



People, place and work

Rethinking workforce capability in
remote contexts

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Remoteness.
Housing.
Pay.

Two streams of work

Asked in early

Workplace assessments

Strategic planning and engagement

STRENGTHS-BASED

CRISIS

Asked in later

Independent investigations

Crisis management

20 engagements · 350+ people · one framework across both

5.6%

Remoteness and pay

5.6%

Remoteness and pay

94.4%

The human ecosystem around the work

So what is “the human eco-system around the work”?

Not enough people, and the good ones leaving

Policies that exist but nobody uses

Work that isn't shared out fairly

Standards that apply to some and not others

Decisions nobody will make

Being the last to know

Nobody showing you how the job is done

Issues raised, and nothing addressed

94.4%

The human ecosystem around the work

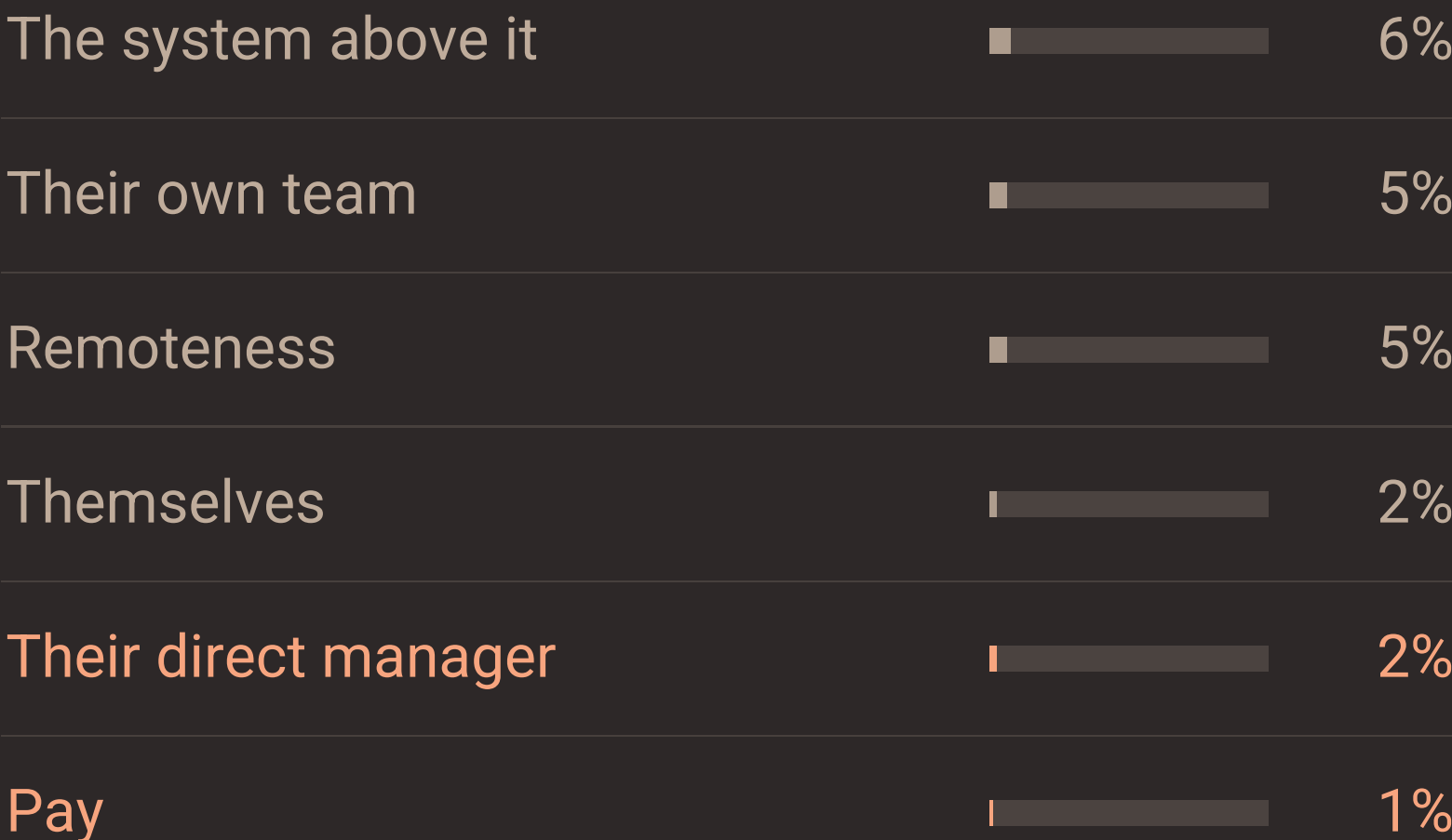
These things are raised across all of our engagements

Where people point

79%

The organisation itself

How it is led, structured and run



“I trained myself.”

“We’re told to trust the process. Nobody’s told us what the process is.”

“Most staff don’t offer opinions in meetings any more.”

“There’s no handbook for new people.”

“Nobody knows who’s supposed to decide, so nothing gets done.”

“We need to trust local staff to step up.”

What local Aboriginal staff told us

The work that isn't in the job description

Caught between colleagues who disagree about community

Explaining the community to every new arrival

Two cultures, and constantly moving between them

Always asked to solve problems

What they asked for

Trust local staff to step up

A local voice in the leadership group

Genuine pathways from school into employment

Recognise cultural and community knowledge

Local staff are the continuity. Everyone else cycles through and around them. That creates a fatigue that only exists for local staff.

Consistent expectations

What all staff say is the problem

Rules that apply to some and not others

The same people absorbing the workload

Behaviour that's never addressed, so it continues

Hours, leave and lateness let go

Allowances for some, not others

This is how you lose the good ones.

And this is how small issues turn into formal processes.

The leadership finding

Staff raised leadership as a consistent problem

Most of the same people asked for leadership to be supported, not replaced

Mentoring · Structure · Consistent management practice · Help to have the hard conversation

Sometimes nobody acts.

Independent investigations · Findings of fact · Tested against evidence · Balance of probabilities

Same problems, later

STRENGTHS-BASED WORK

What staff told us

No handbook for new people

Nobody’s told us what the process is

Standards applied to some and not others

Issues raised, nothing addressed

Nowhere private to talk

Nobody knows who decides

CRISIS WORK · INVESTIGATIONS

What we found

A safety policy never issued to staff

Lack of process and systems

Appointments made outside merit process

Informal resolution that didn’t hold

A finding on confidentiality breached

Complaints unresolved for weeks

BY THE TIME AN INVESTIGATION IS REQUIRED

What had already broken down

01
Induction on paper only
a pack handed over, nobody walked through it

04
No records
no asset register · no incident report

07
Nobody owning it
each authority said it belonged to the other

02
Performance management didn't occurred
no reviews on file, no conversations recorded

05
Informal resolution that didn't hold
an agreement reached, never followed up

08
Appointments outside process
roles filled without a merit selection

03
Not having the hard conversations
the simple ones, left too long

06
Privacy breached
confidential conversations in shared spaces

09
Governance quietly unmet
meetings not held, obligations not reported

THE MOST CRITICAL STATE

When governance fails

CRITICAL Governance
Financial
Workforce
Operational

The board is the only body that can authorise the fix — and it is the board that has stopped receiving real information.

WHAT WE HAVE FOUND

Decisions made without Board oversight or engagement

Financial management failure

Conflicts of interest unmanaged in plain sight

Funding obligations unknown and unmanaged

No registers of decisions, actions, interests

No risk management practice

AND AT ITS WORST	Forward solvency measured in weeks
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COME OUT THE OTHER SIDE

What turns it around is the ordinary work

WHAT HAD FAILED

The board could not see its own organisation

Nothing was written down

Issues had been left to run

No capability held inside

Nobody owned anything

WHAT CHANGED IT

Real information, before every meeting

Decisions, actions, interests and risk on the record

Live issues dealt with, including the unpopular ones

Capability built in, not bought around

Accountability named, and held

Everything on the list can be discovered early, before crisis

The difference is not the list. It is whether anyone acted on it.

This is culture.

- 01 Close the loop
 - 02 Deal with the live issues
 - 03 Fix governance, policy, systems, process and role clarity gaps
 - 04 Support and develop leadership and management practice
 - 05 Create consistent management expectations
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Do these and most of the culture work is done.



Workforce capability is not a location problem.

It's a system and commitment problem.

Both can be changed.

cent**red**
SOLUTIONS

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