

People & Culture

Our people enablement plan



This document was created on the lands of the Wallumedegal people of the Dharug Nation.





Acknowledgement of Country

Southern Cross Care (NSW & ACT) acknowledges the Traditional Owners of the land and the waters upon which we work and live.

We pay our respects to the Elders past, present and future, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across Australia.

A better understanding and respect for Aboriginal and Torres Strait Islander cultures develops an enriched appreciation of Australia's cultural heritage and can lead to reconciliation. This is essential to the maturity of Australia as a nation and fundamental to the development of an Australian identity.

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People enablement plan



Our goal:

To build an engaged and skilled workforce and be recognised as an employer of choice.





OUR PEOPLE ENABLEMENT PLAN



We believe our people are the heart of our organisation. The Employee Lifecycle Pillars embody the journey of every team member, encompassing their first steps with us, their ongoing growth and recognition, and their eventual farewell. These pillars guide our efforts to create a workplace where everyone feels valued, supported, and empowered to thrive.

The pillars - **Finding You, Engaging You, Growing You, Enriching You, Celebrating You, and Farewelling You** - represent the entire employee lifecycle. They reflect our commitment to building a culture that fosters connection, growth, and wellbeing, while celebrating the unique contributions of every individual.

Through Finding You, we attract exceptional talent who share our HEART values and are passionate about making a difference. Engaging You focuses on delivering a seamless onboarding experience that builds strong connections and lays the foundation for success. Growing You underscores our dedication to development and opportunity, empowering employees to reach their full potential.

Enriching You demonstrates our commitment to health, wellbeing, safety, and inclusion, ensuring an environment where people can truly thrive. Celebrating You highlights the importance of recognising achievements and rewarding excellence, creating a culture where everyone feels appreciated. Farewelling You reflects our respect and gratitude when the time comes to say goodbye, with initiatives that maintain connections through alumni and volunteering programs.

Together, these pillars are the foundation of our commitment to our people. They shape a supportive and rewarding experience that reflects our values and drives our mission forward, ensuring every team member can flourish at every stage of their journey with us.



Finding YOU

1

Attract exceptional individuals who share our HEART values, building a workforce that is aligned with Southern Cross Care (NSW & ACT)'s mission and vision for the future.



Growing YOU

3

Empower our people with meaningful opportunities to develop their skills, grow their careers, and lead with confidence.

Employee



Engaging YOU

2

Create a supportive and connected workplace where every new team member feels valued, prepared, and ready to make a difference.





Celebrating YOU

5

Recognise and reward the contributions of our people, reinforcing a sense of pride and belonging in everything we do.

lifecycle

Enriching YOU

Foster a culture of care, wellbeing, safety and inclusion where every employee feels supported to thrive.

4

Farewelling YOU

Honour every individual's journey with Southern Cross Care (NSW & ACT), ensuring respectful farewells and lasting connections that celebrate their legacy.

6



Pillar one: Finding YOU



Short Term

- Refine, promote and standardise our purpose, values and strategic goals across external platforms
- Boost employee advocacy of SCC and integrate analytics, leaderboards and social media tools
- Launch SCC internship program and develop co-branded university graduate program
- Identify and implement a seamless online talent acquisition system

Medium Term

- Develop and implement a workforce planning framework
- Implement advanced analytic tools to track workforce trends, skills gaps and employee performance
- Partner with Indigenous organisations and employment services to attract First Nations candidates

Long Term

- Undertake an industry wide-review of the Employee Value Proposition (EVP) of SCC
- Build and integrate the capability framework of SCC into recruitment, onboarding and career progression processes



Employer brand perception: Increase in positive employer brand awareness through staff surveys and external reviews (e.g., Glassdoor, Seek ratings).

Application volume and quality: Growth in the number of qualified applications received for advertised roles.

Time-to-hire: Reduction in average time taken to recruit new team members.

Candidate experience: High satisfaction ratings from candidates during recruitment via post application feedback surveys.

Cultural alignment: Percentage of new hires successfully demonstrating HEART values within their probation period.

Diversity metrics: Increase in diverse representation within the applicant pool and workforce.



Pillar two: Engaging YOU



Short Term

- Review and update the position description (PD) database of SCC
- Develop standardised, efficient and meaningful onboarding and induction programs for like roles across organisations
- Review HRIS to identify opportunities for improvement in management and completeness of employee data
- Incorporate Acknowledgment of Country practises into meetings and events

Medium Term

- Identify opportunities to enhance systems across P&C
- Include ongoing cultural competency training in the onboarding process and manager training

Long Term

- Implement digital collaboration tools to facilitate idea sharing and track the evolution of ideas into tangible outcomes





Onboarding completion: Percentage of new hires completing onboarding milestones (30, 60, 90 days) within the targeted timeline.

Time-to-productivity: Reduction in the average time for new employees to reach full productivity.

Buddy program satisfaction: Positive feedback scores from new employees about their Buddy Program experience.

Retention rates: Increase in employee retention during the first 12 months of employment.

Leadership check-ins: Percentage of new hires receiving scheduled 1:1 check-ins with their leaders during onboarding.

Pillar three: Growing YOU



Short Term

- Review, revise and align PDs to reflect clear roles and responsibilities
- Review the LMS including methods of delivery
- Develop and implement a capability framework, including tools for self assessment and guides for fostering individual and team development
- Create and launch leadership framework and targeted leadership programs
- Recruit staff members to champion the employment of First Nations individuals across the organisation

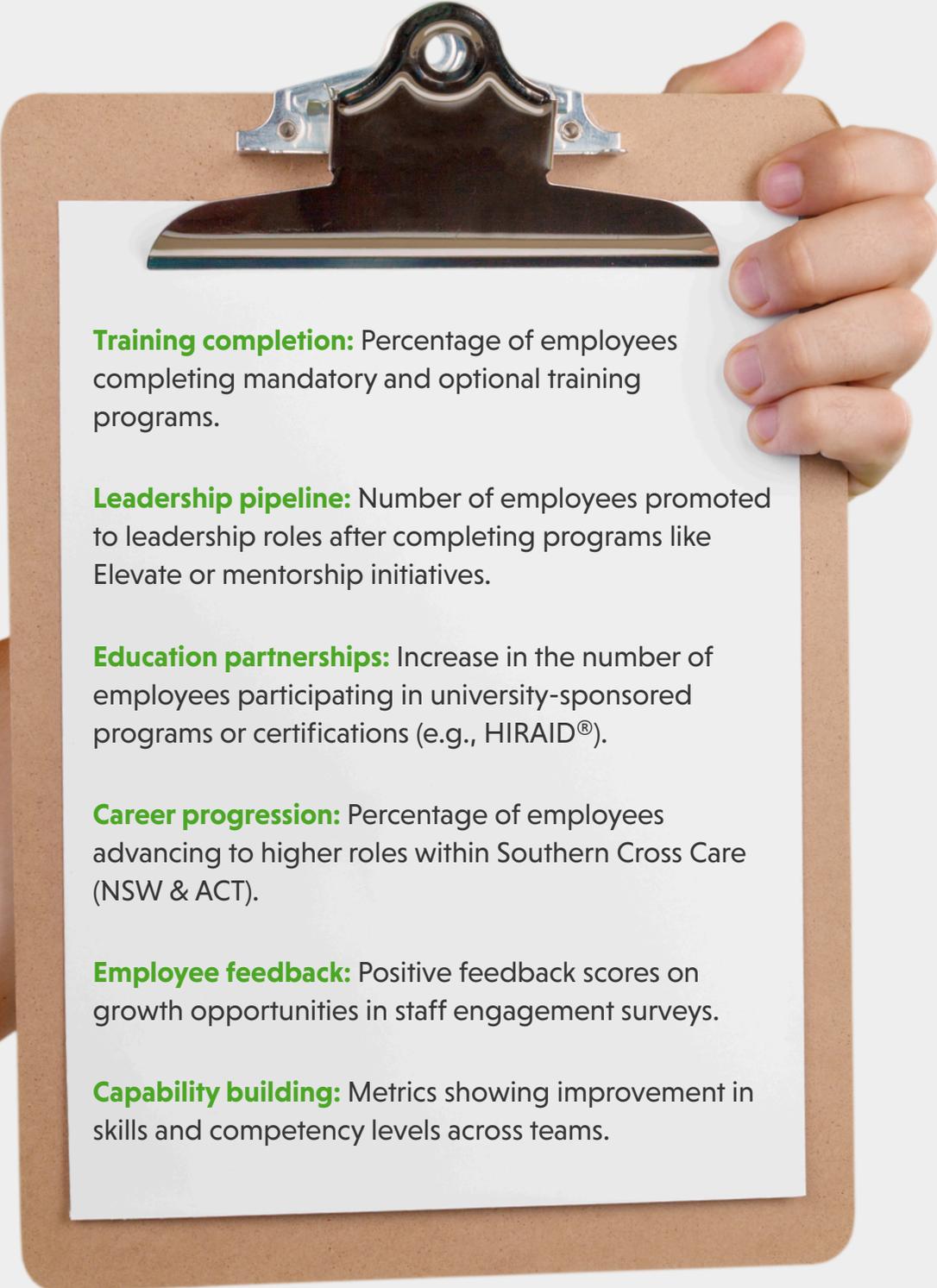
Medium Term

- Launch integrated program covering digital literacy, cybersecurity and new technologies alongside skills development and certificate III IV certification
- Design professional development opportunities specifically for First Nations staff

Long Term

- Develop career pathways that celebrate our multidisciplinary workforce
- Partner with organisations that continue to support employee growth and development





Training completion: Percentage of employees completing mandatory and optional training programs.

Leadership pipeline: Number of employees promoted to leadership roles after completing programs like Elevate or mentorship initiatives.

Education partnerships: Increase in the number of employees participating in university-sponsored programs or certifications (e.g., HIRAID®).

Career progression: Percentage of employees advancing to higher roles within Southern Cross Care (NSW & ACT).

Employee feedback: Positive feedback scores on growth opportunities in staff engagement surveys.

Capability building: Metrics showing improvement in skills and competency levels across teams.



Pillar four: Enriching YOU



Short Term

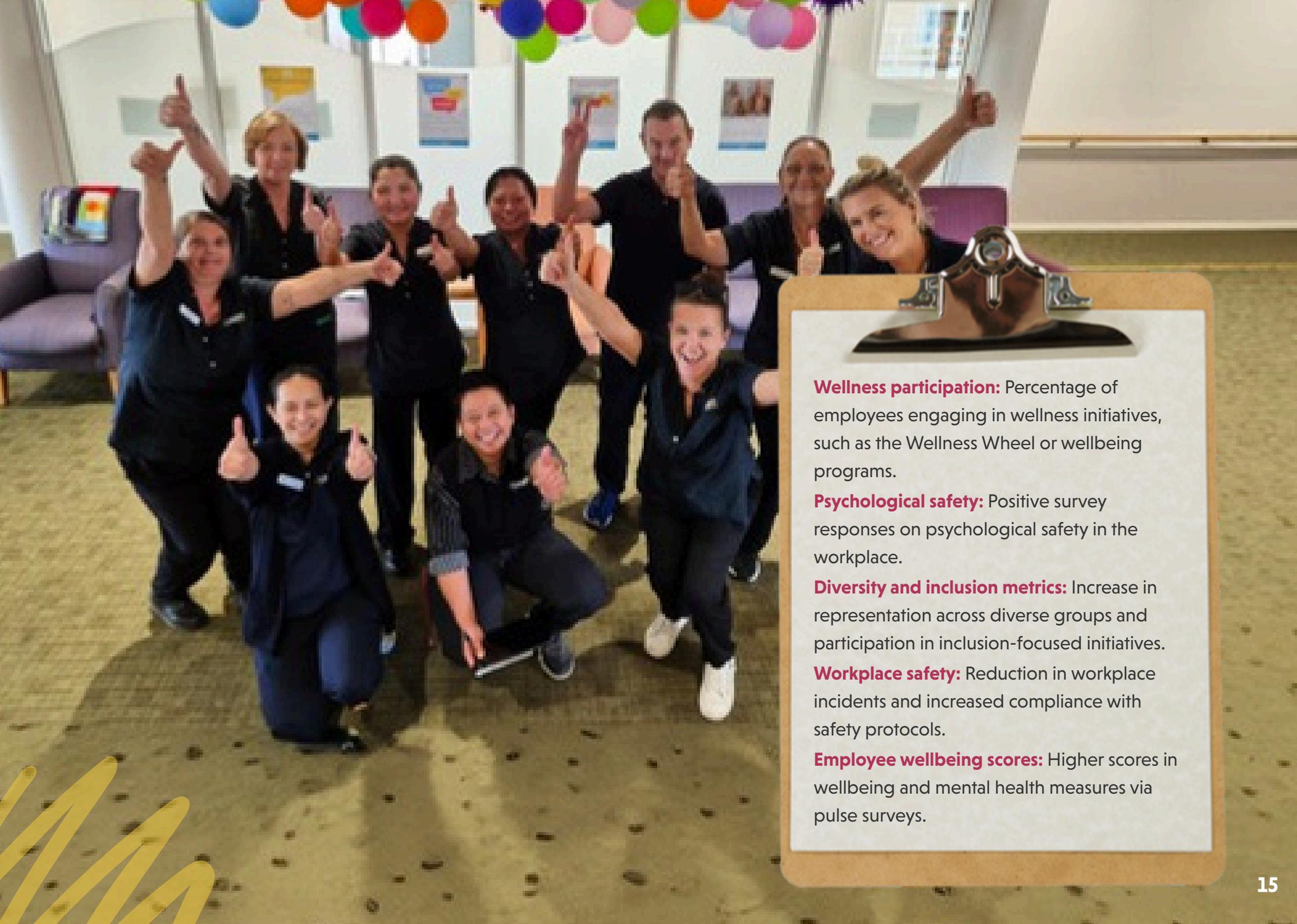
- Develop WHS framework, including role specific training and integration into learning and development
- Develop the psychological safety strategy and framework
- Launch and promote a wellness program focusing on the eight dimensions of wellness
- Implement best-practise through our partnership with DCA support for DEI Framework
- Research best practise and policies in areas of race relations and anti-discrimination, including engaging in cultural, religious and spiritual events

Medium Term

- Evolve our Respect@Work training, including resources through the intranet
- Enhance RTW analytics to link safety culture, injury trends and financial impact, while strengthening site level accountability
- Create a framework that prioritises the spiritual, cultural and emotional wellbeing of First Nations employees

Long Term

- Embed wellbeing as core part of the culture, developing personalised wellness plans for employees
- Establish partnerships with industry leaders to share insights and adopt best practises in WHS



Wellness participation: Percentage of employees engaging in wellness initiatives, such as the Wellness Wheel or wellbeing programs.

Psychological safety: Positive survey responses on psychological safety in the workplace.

Diversity and inclusion metrics: Increase in representation across diverse groups and participation in inclusion-focused initiatives.

Workplace safety: Reduction in workplace incidents and increased compliance with safety protocols.

Employee wellbeing scores: Higher scores in wellbeing and mental health measures via pulse surveys.

Pillar five: Celebrating YOU



Short Term

- Define the SCC culture alongside the SCC HEART values
- Enhance the reward and recognition program, supported by an annual awards event
- Engage with employees to co-design an expanded employee benefits program

Medium Term

- Develop structured opportunities for employees to participate in shaping their work environment, including employee-led innovation labs

Long Term

- Implement digital collaboration tools to facilitate idea sharing and track the evolution of ideas into tangible outcomes

HEART awards participation: Number of nominations and recognitions given through the HEART Awards program.

Performance recognition: Percentage of employees receiving formal recognition linked to performance reviews.

Retention rates: Improved retention for employees who have been recognised for their contributions.

Employee satisfaction: Positive feedback from staff on reward and recognition programs in engagement surveys.

Benefits usage: Increase in uptake of benefits, such as salary packaging and volunteering opportunities.



Pillar six: Farewelling YOU

Short Term

- Review and refine the separation and offboarding process

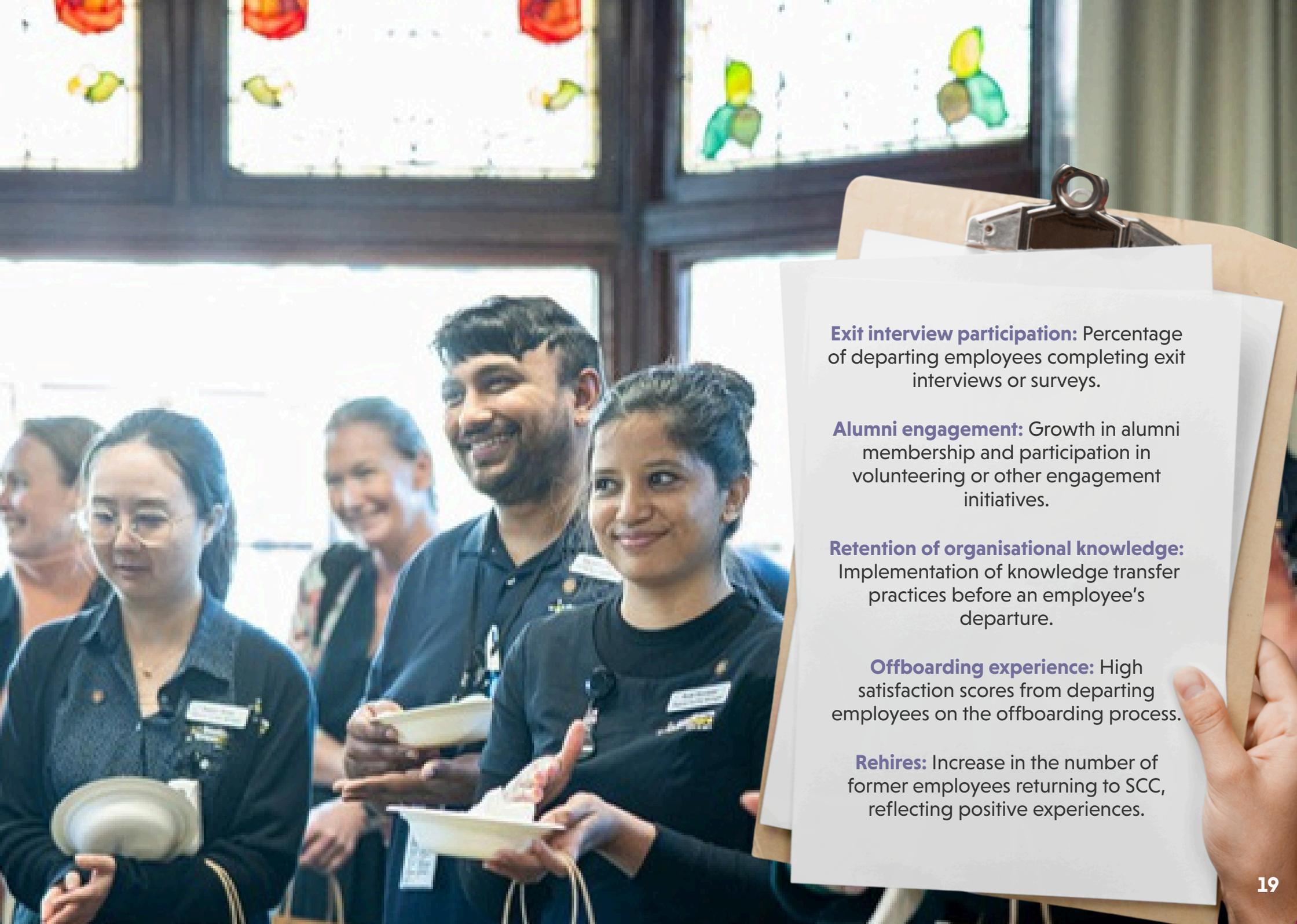
Medium Term

- Build alumni programs, including volunteering opportunities to maintain connections with former employees

Long Term

- Establish ongoing touchpoints with alumni to engage them in SCC goals and progress





Exit interview participation: Percentage of departing employees completing exit interviews or surveys.

Alumni engagement: Growth in alumni membership and participation in volunteering or other engagement initiatives.

Retention of organisational knowledge: Implementation of knowledge transfer practices before an employee's departure.

Offboarding experience: High satisfaction scores from departing employees on the offboarding process.

Rehires: Increase in the number of former employees returning to SCC, reflecting positive experiences.

**We care
about people**

**We care
about you**



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