
Building our organisational capability

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Key strategies:

- Develop capabilities to create a healthy, collaborative and innovative culture
- Modernise and embed changes to our assets, systems, processes and workplace
- Leverage data and information to become an insight driven agency

Focus area | Critical organisational capabilities

We continue to build our critical capability to enhance our ability to respond to a complex and continually evolving operating environment.

CCC Futures: connecting people, insights and technologies

In 2020, we established the CCC Futures strategies to guide the development of our critical organisational capabilities. The purpose of these strategies is to provide a roadmap to achieving our ambition of ‘connecting people, insights and technology to reduce major crime and improve the integrity of public institutions’.

Each strategy covers a four-year horizon and provides both specific initiatives and broader principles to support strategic decision-making. This year the CCC Futures strategies continued to guide our investment in people, technology and insights.

More information, including our workforce profile, is provided on pages 66–67.

Workforce Strategy 2020–24

To enable our continual evolution as a crime and corruption workforce of the future, so that we can keep ‘ahead of the game’ to reduce major crime and improve the integrity of public institutions in Queensland (see page 55).

Digital Strategy 2020–24

To build our agency into a resilient, connected, augmented and automated organisation, enabling us to deliver smarter and more simple services to reduce major crime and improve the integrity of public institutions (see page 60).

Insights Strategy 2020–24

To advance our capability to effectively leverage research, intelligence, data, analytics and external partnerships, increasing our operational efficiency and effectiveness and delivering innovative solutions against major crime and corruption (see page 60).

Integration Strategy 2021–25

To bring together our multiple sources of data and information, increasing the visibility of information relationships and making information more accessible and conducive to the development of insights (see page 61).

Workforce Strategy 2020–24

The CCC's Workforce Strategy focuses on establishing our 2024 workforce ambition and goals, underpinned by a forward-looking, practical roadmap. Our Workforce Strategy includes three goals:

1. Undertaking outcome-focused work enabled by insights, digital technology and innovation.
2. A diverse, engaged and adaptable workforce with the right mix of experience, specialist skills and personal attributes who can work in multi-disciplinary teams.
3. Foster a 'greater place to work' differentiated from other public sectors, underpinned by a strong performance culture, robust workforce strategy, and management and planning capabilities.

Over the last 12 months, we have invested significant effort in developing our people and delivering initiatives that are aligned with these goals.

Recruitment and selection

This year we continued to review our recruitment, selection and onboarding process to focus on enhancing the candidate experience. A positive candidate experience ensures we continue to attract, engage, develop and manage our workforce to deliver on the CCC's strategic objectives now and into the future.

Early Career Pathways

The Early Career Pathways Program is helping us to develop the CCC workforce of the future. The program provides paid and unpaid opportunities for students and graduates in the disciplines of law, financial investigation and analysis, intelligence and research. The program includes a summer vacation internship program, graduate program, and professional practice program.

Inducting new employees

We are committed to ensuring new staff have the knowledge they require to do their job effectively, as well as an understanding of their specific workplace context and how their role aligns with the priorities of the CCC.

Through our induction program, new employees immediately learn about our values, culture, and strategic and operational priorities.

During their first week, new employees undertake a range of mandatory eLearning programs that cover topics such as our Code of Conduct, workplace health and safety and information security.

We supplement this with a quarterly Corporate Induction Program, hosted by our Values and Culture Group (see page 59), which provides an opportunity for our new employees to hear directly from our senior leaders.

Employee experience

This year the CCC implemented a new Employee Experience Measurement approach to monitor employee engagement and experience across the stages of their employee lifecycle, including recruitment and on-boarding; change, development, and promotion; and offboarding. Since July 2021, the CCC has used the Employee Experience Measurement platform to measure employee experience through the onboarding and offboarding processes.

Survey results to date have been encouraging, with both newly commenced and departing staff providing favourable feedback. For instance, the majority of exiting commission officers positively rated their overall experience working at the CCC and stated that they felt the CCC is a values-driven organisation.

Developing our people

The development of our people is guided by their Performance and Development Agreement (PDA), which is created in consultation with their manager and reviewed bi-annually. This PDA sets performance expectations and provides an opportunity for our people to discuss development and career goals with their line manager.

Our strategies for employee development include formal and informal learning and development activities that are designed to provide staff with the knowledge, skills and experience to deliver on our strategic objectives and grow in their careers.

We respond to changes in our environment by providing training to our staff. We delivered training to help our leaders operate as coaches and manage critical conversations.

We continued to support the development of our critical capabilities and digital transformation by providing investment and training to:

- improve our Crime and Corruption investigations, legal, intelligence and finance capability.
- deliver expert evidence and stakeholder engagement training programs - reinforcing best-practice processes and standards
- maintain our strong governance, risk and compliance culture, and
- enhance our online workplace compliance training system (CCCLearning).

We continued to support our people through:

- facilitating access to elective educational courses through our online platform, CCCLearning
- assisting our people with their ongoing professional development by supporting opportunities to attend a range of workshops, seminars and conferences
- supporting staff to undertake tertiary study by providing financial assistance toward their course fees and granting study leave (eight employees), and
- supporting our specialists by reimbursing between 50 and 100 per cent of their professional membership fees (30 employees).

Throughout the year, CCC delivered workshops and presentations to help our people to stay current and enabled with:

- Advanced presentations
- Critical conversations
- Engagement essentials
- Professional business writing
- Mentoring
- Unconscious bias, and
- Leader as coach.

The CCC’s Mentoring Program formally connects our people and creates regular opportunities to transfer knowledge and create networks throughout our agency. In 2021–22, we connected 25 mentors with 25 mentees.

Creating great leaders

We aim to develop inspirational leaders who react well under pressure, support and collaborate with their colleagues, and exhibit sound judgement.

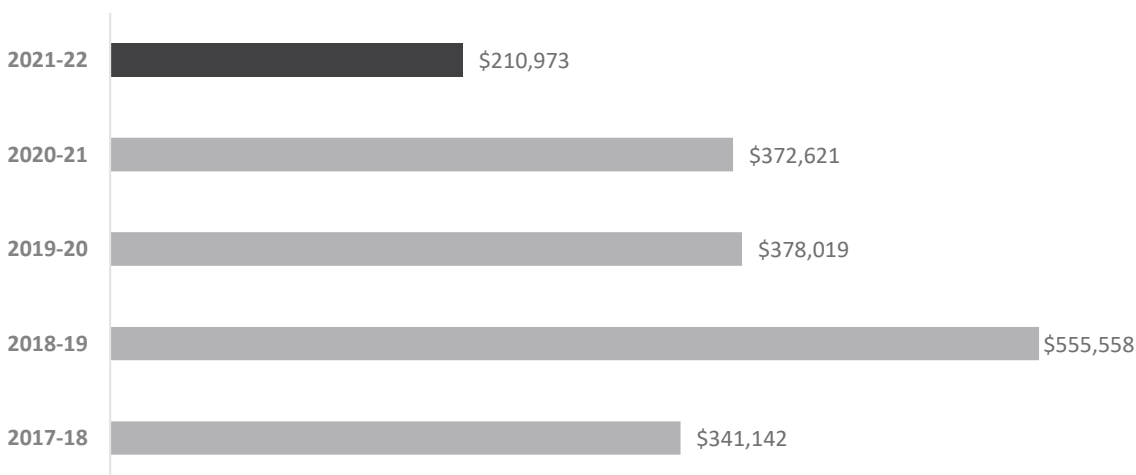
This year, we supported:

- 18 of our leaders to undertake a program to develop confidence and capability in managing critical conversations
- 15 of our leaders to undertake a program to develop and build their capability in communication skills for effective stakeholder engagement, and
- 10 of our leaders to complete the ‘Leader as coach’ program.

We also continued to support a range of initiatives that assist our people to achieve their career goals, including:

- **CCC Leadership Roadmap** — A framework to support leadership development at all career stages
- **Career Development Pathways** — A framework to assist our people grow their careers as practitioners and technical specialists, and
- **CCCLearning | Professional** — A platform that contains more than 500 bite-size courses, available on-demand covering a range of business and leadership disciplines.

Figure 20: Investment in the training and development of our people from 2017–18 to 2021–22



Supporting reconciliation

The CCC serves an important function in responding to the needs and concerns of Aboriginal and Torres Strait Islander peoples, in relation to criminal justice issues and good governance of public sector agencies. Our vision is to partner with Aboriginal and Torres Strait Islander peoples and communities to form lasting relationships based on mutual trust, respect and understanding. For this reason, we focus on advancing our contribution to reconciliation through strengthening our collective and individual cultural capabilities.

As part of our Reconciliation Action Plan (RAP), we are committed to engaging all of our staff in continuous cultural learning opportunities that increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements. In doing so, we believe that we will be more effective in working with Aboriginal and Torres Strait Islander communities and that we can all have a positive impact on reconciliation in Australia.

Our continued focus is on raising awareness within our agency; increasing our staff participation in events that support reconciliation; and reviewing our services so they are culturally responsive, safe, and equally accessible to everyone.

Our first Innovate RAP closed on 30 June 2021. Since then we have been developing our next Innovate RAP with Reconciliation Australia and our stakeholders, while consolidating the work already done in our first action plan.

As mentioned on page 49, this year we engaged with Aboriginal and Torres Strait Islander clients and stakeholders to identify workable solutions for improving access to the CCC complaints management service. Consultation resulted in a range of recommendations which needed to be tested with Aboriginal and Torres Strait Islander peoples and their communities.

Community consultations have commenced to test the recommendations and are being conducted within communities across the State.

As part of our cultural capability strategy, all of our staff have completed a cultural awareness training module based on Evolve Communities' '7 steps to reconciliation' program, aiming to:

- develop appreciation and respect for Aboriginal and Torres Strait Islander history, traditions and culture

- improve understanding of the relevance of reconciliation in our workplace and how it is important to building and maintaining relationships with Aboriginal and Torres Strait Islander stakeholders
- increase cultural safety within our organisation to attract and retain Indigenous persons
- be, and be known as, a great place to work for all people, and be recognised as an organisation that values both its team and clients
- build individual confidence to work within Aboriginal and Torres Strait Islander communities in a culturally appropriate manner, and
- inform individual perspectives of how culture shapes values, attitudes and behaviours.

This program has also been incorporated into our ongoing training schedule for any new staff.

In July 2021, we celebrated NAIDOC week. Due to the continued regulations of COVID-19, we celebrated NAIDOC week with a number of online events to enable us to share, acknowledge and celebrate Australia's rich Aboriginal and Torres Strait Islander culture and history, including virtual community events, stories, music, language resources and documentaries.

In 2022, the theme of National Reconciliation Week was *Be Brave. Make Change*. In line with this year's theme, CCC staff were encouraged to reflect on what we can do to Make Change. Our RAP team coordinated interactive activities to facilitate staff discussion and reflection about the actions available in our day-to-day lives to advance reconciliation in a meaningful way.

In May 2022, a Cultural Advisory Group consisting of key staff and Indigenous representatives from within the communities in which we operate was established. The Cultural Advisory Group will work to help guide the RAP development process and to support our ongoing relationships in communities.

Respecting, promoting and protecting human rights

In January 2020, the *Human Rights Act 2019* (Qld) came into full effect. Since then, we have taken steps to ensure our actions and decisions comply with the requirements of the Act, including the 23 human rights.

The CCC did not receive any human rights complaints in 2021–22.

We demonstrate our ongoing commitment to human rights by:

- continuing our regular human rights training to ensure our people are aware of their obligations under the *Human Rights Act 2019* (Qld)
- considering human rights in our strategic and operational planning activities
- reflecting our commitment within our Strategic Plan
- incorporating human rights considerations into our processes for handling complaints, making decisions and developing, amending or rescinding policies and procedures, and
- providing resources and guidance material that support our human rights policy and procedure.

We ensure our acts and decisions do not limit human rights, or limit human rights only to the extent that is reasonable and demonstrably justifiable, in accordance with section 13 of the *Human Rights Act 2019*, for example:

- decisions about the use of coercive powers and acting under coercive powers
- assessment decisions and actions in relation to corruption complaints and police misconduct complaints
- decisions and actions under review and monitoring of corruption complaints and police misconduct complaints
- decisions and actions during the investigation of corruption complaints and police misconduct complaints
- decisions and actions in relation to crime investigations and confiscation-related investigations
- decisions about whether to commence, continue or discontinue a crime-related matter (see our Matter Prioritisation Model, page 47)
- administrative decisions and actions in relation to the disclosure of information, and
- developing, amending or rescinding policies and procedures.

Focusing on wellbeing

We are committed to continuing to provide a safe working environment for all of our people. We know our work can sometimes be challenging, and we remain focused on enhancing the wellbeing of our people and ensuring they are happy, productive and motivated at work.

This year our Wellbeing Plan (2021–2022), released in August 2021, provided proactive and preventative support to commission officers. The plan promotes a range of solutions for effective support, care and treatment for psychological harm and identifies opportunities to build resilience through feeling safe, stable and secure in these uncertain times.

This year we had a focus on mental health as an integral part of people’s wellbeing. We have now trained 45 officers in Mental Health First Aid (MFHA), 27 of which have also been accredited to conduct MHFA assessments.

We partner with Converge International to provide an Employee Assistance Program to ensure CCC officers, and their immediate family members, can access wellbeing services including confidential personal coaching and counselling. We actively promote these services through our induction program and published online materials.

We have updated and continue to maintain a regular and proactive psychological assessment program for our officers deemed at risk of psychological injury as a result of the work they undertake.

To further support our people’s wellbeing, we continue to support and promote flexible work arrangements, including compressed hours, accumulated hours, telecommuting, flexible start and finish times and part-time/job-share arrangements. These arrangements helped support our people to navigate the changing work environment due to natural disasters and COVID-19, and they continue to be in place.

Values and culture

Our Values and Culture Group (VCG), a group of representatives from across each of our business units, continues to lead initiatives to embed and support our organisational values of People, Accountability, Integrity, Courage and Excellence (PAICE).

On 13 October 2021, our VCG coordinated the fifth annual Team CCC Day — a day our people come together to participate in employee-led activities, strengthen workplace relationships and celebrate our value of ‘People’.

The VCG also hosts our annual 1CCC PAICE Awards ceremony. The 1CCC PAICE Awards provide an opportunity to recognise and celebrate our staff for displaying our CCC values – People, Accountability, Integrity, Courage and Excellence – in action. We also recognise staff contribution to reconciliation at this annual event.

In July 2022, we held the 1CCC PAICE Awards ceremony to recognise and celebrate staff who had been nominated by their peers via our online employee recognition tool during the preceding year.

Ensuring ethical conduct

The CCC’s Code of Conduct provides guidance to our staff on appropriate behaviour, consistent with the principles outlined in the *Public Sector Ethics Act 1994*:

- integrity and impartiality
- promoting the public good
- commitment to the system of government, and
- accountability and transparency.

These principles underpin our values (see page 7), and they are embedded within individual PDAs.

New staff are provided with the CCC Code of Conduct upon commencement and complete an eLearning module in their first week of employment. The module covers the following topics:

- operation of the *Public Sector Ethics Act 1994*, the application of ethics principles, and their obligations as public officials, and
- the contents of our Code of Conduct, and the rights and obligations they have in relation to contraventions of our Code of Conduct.

Existing staff are required to complete regular refresher training.

Our Governance Framework (see page 68) outlines the values, attitudes and behaviours expected of all staff, in

alignment with international standards of best practice and the principles of the *Public Sector Ethics Act 1994*.

Our policy framework sits within our broader governance framework and ensures our policies and procedures align with the principles and values of the Act.

Engaging with our people

We formally engage with our people through our consultative committee, with participation from both our staff and management. Both the Chairperson and Chief Executive Officer are members of this committee, which meets to raise and discuss industrial or employee relations issues.

Each year, we also participate in the Working for Queensland Survey to measure our workplace climate, with this year’s survey conducted in September 2021. We continued to have a strong participation rate, with 71 per cent of our people providing valuable feedback through this mechanism. Despite the challenges faced this year, the survey results showed growth against the majority of factors and indices when compared with 2020 results, including in:

- agency engagement, driven by increases in job satisfaction and in our people’s belief that they are making a difference to our community
- job empowerment, driven by increases in our people’s feelings of having the tools and information they need to do their job effectively and the ability to have a say in how to do their job, and
- learning and development, driven by our people having access to relevant learning and development opportunities, and opportunities for our people to develop their skills and knowledge.

The results also provided us insights into the focus areas for improving our employee experience. To guide our response to the Working for Queensland survey, we developed action plans to target key areas and monitor progress, including taking the following actions:

- supporting managers to improve recruitment quality and effectiveness to reduce workforce gaps and give people confidence in the process
- continuing to support flexible working arrangements to assist people finding work-life balance, and
- ensuring our investment in learning and development is balanced between leadership and technical skills.

Digital Strategy 2020–24

The CCC's Digital Strategy enhances our digital capability to create a resilient, connected, augmented and automated agency enabling us to deliver smarter, simpler and effective services.

Our Digital Strategy is phased over a five-year delivery roadmap and seeks to:

1. improve the resilience, connectedness, efficiency and effectiveness of our service delivery model – in order to 'get ahead of' the increasingly sophisticated crime and corruption environment, and
2. improve the experiences of our internal and external stakeholders.

Digital Program

In 2021–22, we moved into the next phase of our digital strategy to maintain our enhanced maturity. Over the last 12 months, we:

- further strengthened our information security posture, by implementing enhancements to our cloud environment and firewalls, and other initiatives to ensure compliance with the Australian Signals Directorate Essential 8 security requirements
- strengthened the foundations of our digital Governance, Risk, and Compliance (dGRC) system
- conducted a major version upgrade of our electronic document and records management system
- continued to support the mobility of our workforce by rolling out a new fleet of Surface Pro 7 devices, trialling a new web-based forensic computing tool which allows our investigators to review electronic exhibits when working remotely, and providing remote access to CCC building security systems
- continued the development of the CCC's cloud-based data warehouse that will allow us to consistently connect information across data assets to develop deep insight and intelligence about crime and corruption matters
- developed digital applications to support improved decision-making, including a stakeholder management system to track engagements with key partners and a finance dashboard to improve fiscal management
- commenced a replacement program of the audio-visual equipment in hearing and training rooms, and
- commenced a pilot to facilitate secure information exchange with external agencies.

Insights Strategy 2020–24

The CCC's Insights Strategy builds on our Digital and Workforce Strategies by exploring the required uplift to enhance our technology and provide our people with the ability to leverage insights, increasing operational efficiency and effectiveness, and delivering innovative solutions against major crime and corruption.

The goals of this strategy are:

1. To empower people with data by ensuring our people and stakeholders have access to the right information at the right time. They understand what data is available and know how to use it.
2. To enhance our agency performance by improving:
 - the quality and timeliness of assessments and investigation
 - our operational and intelligence gathering capabilities that enable targeted and proactive action, and
 - the effectiveness of internal processes that create increased capability of our people.
3. To embed an insight-driven culture by increasing:
 - our insights literacy and capability
 - our delivery of insights-led solutions, and
 - our participation in insights knowledge sharing and collaboration.

Measuring the impact of Proceeds of Crime

As reported on page 32, this year we completed our research project into the deterrence effect of proceeds of crime action through tracking offenders' contacts with the justice system before and after that action. This provides valuable insight into the allocation of CCC resources to enable maximum impact from proceeds of crime actions.

Data warehouse

In 2021–22, the CCC developed a data warehouse that provides opportunities to increase the efficiency and quality of operational reporting and add value to our strategic data assets.

In the past year we have undertaken a current state analysis to identify our strategic data assets, gathered business requirements to assist in the prioritisation of agency-wide reporting needs and delivered a business intelligence dashboard.

Preliminary work has also commenced on the ingestion of more complex operational data sets into the data warehouse.

Finance Reporting Dashboard

A key deliverable this year was the ingestion of financial information with our data warehouse, and moving elements of the data warehouse into production.

Significantly, we delivered an interactive and dynamic Finance Reporting Dashboard to cost centre managers, leveraging the CCC's data and insights and cloud infrastructure.

We will continue to expand this capability to generate insights from its operational data.

Data catalogue

In January 2022, we delivered the CCC Data Catalogue. The catalogue has been produced from our key data holdings, providing a strong base for our future data inventory and cataloguing initiatives as well as the creation of a common data model.

Corruption Allegations Data Dashboard

The Corruption Allegations Data Dashboard was updated this year and published on the CCC website. The dashboard's data set was expanded to include allegations data for the period 1 July 2015 to 31 March 2022.

The aggregated data provides useful and transparent information about corruption allegations in Queensland for the public and stakeholders in units of public administration.

Integration Strategy 2021–25

The CCC's Integration Strategy is intended to ensure that new technologies integrate with existing systems, to allow us to get the most out of our transition to a data-driven agency.

Outcomes from this strategy will enable greater integration across appropriate applications, devices, and data so that new digital products can be introduced faster while limiting the risk of re-work, improving system integration and interoperability to increase business intelligence, organisational resilience and connectedness.

The benefits of an integration strategy are:

1. improved business agility and access to information
2. streamlined information flows and increased process efficiency, and
3. optimised IT resources and reduced costs.

The Integration Strategy underpins and enables the ongoing delivery of both the Digital Strategy and Insights Strategy, defining a regime for bringing together sets of data and information from multiple sources, increasing the visibility of information relationships and making information more accessible for use.

Following the development of the Integration Strategy last year, the data warehouse has been expanded to allow better integration of data from multiple systems.