

# DFSV People Strategy – 17 April 2020

## DFSV Vision

Dairy Food Safety Victoria's (DFSV) vision is *"Local and global confidence in the safety of Victoria's dairy food"*. DFSV People Strategy seeks to attract, retain and develop employees aligned to this vision.

## DFSV Mission

DFSV's mission is *"To lead and deliver a regulatory assurance system for safe dairy food"*. The ability to innovate, lead and influence is seen as critical to the successful implementation of the dairy industry regulatory assurance systems.

## DFSV Values

Our DFSV organisational values – *"Respect, Collaboration, Service, Excellence and Integrity and Fairness"* underpin and inform how we present in the workplace, to our licensees and stakeholders.

## DFSV Human Resources Function

To support DFSV achieve its broad strategic goals, Human Resources has within its functional responsibilities the following six workstreams and corresponding initiatives. The annual human resources operating plan specifies and prioritises which HR initiatives will be singled out for focus each year. There are however HR initiatives undertaken on an annual basis as part of general HR lifecycle management\*.

1. Manage Workforce Strategy	2. Recruit New Employees	3. Develop Employees	4. Manage Existing Employees	5. Manage Employee Rewards & Benefits	6. Enable Organisational Effectiveness
Identify and Manage Competencies	Source Critical Talent	Analyse Learning and Development Needs*	Manage Employee Performance*	Design Compensation	Manage Organisation Design
Review Talent*	Assess and Hire Talent	Design, Implement Learning & Development Solutions	Manage Employee Engagement	Deliver Compensation*	Manage Organisational Development
Manage Employee Value Proposition (EVP)		Develop Leaders	Manage Succession*		Manage Change
Talent Analytics			Manage Diversity and Inclusion		
			Manage Employee Relations		
			Manage Workplace Safety and Wellbeing		

\*Annual HR lifecycle management

## DFSV 2020 – 2025 Human Resources Strategic Priorities

For 2020 – 2025 Human Resources will focus on the following initiatives under each workstream. It should be noted the DFSV Corporate Plan 2020-2025 has as a key objective “A regulatory system that expects and acknowledges food safety culture”. The vehicle for delivering this will be through the progressive roll out of *Dairy RegTech* – a significant and transformational objective. The Human Resources function will keep this within its line of sight in developing relevant, targeted, timely and effective initiatives to facilitate its achievement.

1. Manage Workforce Strategy – Priority Areas		
<b>Identify and Manage Competencies</b>	<p><b>Initiative:</b> We will enhance and maintain the DFSV Competency Framework to inform recruitment and organizational development initiatives.</p> <p><i>Line managers and project leaders are actively involved in the identification of the skill, knowledge and behavioural requirements of the workforce.</i></p>	<b>2020 -2021</b>
<b>Review Talent</b>	<p><b>Initiative:</b> We will review current talent and identify future organizational needs.</p> <p><i>DFSV has the technical and leadership capability to manage risk/regulatory assurance for safe dairy food.</i></p>	<b>Annual</b>
<b>Manage Employee Value Proposition (EVP)</b>	<p><b>Initiative:</b> We will review and enhance EVP to attract and retain high quality candidates.</p> <p><i>DFSV benchmarks its EVP to ensure it can compete for key talent.</i></p>	<b>2020 - 2021</b>
<b>Talent Analytics</b>	<p><b>Initiative:</b> We will use quantitative and qualitative data to measure and improve employee outcomes.</p> <p><i>Leading and lagging indicators are used to improve employee outcomes.</i></p>	<b>Ongoing</b>
2. Recruit New Employees – Priority Areas		
<b>Source Critical Talent</b>	<p><b>Initiative:</b> We will source and acquire talent for prioritised talent segments.</p> <p><i>A differentiated competency profile is developed in support of delivery of Dairy Reg Tech.</i></p>	<b>Ongoing</b>
<b>Assess and Hire Talent</b>	<p><b>Initiative:</b> We will evaluate candidate suitability against future organisational needs.</p> <p><i>Competency assessment will be identified as part of hiring decision making for key positions.</i></p>	<b>Ongoing</b>
3. Develop Employees – Priority Areas		
<b>Analyse Learning and Development Needs</b>	<p><b>Initiative:</b> We will Identify and prioritise organisational learning and development needs.</p> <p><i>Employee capability development is integrated as part of performance planning and evaluation processes.</i></p>	<b>Annual</b>
<b>Design, Build and Implement Learning and Development Solutions</b>	<p><b>Initiative:</b> We will build formal and informal learning solutions to achieve learning and DFSV goals.</p> <p><i>Employees share responsibility for their development.</i></p>	<b>2020 -2025</b>

3. Develop Employees – Priority Areas		
<b>Develop Leaders</b>	<p><b>Initiative:</b> We will Identify and manage the development of individual and group leaders.</p> <p><i>Formal and informal leadership development actively promotes two-way feedback with broader teams in support of continuous improvement and shared learning.</i></p>	<b>2021-2022</b>

4. Manage Existing Employees – Priority Areas		
<b>Manage Employee Performance</b>	<p><b>Initiative:</b> We will implement processes for planning and measuring employee performance.</p> <p><i>Individuals at all levels provide input into performance plans, accept accountability and performance consequences encourage improvement. Dialog and feedback on performance is ongoing.</i></p>	<b>Annual</b>
<b>Manage Employee Engagement</b>	<p><b>Initiative:</b> We will facilitate the development of activities designed to increase employee engagement.</p> <p><i>Leaders promote ongoing and open dialog on work standards/environment, DFSV processes and systems. Action is taken on employee feedback.</i></p>	<b>2020 - 2025</b>
<b>Manage Succession</b>	<p><b>Initiative:</b> We will design and implement plans to prepare employees to fill key positions when they become vacant.</p> <p><i>Capability development is aligned and integrated into organisational needs. Organisational risks are captured and actioned.</i></p>	<b>Annual</b>
<b>Manage Diversity and Inclusion</b>	<p><b>Initiative:</b> We will develop activities that promote inclusion as part of the DFSV EVP.</p> <p><i>External scans are undertaken to ensure DFSV can compete for and retain talent.</i></p>	<b>2020 - 2021</b>
<b>Manage Employee Relations</b>	<p><b>Initiative:</b> We will plan for and manage our human resources policies and associated practices complying with relevant legislation and Government Policy.</p>	<b>Ongoing</b>
<b>Manage Workplace Safety and Wellbeing</b>	<p><b>Initiative:</b> We will plan for ensuring and workplace that supports and promotes employee safety and wellbeing.</p>	<b>2020 - 2025</b>

5. Manage Rewards and Benefits – Priority Areas		
<b>Design Compensation</b>	<p><b>Initiative:</b> We will design and develop principles and plans for providing competitive rewards to drive employee attraction and performance.</p>	<b>2020 – 2021</b>
<b>Deliver Compensation/ and Rewards</b>	<p><b>Initiative:</b> We will recognise and communicate performance-based compensation to employees.</p> <p><i>Compensation and Rewards decisions recognise attitude, encourage recognition of improvements and creative thinking.</i></p>	<b>Annual</b>

6. Enable Organisational Effectiveness – Priority Areas		
<b>Manage Organisation Design</b>	<p>Initiative: We will develop organisation structure aligned to the delivery of organisational goals.</p> <p><i>Organisation resources and budget are directly linked to organisational business plans.</i></p>	2021 - 2022
<b>Manage Organisational Development</b>	<p>Initiative: We will Identify and prioritise capabilities required for long and short-term goals.</p> <p><i>Leaders provide input into the formulation of capability development plans.</i></p>	2020 - 2025
<b>Manage Change</b>	<p>Initiative: We will build capability to anticipate, plan for and actively manage small and large changes.</p> <p><i>Leaders drive change.</i></p>	2020 - 2022

### Measuring our Success

In order to measure our success, DFSV will measure and monitor leading and lagging employee indicators e.g.:

- SMART Development Plans
- Promotion and Development Moves
- Successors to Agreed Key Positions
- Unplanned Absenteeism
- Employee Turnover
- Engagement