

Attachment 1: Human Resources Strategy Document

HUMAN RESOURCES STRATEGY

At CBSA, we believe that people are our most important resource. The quality of our services is dependent on our people.

We currently have basic human resources systems and processes in place. However, with the projected growth, we understand the need to develop these systems and processes further. CBSA is committed to developing a sustainable workforce that can meet the future needs of the organisation.

Our key human resources strategies are outlined below.

- Recruitment and retention of high-quality staff in a competitive labour market are vital to CBSA's success. This means marketing ourselves as an employer of choice and having attractive employment terms and conditions in place.
- Developing a high-performance culture – A staff performance management framework linking individual and institutional performance objectives will be an important human resources management element.
- Continual learning – Rapidly changing knowledge bases, information technologies and the competitive environment requires a high level of skill and knowledge on the part of the staff. This can be developed only by a commitment to lifelong learning by each member of staff and access to a comprehensive range of staff development opportunities.
- Creating an equitable and diverse workplace – Diversity across our team that reflects the broader Australian community has the benefit of building a broad base of community support as well as meeting important social, moral and human rights and commitments to equity and diversity. A diverse staff will improve the quality of decision-making across the business. This commitment is important in terms of social justice and an important attraction and retention strategy.
- Creating a safe and supportive workplace culture – Physically and psychologically safe work environments and safe work practices are key aspects of CBSA's risk management strategy. CBSA has a high commitment to safety, not only for its employees but also for all customers and visitors. Maintaining CBSA as an employer of choice requires a positive, inclusive and high-performance culture marked by cooperation and respect. The work environment promotes work/life balance for all employees.