



PEOPLE

STRATEGY 2028



Australian Government

Comcare

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Message from the CEO

The People Strategy 2028 is Comcare's commitment to being a great place to work. The People Strategy is focused on our greatest and most important asset – our people. It is about ensuring we give you the tools, skills and culture that you need to continue our sector leading work now and into the future.

We know it is important that we all have an experience of work that emphasises:



Connection: I feel heard, trusted, respected and supported.



Flexibility: I have choice and balance.



Purpose: My work makes a difference.



Career: I learn and grow.



Care: I work in a safe and healthy environment.

To make this happen, we'll deliver on four key target outcomes:

- Capability: We attract and grow talented people who value having a positive impact.
- Agility: We are an adaptable organisation that evolves with change.
- Wellbeing: We are inclusive and embrace diversity and deliver safe and healthy work.
- Stewardship: We champion stewardship, integrity, the Comcare values and a connection with our purpose.

We're committing to 10 people-focused initiatives and will measure the benefits these will provide.

Throughout the life of the People Strategy, you will hear about:

- learning that helps in your current role, and where you want to go in the future
- leadership development and building the people management skills of our managers
- a supportive and respectful workplace that promotes wellbeing and is healthy and safe
- the importance of an inclusive culture that embraces our diversity
- the connection between our integrity, trust and reputation of the Australian Public Service (APS) of which we are part of
- our Comcare Values and Purpose, and how they are essential for meaningful work
- career development and skill-building opportunities within Comcare.

This People Strategy features quotes from our people on why Comcare is a great place to work. It has been designed with the knowledge that our operating and work environment is changing. It reflects the strengths we possess as a trusted provider of services to the jurisdiction and to the Australian Government. It also identifies the risks we face from the changing environment. The People Strategy will guide our decisions about how we can ensure we have the culture, conditions and talent we need to position ourselves to respond to these challenges, and lead in all the spaces in which we work.

Greg Vines
Chief Executive Officer



Introduction

The People Strategy 2028 (the Strategy) provides a strategic and integrated approach to planning, building, retaining and deploying the workforce our organisation needs to deliver. The Strategy is a critical enabler for delivering Comcare's purpose and sets out our vision for a capable, engaged and high performing workforce that is trusted and passionate about achieving better work health and safety outcomes for Australians.

The Strategy is aligned to the APS Reform Program, the APS Workforce Strategy, the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy, APS Disability Employment Strategy, and the APS Gender Equality Strategy. It is also aligned to the Comcare ICT and Digital Strategy 2028, and Comcare's Data and Analytics Strategy 2024–26.

The Strategy puts our people at the heart of our capability as an agency. It encompasses connection with our shared purpose, growth and development, flexibility, and inclusion at the centre of the employee experience. It provides a roadmap that spans our employees' full experience of working at Comcare. From initial attraction, commencing in a role, to enjoying a career full of purpose, applying and learning new capabilities to thrive as people in a profession that makes a difference to people's lives.

The Strategy is enabled by a detailed Workforce Plan that builds and matures Comcare's workforce management capability, systems, and processes to fulfil the vision in the Strategy.

The Strategy is in Four Sections:

01

Outlines the change drivers impacting Comcare's operational environment and our strategic priorities to 2028.

02

Focuses on what it means to work for Comcare and provides an overview of our people, our work, our culture and our employee experience priorities.

03

Outlines Comcare's future workforce capabilities. The target outcomes and the initiatives Comcare will take forward to achieve our goals in these areas.

04

Outlines the expectations of leaders and managers as well as team members. It also contains the maturity roadmap for the People Strategy 2028.

Our vision

A capable, engaged and high performing workforce that is trusted and passionate about achieving better work health and safety outcomes for Australians.

"I believe in the potential of Comcare to achieve its vision, mission and goals. I believe my team and the work we do help shape and support this too." EVP survey response, 2023

Comcare's Strategic Context

Over the coming decade, our operating environment will present several challenges and opportunities for which Comcare needs to prepare. The Strategy has been developed to address and respond to a range of challenges, risks, commitments, and opportunities which will impact our workforce.

The five key trends most likely to impact Comcare's environment in the next ten years include:

Change driver	Description
1  Change in the nature, volume, complexity of incidents and notifications, injuries and illnesses	• Change in the nature, volume, and complexity of incidents, injuries, and illnesses. • Rise in psychological claims. • Increases in occupational violence, particularly for emergency responders, health professionals, and teachers.
2  Shifts in ways of working patterns	• Competition for talent. • Employee expectations. • Changes to the uptake in casualised work, short-term roles and contractors. • Ageing workforce. • Remote work and flexible working arrangements. • Building a diverse and inclusive workplace environment.
3  Rapid advancements in technology including Generative Artificial Intelligence (AI) on the rise	• Rapid advancements in technology including the increased digitisation and use of big data and generative AI. • Data protection needs, new opportunities for data sharing, and increasing cyber-crime, impacting the efficiency and effectiveness of operations. • Rapid technological innovation raising citizen's expectations for transparency and productivity. • Increased availability of telehealth services.
4  Increasing customer expectations on Government and the Public Service	• Changing scheme demographics. • Managing our reputation and value proposition to our stakeholders and the demand for our service offerings. • APS Reform: Working towards a vision for a stronger public service. • Judicial rulings which impact the Government, our stakeholders and Comcare. • Dynamics of policy and national reforms, and their cross sectoral impacts. • Rise in climate, environmental, and sustainability considerations. • Implementing changes to WHS laws in the Comcare jurisdiction.
5  Increased fiscal and economic pressures	• Increased cost to serve resulting from increases in wage, medical, and legal costs. • Inflation triggered by the economic and fiscal measures taken to mitigate the pandemic after-effects and political conflicts. • Rise in cost of living and associated pressures. • Inflationary pressures impacting unemployment rates.

Our strategic priorities to 2028

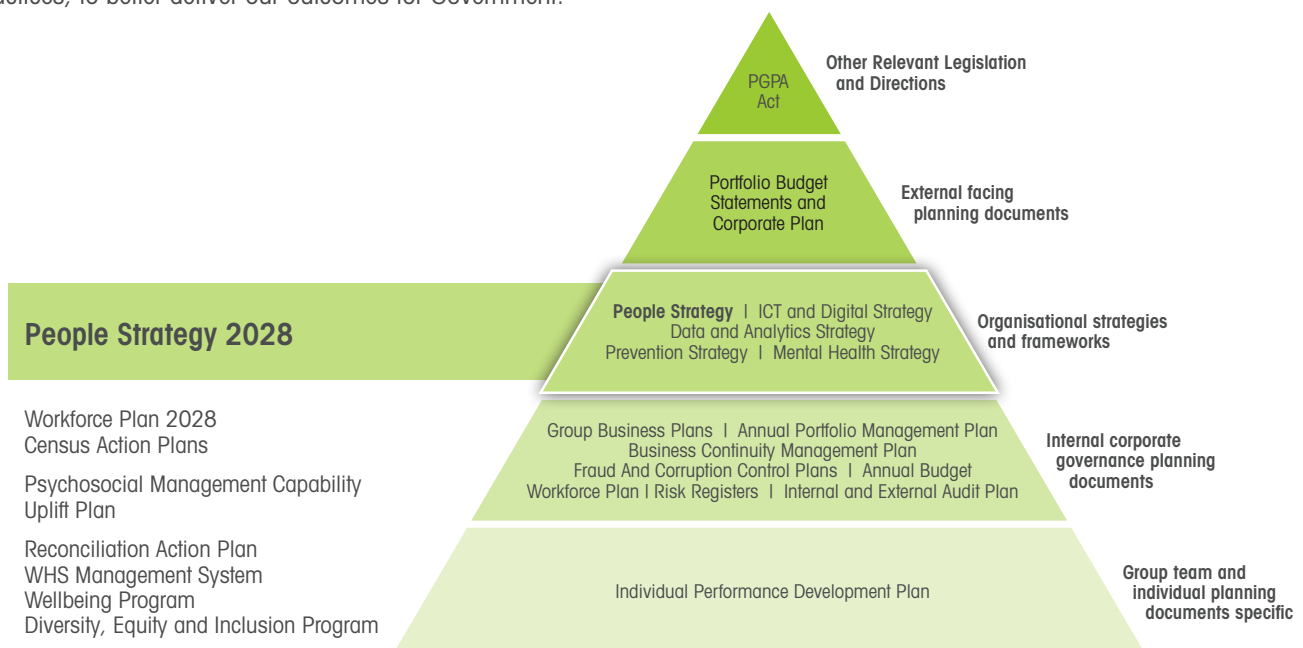
In response to these upcoming challenges and opportunities, the Strategy has been developed to meet Comcare's talent needs and strategic priorities over the next four years. The initiatives outlined are intrinsically linked to these priority areas of organisational focus, our priority enablers and values.

Our Strategic Priorities		Prevent work-related injuries	Be a leader in the prevention of psychological injuries in particular, and increase our influence , appropriately sharing insights to more effectively drive positive change with employers and employees
		Deliver better return to work outcomes	Improve return to work outcomes focusing on psychological injuries , influencing and collaborating to deliver support and interventions that better meet the recovery needs of employees
Are enabled by		Making data-driven decisions	Uplift technological capabilities to enable: > Easy access to meaningful insights from data that support both strategic decisions and day-to-day operations > Transparent and consistent engagement
		Uplifting leadership, effectiveness and efficiency	Reinforce the organisation's purpose , with impact through empowered leadership and decision making at all levels Optimise our governance, performance, funding and resource allocation models
		Delivering client-centric services	Uplift our organisational capability to co-design and deliver services that anticipate and meet client needs and adapt to changing circumstances
Through		Earning and strengthening trust internally and with our stakeholders	Earning and strengthening trust and upholding our values to act with integrity and respect, strive to have a positive impact, and collaborate and innovate, are foundational to the way we work

Document hierarchy

The Strategy works in harmony with other organisational strategies and frameworks and is a supporting plan under Comcare's Corporate Plan.

It represents how we achieve our organisational purpose through our people and is central to enhancing workforce management practices, to better deliver our outcomes for Government.



What it means to work for Comcare

The employee experience

As a part of Comcare, we all contribute to promoting and enabling safe and healthy work for both the jurisdiction and for ourselves.

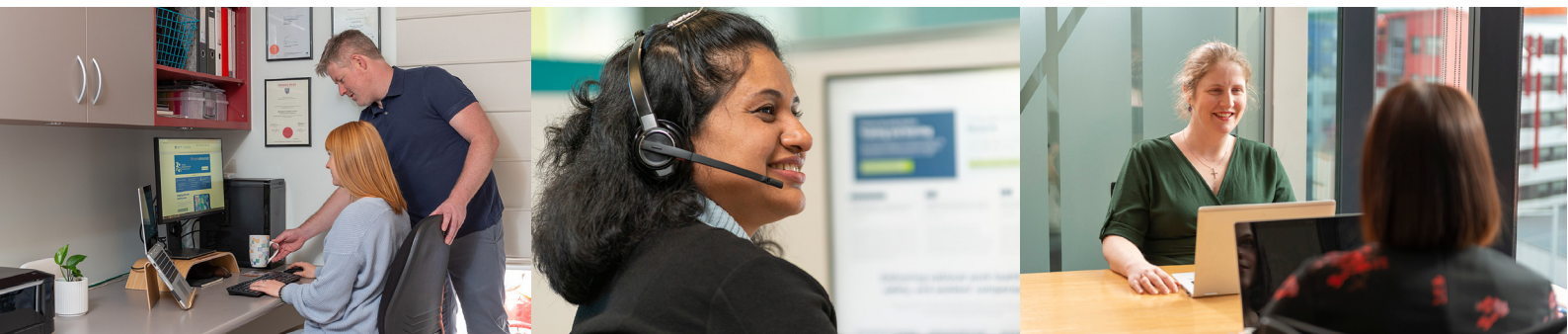
- **Connection:** I feel heard, trusted, respected and supported
- **Flexibility:** I have choice and balance
- **Purpose:** My work makes a difference
- **Career:** I learn and grow
- **Care:** I work in a safe and healthy environment



Figure 1: Our employee's experience

"A very family friendly and supportive culture with worthwhile work" EVP survey response, 2023

"There are very few workplaces where you can pass a COO, CFO or CEO in the hall and have the ability to say hello and have an actually meaningful conversation, Comcare is one of these" EVP survey response, 2023



Our work

Regulator role

We are the national work health and safety regulator which includes regulatory functions and powers for compliance and enforcement under the *Work Health and Safety Act 2011* (WHS Act). We also regulate workplace rehabilitation providers and workplace rehabilitation under the *Safety, Rehabilitation and Compensation Act 1988* (SRC Act).

Scheme manager role

We manage the Comcare workers' compensation scheme which covers premium paying employers and self-insured licensees. We support the Safety, Rehabilitation and Compensation Commission (SRCC) to manage and monitor self-insured licensees. We provide advice to the Minister on the operation and effectiveness of the SRC Act, along with advice on the administration of the WHS Act.

Claims manager role

We manage claims across several injury compensation schemes. Under the SRC Act, we are the workers' compensation claims manager for Australian Government agency employees. In addition, we manage the liabilities for common-law asbestos related conditions under the *Asbestos-related Claims (Management of Commonwealth Liabilities) Act* (ARC Act) for the Australian Government. We also administer the Parliamentary Injury Compensation Scheme which provides injury compensation coverage for Australian Government parliamentarians and the Prime Minister's spouse.

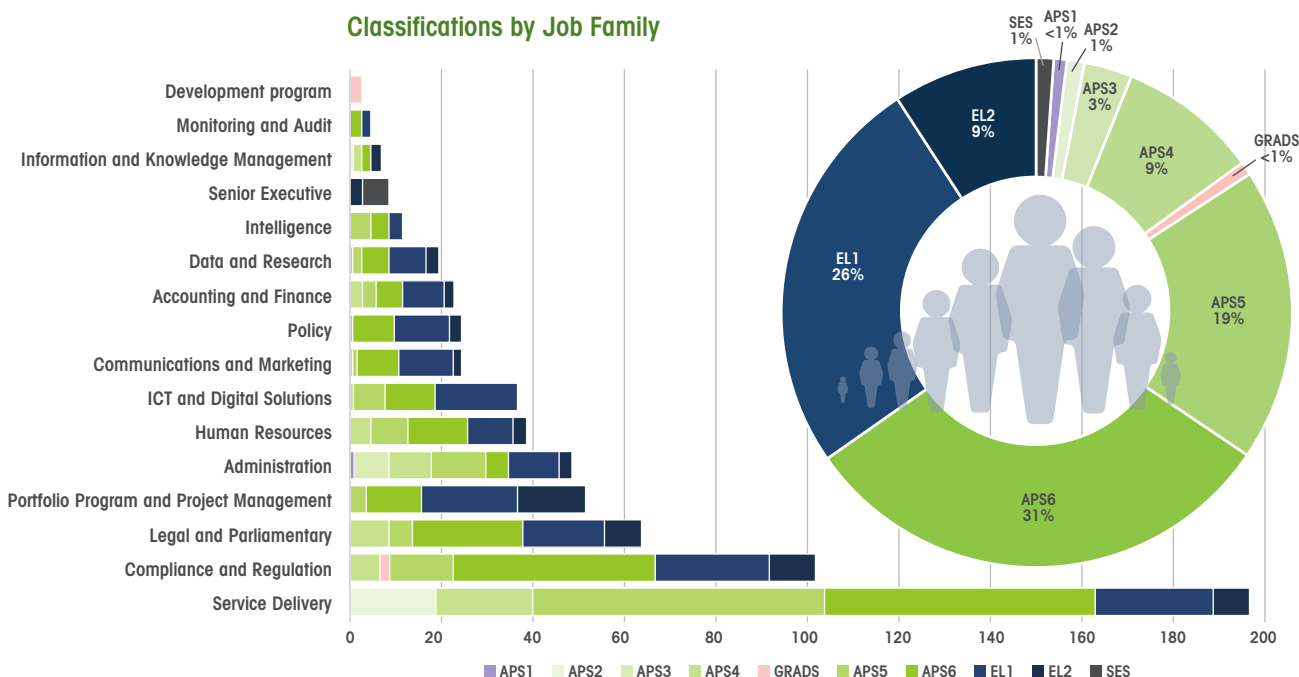
Insurer role

Under the SRC Act, we are also a workers' compensation insurer and we set and collect premiums specific to each Australian Government agency, to meet Comcare's claims liability and claims administration costs.

Enabling service role

Our operational capabilities are strengthened by enabling services, including governance, legal, project and program delivery, education, engagement, training, research, communications, strategy, people, property, finance, and information management. Our enabling services increase efficiency and effectiveness derived from a strong service delivery focus.

Figure 2: Our job families and classifications



Our culture

Employee engagement

Our employees have a strong level of engagement with Comcare, its purpose, their team, their manager and their roles.

Our cultural strengths are demonstrated by our strong 2023 APS Employee Census (Census) results which form a baseline for us to meet:

- 90% "I am satisfied with my non-monetary employment conditions"
- 86% "My agency supports and actively promotes an inclusive workplace culture"
- 91% "I believe my immediate supervisor cares about my health and wellbeing"
- 91% "My workgroup can readily adapt to new priorities and tasks"

High levels of engagement are strongly associated with positive outcomes such as increased performance and productivity, and it demonstrates that our employees are motivated, inspired and enabled to deliver our purpose and strategic priorities. We commit to maintain high levels of engagement and ensure our people feel connected to Comcare and each other.

Figure 3



Diversity, Equity and Inclusion

We are committed to embracing an inclusive workplace where we each feel valued, are treated with respect, and have an environment where we can all thrive by bringing our unique and best selves to work and have an equitable opportunity to contribute and realise our full potential.

Why is diversity, equity and inclusion important?

Diversity, equity and inclusion has been shown to be a critical driver of organisational success in allowing for greater diversity of thought, greater empathy and connection with each other, as well as creating an inclusive workplace reflective of our society.

We commit to supporting all diversity cohorts with an explicit focus on achieving the following targets by 2028:

- We'll grow our Aboriginal and Torres Strait Islander workforce from 2% in 2023 to the Government's stretch target of 5%.
- We'll increase our proportion of employees with disability to the Government target of 7%.
- We'll reduce our gender pay gap from 7% in 2023 to between -5% and +5% (Workplace Gender Equality Agency target for all organisations).
- We'll strive to build a workforce that reflects the Australian community.
- We'll continue to support our LGBTIQ+ community by building a better understanding of their support needs at Comcare.

What are we doing?

- Comcare will continue to appoint a senior executive Diversity Champion to demonstrate leadership support for diversity, equity and inclusion by attending key diversity events and delivering diversity messages to stakeholders both internal and external to Comcare.
- Continue the success of the Diversity and Inclusion Group (DIG) to actively foster a positive culture of inclusion through activities such as celebrating days of significance and raising awareness of the lived experience for diverse groups.
- Leverage and strengthen existing partnerships with diversity focused organisations, including Diversity Council of Australia, Australian Disability Network, Reconciliation Australia, and Pride in Diversity.
- Collaborate with employees and the DIG to develop a new Diversity, Equity and Inclusion Program and the Reconciliation Action Plan with these targets in mind.

Figure 4: Our Diversity, Equity and Inclusion commitments



5%

Aboriginal and
Torres Strait Islander
employment



7%

People with disability
employment



+/-5%

Aim for gender pay
gap within +/-5%



Aspire for a workforce
that reflects the
Australian community



Future workforce

"Comcare cares about the health, safety and wellbeing of its workers and making an impact"
EVP survey response, 2023

APS future state workforce characteristics

The APS Workforce Strategy sets out that to be positioned for the future, the APS workforce needs to be:



Reference: [Delivering for Tomorrow: APS Workforce Strategy 2025 \(apsc.gov.au\)](https://www.apsc.gov.au/delivering-for-tomorrow-aps-workforce-strategy-2025)

Comcare's future workforce: Enterprise Critical Capabilities

The Enterprise Critical Capabilities that we require moving forward to embrace future opportunities are set out in Table 1 below. The People Strategy initiatives aim to address demand for these critical capabilities.

Table 1: Enterprise Critical Capabilities

Behavioural/Functional Capabilities:				
Interpersonal effectiveness Results orientation Effective communication Collaboration and teamwork Service orientation Empathy Cultural competence	Organisational enablers Legislation, risk and decision making Critical thinking Organisational design Change management	Future orientation Adaptability and resilience Strategic thinking Innovation Leveraging data and information	Purposeful leadership Change leadership People development Applying business acumen	
Technical Capabilities:				
Data analytics and storytelling	Communications Change management Legal	Work health and safety Claims (case management)	Human resources People leadership	Interpret and apply legislation and policy
New or Emerging Capabilities				
Digital fluency Digital transformation	Psychosocial hazard management Human centred design	Lead and manage geographically dispersed workforce	Intellectual curiosity critical and agile thinking	Understanding psychological injuries

Target outcomes

The target outcomes for the Strategy represent our future state. The target outcomes guide the implementation of our initiatives and meeting them will contribute to us meeting our vision of having a capable, engaged and high performing workforce that is trusted and passionate about achieving better work health and safety outcomes for Australians.

There are four target outcomes, each designed to deliver measurable benefits and contribute to our future success:

- **Capability:** We attract and grow talented people who value having a positive impact.
- **Agility:** We are an adaptable organisation that evolves with change.
- **Wellbeing:** We are inclusive and embrace diversity and deliver safe and healthy work.
- **Stewardship:** We champion stewardship, integrity, the Comcare values, and a connection with our purpose.



The Strategy sets out to realise benefits for everyone. We will commit to observing, measuring and reporting against these benefits to ensure they remain relevant. We will use a range of measures including employee survey results, workforce metrics, performance indicators and report on our progress each year to our Executive.

Outcome	Future State
Capability	• We have the critical knowledge, expertise and skills required in our roles. • We have attractive remuneration and conditions. • We attract and retain high performing people.
Agility	• We manage change and communicate effectively. • We enable innovation and continuous improvement. • Our organisational structure enables performance and engagement. • We plan the resourcing of our roles through vacancy mitigation.
Wellbeing	• We provide a safe and healthy work environment, where we manage psychosocial hazards effectively and instil trust in our workforce. • We have an inclusive culture that attracts and retains diverse groups.
Stewardship	• Our leaders develop and empower employees, inspire high performance, instil trust, communicate effectively and lead change. • We have a workforce that is engaged with our organisational purpose and priorities. • We have management practices that enable high performance. • We act with integrity in all that we do. • We actively foster a diverse culture where all employees feel valued, trusted, supported, and empowered to bring their authentic selves to work.

Initiatives that make a difference to you

To bring the People Strategy to life, the initiatives and key activities are mapped to each target outcome: Capability, Agility, Wellbeing and Stewardship.

Capability – We attract and grow talented people who value having a positive impact

1.1 Attraction and Retention

Strategic Alignment

- Delivering client-centric services
- Uplifting leadership effectiveness and efficiency
- Making data driven decisions

- A modern recruitment approach that enhances the candidate and manager experience.
- Active partnerships with external organisations that expand our talent pools and provide valuable mobility opportunities.
- An authentic Employee Value Proposition (EVP) that expresses the great aspects of working here, that we are proud to promote.
- Fair and equitable conditions of employment, through genuine bargaining.
- A fit-for purpose Workplace Strategy for a future focused workplace that gets the balance right.

1.2 Learning and Development

Strategic Alignment

- Uplifting leadership effectiveness and efficiency

- Learning opportunities that develop us for our current roles, prepare us for future roles and allow us to grow with the organisation.

1.3 Talent management

Strategic Alignment

- Uplifting leadership effectiveness and efficiency
- Making data driven decisions

- Talent management program that guides growth and opportunity.
- Career pathways that provide employees with visibility of their options and opportunities.
- Mitigating the risks of role vacancy through succession planning, employee development and knowledge sharing.

Agility – We are an adaptable organisation that evolves with change

2.1 Change management

Strategic Alignment

- Delivering client-centric services

- Improved capability and communications about change and its impacts.

2.2 Business partnerships

Strategic Alignment

- Delivering client-centric services

- An optimised People Operating Model for improved HR Services for employees and managers.
- A new approach to team and job design that supports role clarity and effective collaboration between roles and teams.
- A holistic organisation design capability to ensure optimal arrangement of our teams.

2.3 Workforce planning and people analytics

Strategic Alignment

- Making data driven decisions
- Uplifting leadership effectiveness and efficiency

- A dynamic workforce planning and people analytics capability which informs decision-making and enables an agile and mobile workforce.
- Better linkages between operational workforce planning and business planning to have the right person, at the right place, at the right time, and at the right cost.
- A Capability Framework that reflects the skills our organisation needs.

Wellbeing – We are inclusive and embrace diversity, and deliver safe and healthy work

3.1 Safe and healthy work

Strategic Alignment

- Prevent work related injuries
- Deliver better return to work outcomes

- An integrated and systems approach to wellbeing and safety, where we manage psychosocial hazards effectively and embed Work Health and Safety considerations into everyday practice.

3.2 Diversity, Equity and Inclusion Program

Strategic Alignment

- Delivering client-centric services
- Making data driven decisions

- Diversity, equity and inclusion activities that at their heart embody wellbeing and respect into our everyday values, purpose and culture by reinvigorating our Reconciliation Action and Plan and DEI Program with the aim to deliver on our DEI commitments.

Stewardship – We champion stewardship, integrity, the Comcare values, and connection with our purpose

4.1 Integrity

Strategic Alignment

- Uplifting leadership, effectiveness and efficiency

- Awareness raising on the connection between integrity, trust, the reputation of the APS and our roles.

4.2 Leadership and Management development

Strategic Alignment

- Uplifting leadership, effectiveness and efficiency

- A continuous and transformative leadership program that inspires managers and leaders to lead and nurture trusted, high performing teams throughout their career.
- Promotion of our values and embedding them in systems and processes to ensure they are modelled across all levels of the organisation.

These initiatives are further outlined in the People Strategy 2028 Roadmap.

"I work in an inclusive and diverse team where I feel like everyone wants to see you thrive and succeed in what we do" EVP survey response, 2023



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- i Reference: Leadership Capabilities (apsc.gov.au)
 - ii Reference: Commonwealth Indigenous Employment Strategy 2020–24.pdf (apsc.gov.au)
 - iii Reference: Australian Public Service Disability Employment Strategy 2020–25 (apsc.gov.au)
 - iv Reference: Delivering for Tomorrow: APS Workforce Strategy 2025 (apsc.gov.au)