

Case Study

The Department of Communities and Justice



Supporting best performance

The Customer

- In 2019, the NSW Government brought together the departments of Family and Community Services and Justice to form the Department of Communities and Justice (DCJ).
- The Department partnered with imc, seeking to embed a program that supports managers to have more frequent performance conversations that are not tethered to formal reviews.
- Ten DCJ employees and two imc consultants worked together to co-design a solution that focused on gaining the audience's trust, attention, and motivation and delivered them the information and supports to manage for performance confidently.
- Three workshops, one for discovery, the second for analysis and the third for conceptualisation and service mapping, were conducted. They focused on aligning the team to the vision and potential to design more than an eLearning module and still stay within scope.
- By considering the managers, their challenges, but also the opportunity to make a more significant impact across the organisation, the design process put the manager's needs and the organisation's requirements at the heart of the solution.

The Challenges

- The bringing together of people, processes and technology created a unique circumstance where over twenty thousand geographically dispersed people needed to collaborate in service of the taxpaying people of NSW.
- Nationally, labour market data says that social assistance industries and organisations like the NSW Department of Communities and Justice are expected to grow by 14.2% before 2025.
- With more employees, the Department recognised that a performance culture that aligned their people would be business-critical.

The Solutions

- Launched from the DCJ, the LMS intended to respond to any screen available to geographically diverse learners.
- To summarise the eLearning and focus on the 'why', a short animation was developed to act as a lightning rod to attract managers and employees' trust, attention, and motivation.
- Understanding that talking about performance can be complex; the 3-minute animation demonstrates that performance conversations are an opportunity for managers and employees to work together and discuss opportunities. The target audience for the animation is wider and designed to create interest in the broader program.

The Advantages

- The solution acknowledged the preconceived idea that performance conversations are difficult, uncomfortable, and unnecessary.
- It included a hero who finds the confidence to have performance conversations and unintentional villains who detract from the hero's journey.
- It simplified the call to action.



About the Department of Communities and Justice (DCJ)



Communities
& Justice

The Department of Communities and Justice (DCJ), is based in New South Wales, Australia.

It is a cluster that works with children, adults, families and communities to improve lives and help people realise their potential.



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“I completed the managing for performance program in my previous role. I found it provided me with great insight on how to better prepare for the performance conversations with my team.”

“I was able to pick from various tools to help me with some challenging discussions. The program helped me feel more confident in having really meaningful conversations with each of my employees. The program was easy to follow, had great resources and even a short video clip which made it engaging. I truly recommend it to any manager and often refer to it in my current role as an HR Business Partner.”

Elvira Budda
Manager

Learning that goes a long way

In this project we were able to take a learning centred approach toward the domain of Employee Experience.

While the organisation is small and has very little infrastructure to support learning, this project proves that the key to success is not in digital technology. The key takeaway is that the key to success is in fact, the human technology within the organisation, its perspectives and behaviours towards things that matter.

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“Last year we reached out to imc to help us develop an engaging and interactive eLearning program to build our managers capability. We believed that if we provide our managers with the right tools, they would be more confident when having performance conversations with their teams and therefore, participation in the process would increase.”

“On partnering with imc: Developing the Managing for Performance program with imc was an easy process. imc understood our needs, delivered exactly the program that we asked for and all within the budget agreed. The Managing

for Performance eLearning was launched in June this year and has been widely used by managers across DCJ.”

“We believe that this program has had a direct impact in our organisation increase participation in performance conversations. As of September 2021, 32.4% of our employees have a 2021/22 Performance Development Plan documented. This shows close to a 30% increase in comparison to last year. We look forward to continuing working with imc on future projects.”

Yanina Piendibene
Senior Advisor. Organisational Development and Learning



Building On Success

To be precise, 6,960 people have been given a genuine opportunity to discuss their career aspirations and goals.

The increase in Performance Development Plans proves that the performance support project that scaffolded the existing performance management responsibilities has worked to:

- Impart skills needed to have performance conversations compellingly and productively.
- Instilled managers with the confidence and motivation to engage in a performance conversation.

There are approximately 3,900 managers at DCJ, 1,035 of whom have completed the program.

This means that 4.8% of DCJ employees have created an impact on 1 in 3 of their colleagues.



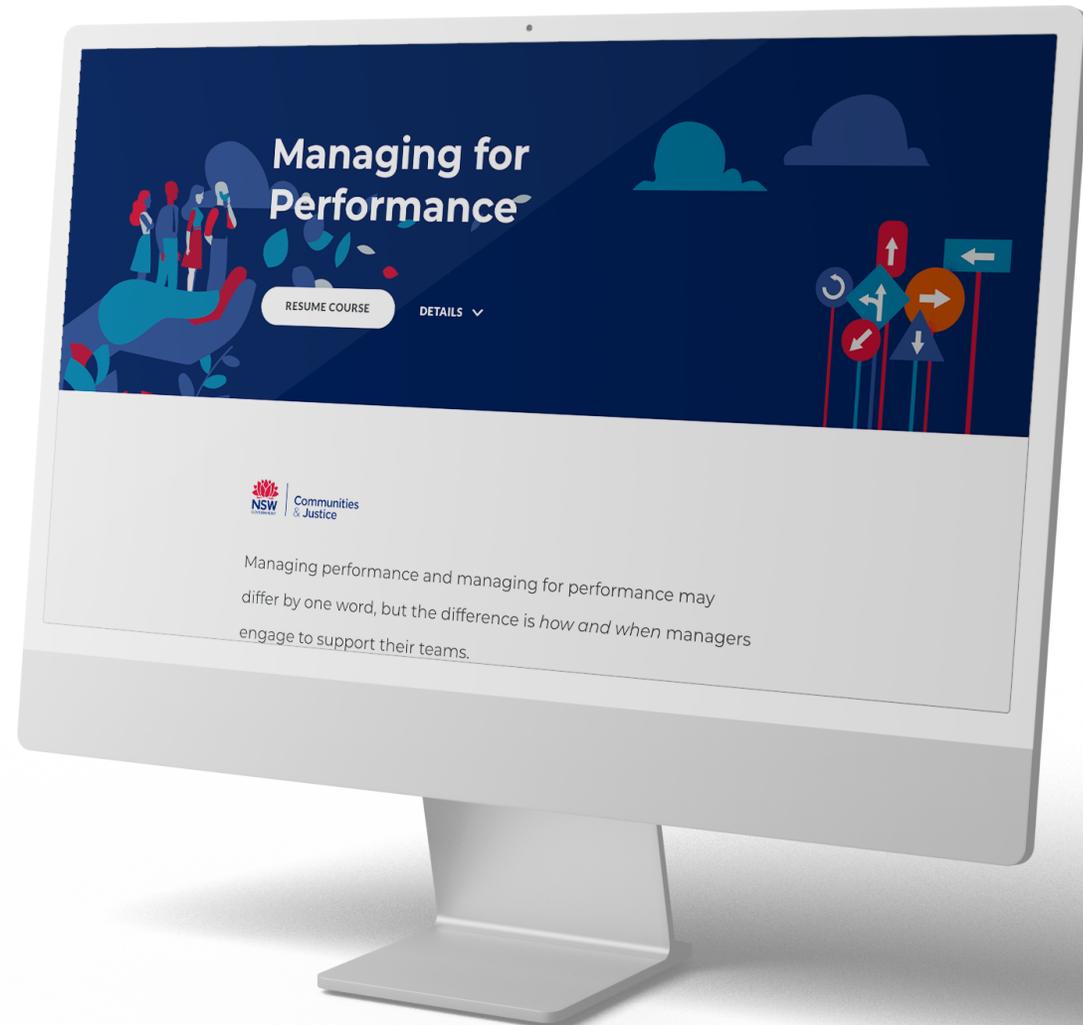
Executive Endorsement

To validate and endorse the solution, senior staff at the Executive level joined the communication strategy.

The message to managers included the statement,



“With Mid-Year Review now open, the Managing for Performance eLearning program [...] is a valuable resource that helps you and your team build a performance culture based on ongoing, open communication and trust.”



An Award Winning Entry

imc and the Department of Communities and Justice were recognised as Gold winners in the 2021 LearnX awards. The international award program honors innovative and creative projects in the fields of learning and design every year.

The Managing for Performance project won the Gold award in the category Best Learning & Development Project: Performance Support.



We are honoured to receive an outstanding recognition of our project with the Department of Communities & Justice. We successfully rejuvenate its Performance Development Program through a digital learning centred approach to build managers and employees' trust, attention, and motivation

Christian Wachter
CEO of imc

Rewrite the way we learn



About imc

imc has been working with organisations across the private and public sectors for over 23 years to redefine the way that learning is designed and implemented through a combination of technology systems and tools, content and strategy.

More than 1,200 commercial enterprises, government organisations and educational institutes with over 5 million users around the world rely on imc's holistic and bespoke solutions.

We are located at 12 offices around the world with 300 employees to serve your complex requirements. imc focuses on supporting organisations where learning is key to the business performance and viability, beyond a feel-good measure and a nice-to-have.

Contact us now

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