, will deliver a discipline-specific rotation opportunity with other public sector agencies.

In June 2019, 19 officers became certified Prince2 Agile® practitioners.

This knowledge will underpin our project management approach and help us to deliver innovative projects in a collaborative, agile way while not compromising control, governance and quality.

In the past year the CCC also supported 18 staff to undertake a Certificate IV in Government Investigations.

### Growing our inclusive culture

In 2018–19 the CCC's Values and Culture Group (VCG) continued to lead initiatives to embed and support our organisational values of People, Accountability, Integrity, Courage and Excellence.

Guided by the *CCC Values and Culture Action Plan 2018–19*, the VCG oversaw the delivery of various activities to foster our 1CCC culture during October 2018, culminating in a shared event for all staff on 12 October 2018 to celebrate "Team CCC Day". Activities scheduled during the week from 8 to 12 October 2018 included a trivia competition based on organisational values, walking events and community fundraising activities.

The VCG also launched the Values Playbook in October 2018, a resource to support new and emerging leaders to encourage values-based behaviours. The guide provides practical suggestions for integrating the

values and values-based behaviour into the day-to-day operations of teams and to develop a positive and productive workplace culture.

As a modern workplace the CCC strives to create a work environment that fosters and supports inclusion and diversity. We already enjoy strong representation of women in leadership roles as well as robust gender equity at all levels of the organisation within our permanent, non-police workforce. A key element of the CCC's Reconciliation Action Plan (see page 58) is the commitment to improving employment outcomes for Aboriginal and Torres Strait Islander people within the CCC. Already this has led to the concurrent advertising of all CCC roles on Indigenous job boards as well as the SmartJobs site, and the inclusion of specific language in role descriptions and advertising to encourage Aboriginal and Torres Strait Islander people to apply for our roles.

Cultural awareness training has also been undertaken across the CCC in an effort support the process of building cultural competence. Future efforts will focus on entry pathways for Aboriginal and Torres Strait Islander peoples as well as leveraging what we have learned to support the employment of other under-represented groups such as people living

with disability, people from culturally and linguistically diverse backgrounds and LGBTIQ+ people.

### Our values



**People**



**Accountability**



**Integrity**



**Courage**



**Excellence**





## Listening to and recognising our staff

In September 2018 the CCC again participated in the Working for Queensland Employee Opinion Survey (WfQ survey) with 299 (80 per cent) of staff completing the survey. The survey measures workplace climate across the public sector. The results of the WfQ survey provide a measure of how the CCC is performing against the projects delivered in the People and Culture Strategy.

The 2018 survey results showed improvement, at an organisational level, in all three strategic priorities identified in 2017: agency engagement, organisational leadership, and innovation. Improvement was also noted in five of the seven factors which impact workplace climate:

- Performance and development
- Safety, health and wellness
- Leadership and engagement
- Fairness and trust
- Effectiveness and innovation.

Of the two remaining factors, one remained the same as 2017 (my job), and one decreased by one per cent

(people and relationships). Overall, the CCC performed better in all aspects in comparison to the wider Queensland public sector. These results are reflective of the effort placed into delivering on divisional action plans in response to the 2017 WfQ survey results. Some of the key actions undertaken were:

- establishing the 1CCC Values and Culture Group to guide the development and implementation of the CCC's values and embed the 1CCC narrative, which describes our culture
- building leadership capability through development programs, experiential learning and the mentoring program
- creating new internal communication channels to keep our staff informed and connected
- improving the way we do business internally through improved work processes, a revised operational framework, commencing the development of an integrated case management system, and the provision of new permanent frontline resources where they are needed.



Above: The CCC's 2018–19 PAICE Awards winners. From left to right: Shameer Ummer, Veronica Alaniz, Justin Stewart, David Caughlin and Romany Woodhouse. Absent: Lisa Hungerford.

## Recognising our staff

The CCC's online staff recognition tool—PAICE—allows staff to thank and recognise their peers who have demonstrated the 1CCC values of People, Accountability, Integrity, Courage and Excellence. PAICE helps bring the CCC's values to life and encourages an inclusive, engaged and professional workforce. The 1CCC PAICE awards were held in June 2019 with staff across the CCC recognised for their work and commitment to the CCC's values. We value all our staff and the work they do.

A total of 143 individuals and 66 teams were recognised by their peers via PAICE over the last year.

## 2018–19 PAICE Awards individual winners

### People Award –

Justin Stewart, Corporate Services

### Accountability Award –

Lisa Hungerford, Corporate Services

### Integrity Award –

Romany Woodhouse, Strategy, Innovation and Insights

### Courage Award –

Veronica Alaniz, Financial Investigations

### Excellence Award –

David Caughlin, Legal Services

### All-Rounder Award –

Shameer Ummer, Corporate Services

## Focus area | Improving organisational performance

### Connecting with others

#### Community engagement

We know more can be done to deliver greater respect and trust between the CCC and Aboriginal and Torres Strait Islander peoples. We value opportunities to listen and learn, and to hear firsthand from traditional owners, Elders and other community members about their needs in relation to criminal justice and good governance in public office. For this reason, the CCC remains committed to “listening tours” across regional and remote parts of the State. In 2018–19 the CCC Chairperson, CEO and other senior staff visited a number of communities including Wujal Wujal, Hopevale, Northern Peninsula Area Shire Council, Aurukun, Mapoon and Napranum. Our listening tours will continue through 2019–20.

#### NAIDOC Week

The 2018 NAIDOC Week theme was “Because of her, we can!” which celebrated the active and significant roles that Aboriginal and Torres Strait Islander women play within communities. The CCC supported NAIDOC Week through a range

of activities including hosting a stall at the Musgrave Park Family Fun Day in Brisbane, participating in a touch football game with representatives from the Aboriginal and Torres Strait Islander Community Health Service (ATSICHS) at New Farm Park, and hosting an internal event with guest speaker Dr Ruth Link, Senior Manager, Portfolio and Program Management Advisory and Indigenous Sector Practice, Ernst & Young.

#### National Reconciliation Week

In May 2019 the CCC celebrated National Reconciliation Week (NRW). As part of our commitment to hearing the experiences and stories of Aboriginal and Torres Strait Islander peoples, we invited guest speaker, Professor Bronwyn Fredericks, the Pro-Vice Chancellor (Indigenous Engagement) at the University of Queensland, to address staff at an internal forum.

Professor Fredericks shared some of her personal experiences and spoke to the importance of truth and courage when embedding reconciliation within organisational processes. Professor Fredericks challenged us to increase our efforts while advocating for change that will hold enduring value.



Above: CEO Jen O'Farrell, and guest speakers, Gaja Kerry Charlton and Professor Bronwyn Fredericks, at our National Reconciliation Week event.

#### International Women's Day

CCC staff participated in a Public Safety International Women's Day (IWD) event by wearing purple and white colours on 18 January 2019 to raise awareness about women's issues and support for the charity, Hummingbird House, the charity of choice for this year's IWD event.

To celebrate International Women's Day on 8 March 2019, 34 staff including the Chairperson and CEO attended the Public Safety International Women's Day event hosted by the Public Safety Business Agency. The event provided an excellent opportunity to recognise the many women who keep our community safe every day.

## Legal Walk

Thirty CCC staff participated in the 2019 Queensland Legal Walk on 14 May 2019 to raise funds for LawRight, an independent, not-for-profit, community-based legal organisation co-ordinating the provision of pro bono legal services for Queenslanders most in need, including the homeless, victims of domestic violence and self-represented litigants.

## Generous Jeans Friday

Generous Jeans Friday is an initiative of our Corporate Services Division to connect and contribute to our local communities. \$7,471.40 has been raised since the commencement of this initiative, with \$943.40 being raised in 2018–19 for the following charities:

- Orange Sky Laundry
- The YMCA Schools' Breakfast Program
- Rural Aid
- Downs and West Community Support
- Disabled Sports Association "Changing Lives Through Sport"
- Father Chris Riley's Youth off the streets
- St Vincent De Paul's North Queensland Flood Appeal
- Legacy Queensland.

## Delegations

The CCC hosted two delegations during 2018–19. In March 2019 staff from CCC's Integrity Services met with representatives of Pacific Islands integrity agencies, including the Samoa Office of the Ombudsman, the Samoa Audit Office and the Ombudsman Commission of Papua New Guinea. The CCC also hosted a delegation of senior police officers from Hong Kong in June 2019.

## CCC Connect

In October 2018 the CCC launched an eNewsletter to improve how we engage with our stakeholders. CCC Connect provides updates on our work and fills a gap between media releases and our other publicly available performance reports. It's distributed quarterly or when we have significant matters to report on.

## Stakeholder Engagement Strategy

Stakeholder engagement is a critical capability for the CCC. A two-year strategy was developed in 2018–19 to guide the delivery of improved stakeholder-centric engagement. We will be focusing on improving our engagement with complainants, law enforcement, the public sector and Queenslanders. Our aim is to improve the understanding of our work by progressively enhancing our engagement activities so our stakeholders are informed, educated and ultimately empowered to act.

i

## Social media and website statistics as at 30 June 2019



Twitter

**913**

followers



Facebook

**1140**

followers

**1058**

page likes



CCC website

**433,793**

total page views

## Focus area | Improving organisational performance

### CCC Innovate Reconciliation Action Plan

The CCC launched its first Innovate Reconciliation Action Plan (RAP) in March 2019 following endorsement by Reconciliation Australia. The RAP provides a framework for designing and delivering unique and practical services to support Aboriginal and Torres Strait Islander Queenslanders, and to support the national reconciliation movement.

Our vision is to partner with Aboriginal and Torres Strait Islander peoples to form lasting relationships based on mutual trust, respect and understanding in order to support our commitment for all Queenslanders to feel safe in the communities in which they live.

#### RAP outcomes in 2018–19

The CCC's Innovate RAP January 2019 – December 2020 includes 15 action areas with more than 70 deliverables.

This year we:

- Formed a Reconciliation Working Group to oversee the development and launch of the RAP
- Included RAP awareness in our staff induction program
- Developed a Welcome to Country information guide for staff
- Updated our Welcome to Country and Acknowledgement of Country policy and procedure
- Delivered a cultural awareness training program for Corruption staff in collaboration with Banaam consultancy firm
- Continued our “listening tours” in regional Queensland
- Introduced a new process to advertise all vacancies in Aboriginal and Torres Strait Islander media
- Updated our job advertisements to encourage applications from Aboriginal and Torres Strait Islander peoples
- Created a custom-built installation to display our RAP artwork, which had been commissioned from Queensland artist, Leigh Harris, indigenous studios



Above: We are proud to display our RAP artwork in a custom-built installation in our reception area.

- Supported Indigenous owned and managed catering businesses when celebrating significant events
- Developed a cultural calendar to promote significant cultural events.

Over the next 12 months we'll focus on developing employment pathways such as internships or other partnerships in collaboration with government departments and universities for Aboriginal and Torres Strait Islander peoples. One of our challenges will be to meet the Queensland Public Service target

of 3 per cent for Aboriginal and Torres Strait Islander staff. Currently, only 0.5 per cent of our workforce identifies as Aboriginal and Torres Strait Islander.

We will also look at further ways to implement cultural awareness training for staff, as well as supporting cultural and immersion experiences. In addition, we will establish an external Aboriginal and Torres Strait Islander Community Reference Group and develop an engagement strategy to work more effectively with our Aboriginal and Torres Strait Islander stakeholders.



## Developing our systems

From 1 July 2018 the CCC received funding of \$16.3 million over four financial years, and approximately \$3.9 million ongoing funding per year, to address a range of organisational ICT risks and invest in new technology and digital tools.

### Supporting a digital workplace

In late July 2018 the CCC established its Digital Workplace Program (DWP) to create a secure and simplified digital working environment, including the introduction of integrated and intuitive digital tools to enhance the delivery of critical frontline services.

The CCC's investment in its Digital Workplace Program is to deliver enhancements in three key areas:

- **Organisational resilience** – transitioning to Cloud services from traditional, on-premises servers for information storage and software support, which will preserve our information with secure and sustainable backup

- **Forensic computing** – improving the forensic computing process and leveraging new, Cloud-based technologies
- **Online intelligence gathering** improving the process and security of online intelligence gathering.

Other expected long-term benefits of this transformational program include:

- contemporary, flexible and secure ICT infrastructure services that can simply and cost-effectively scale with the future needs of the CCC
- heightened security and alignment with Whole-of-Government ICT policies
- access to Cloud technologies such as Artificial Intelligence, Big Data and Business Intelligence, which will improve the CCC's ability to investigate organised crime and corruption
- improved data-driven decisions through access to business intelligence tools
- more financially sustainable investment in contemporary digital technologies

- anywhere, anytime access to our network on CCC devices with internet connection
- access to multiple applications with one login ("single sign-on")
- access to contemporary technologies and standardised business applications, including the latest Microsoft Office applications.

Achievements during 2018–19 included:

- endorsement of Microsoft Azure as the preferred Cloud solution
- implementation of new forensic computing technology, which will enable self-service acquisition of evidence from mobile devices
- commencement of the CCC's transition to Cloud storage and migration to Office 365.

The CCC will continue to implement its DWP throughout 2019–20. Planned key milestones include the migration of email to Office 365, the delivery of forensic computing technology improvements and the completion of the CCC's transition to the Cloud.

## Program Unify

Program Unify is a significant program of work focused on improving organisational performance and investigative outcomes. Expected long-term benefits and outcomes include:

- streamlined processes and decision-making activities resulting in fewer unnecessary tasks and more efficient work practices; and
- improved cohesion and interaction across the CCC resulting in improved responsiveness and timeliness.

Program Unify encompasses the following three projects: case management, business improvement, and data analytics.

### Case management

The implementation of a new integrated case management system (CMS, Nexus) is a response to the 2013 Keelty Review and a key component of Program Unify.

Nexus will bring numerous benefits to how we carry out our work and increase our efficiency and cost-effectiveness. Nexus replaces four existing systems and will be the single point of truth for operational performance reporting. System functionality of Nexus includes workflows for better coordination and collaboration

## Focus area | Improving organisational performance

across the agency and support for legislative compliance obligations.

Since the allocation of \$4.3 million of government funding in 2016–17, a number of milestones have been achieved. The first milestone was an analysis of the current state of our systems and processes, and documentation of our high-level business requirements for the new system. The second and third milestones were the identification and acquisition of our preferred solution, Nexus.

In 2018–19 the project's procurement process concluded and a contract was awarded to our preferred supplier. System configuration of Nexus commenced, as did our data migration activities. Training and change management activities will be undertaken following completion of system configuration and testing.

Although initially scheduled for deployment in mid-2019, we have deferred the release of Nexus until 2020 to accommodate continuous business improvement activities and working more collaboratively with our preferred supplier to achieve a fit-for-purpose solution.

### Governance, Risk and Compliance system

In 2018–19 the CCC initiated a project to implement a new Governance, Risk and Compliance (GRC) system which will assist us to manage our complex reporting and legislative compliance obligations.

The GRC system will assist in:

- improving efficiency in managing policies, risks, compliance and associated actions
- reducing risk through increased compliance and improved risk treatment and overall risk posture
- supporting strategic performance through greater oversight and management of information that better informs decision-making.

This new system is to be rolled out in the first half of the 2019–20 financial year.

### Data analytics

Data is an essential and valuable asset of the CCC. Data analytics enables the CCC to harness, examine and evaluate data from a range of disparate sources.

By converting data into insights, the CCC can better examine core issues, identify risks, predict patterns, and respond in real time to emerging issues. We can also evolve to becoming an insight-driven agency.

Our investment in data analytics continues to build our investigative and prevention capabilities in such areas as technology-enabled crime and corruption risk.

In 2018–19 the CCC collaborated with CSIRO's Data61 on two data analytics projects. The first project demonstrated the capacity of data-driven approaches to identify cases of corruption and indicators of corruption risk. The second project tested the feasibility and utility of interrogating publicly available information about illicit commodities from dark web forums and marketplaces.

In October 2018 the CCC engaged a data scientist to support the evolution of the agency's analytics capability. Dashboards related to HR and finance data were developed and are undergoing testing.

In 2019–20 the CCC will continue to build its data analytics capability in line with the agency's strategic priorities.