Office of the Information Commissioner
Queensland

Training Strategy
2018 - 2019

Purpose

The Office of the Information Commissioner's (OIC) Training Strategy 2018—19 has been developed to assist the OIC in achieving maximum impact through our training offerings.

The Strategy forms part of the OIC's broader strategic planning framework and is aimed at supporting the OIC to achieve its strategic and operational objectives.

The Strategy supports the Communication, Engagement and Training Strategic Plan 2018–21 by providing additional details on the training priorities for 2018–19.

Our operating environment

The OIC is an independent office, with statutory functions that include:

- promoting awareness and understanding of the RTI and IP Acts in the community and Queensland government agencies, including by providing training and education programs

- providing guidance on the interpretation and administration of the *Right to Information Act 2009* (RTI Act) and *Information Privacy Act 2009* (IP Act)

as well as review, audit and complaint management responsibilities under the RTI and IP Acts.

Our stakeholders are diverse, from individual members of the community and community organisations, to government agencies (including departments, hospital and health services, local governments, universities and other public authorities) and Ministers.

We operate in a broader regulatory and policy environment that is complex and evolving at local, national and international levels. Our peers in other jurisdictions are frequently dealing with similar issues and providing training services.

With broad ranging functions, a large and diverse stakeholder group and a small team, the OIC must ensure that our training activities are planned, purposeful and achieve maximum impact.

Strategy development

The Training Strategy has been developed taking into account:
- the OIC's strategic objectives
- qualitative and quantitative data held by OIC from external reviews, privacy complaints, general enquiries, performance and compliance audits and previous engagements
- OIC's 2018 Training Needs Analysis
- our operating environment
- the increasing maturity of agencies in compliance and good practice as we approach the 10th anniversary of the legislation.

Objectives and measures

Objectives	Measure
Improve agencies' push model practices, including regional and rural, focusing on proactive release of information, and administrative access	• Participation in meetings, regional visits and information sessions • Number of awareness activities conducted • Number of website visits relating to specific campaigns • Change in participants level of understanding after attending a training session • Number of new co-designed resources, training, tools developed and released • Delivery of core training on privacy impact assessment, best practice application management and decision-writing
Assist agencies to achieve compliance with information access responsibilities and privacy principles when adopting new technologies	• Participation in meetings, regional visits and information sessions • Number of advices, consultations and submissions conducted • Number of website visits • Percentage of agencies satisfied with the quality of the information resources provided (80%) • Number of targeted or tailored training courses • Percentage of training participants satisfied with sessions (75%) • Number of people trained in general awareness training • number of agencies trained (to ensure coverage)
Work collaboratively with key strategic partners like Queensland's integrity agencies and Queensland Government Chief Information Officer	• Number of website visits • Number of awareness activities conducted • Participation in meetings, regional visits and information sessions

Priorities

1. The use of push model practices, focusing on proactive release and administrative access, including specific schemes

2. Provide training opportunities for agencies in all areas, including rural and remote

3. Deliver training opportunities for human resource and industrial relations officers focusing on the proactive release of information specific to their function

4. Review OIC's Fast Track Negotiation Skills training to ensure it continues to meet stakeholder needs

5. Provide training opportunities focused on completing a privacy impact assessment

6. Engage with QPS, QCS, Hospital and Health Services and regional councils to provide tailored training and /or support participation in standard offerings

7. Implement recommendations of Training Needs Assessment

Challenges and Risks

- Attracting and retaining skilled and experienced staff
- Engaging with diverse stakeholders, particularly from rural and remote communities, to raise awareness and improve practices
- Rapidly advancing technologies and online platforms
- Identifying and engaging with relevant agency staff for proactive and administrative release, and privacy compliance for projects, impacts of technology and other risks
- Status of implementation of the recommendations to make amendments from Report on Review of RTI Act and IP Act amendments.

Target audience

- Human Resource and Industrial Relations staff
- Customer service staff
- Information technology staff
- Procurement and project officers
- Records management staff
- Public servants (general)
- RTI and IP practitioners
- Non-office based public servants

Identified opportunities

- Improve awareness of information access and privacy responsibilities across all staff
- Improve practices in information access and privacy responsibilities across all staff
- Compliance with information access and privacy rights and responsibilities
- Identification and administrative release of information in the HR/IR operating environment
- Early contact and communication with formal access applicants

Key learning outcomes

- Be able to describe their RTI and IP responsibilities
- Be able to recognise what information can be released proactively and administratively
- Be able to identify internal and external support services
- Be able to describe 'good practice' in processing a formal access application
- Be able to undertake a Privacy Impact Assessment

These key learning outcomes are supported by specific learning outcomes identified for each training offering, where appropriate.

Delivery methods and topics

Training participants are located across Queensland and possess different learning styles and needs. As a result, training opportunities need to be varied and accessible. We continue to explore

alternative methods and platforms in order to reach our target audience in the most effective and efficient manner.

- Face-to-face training
    - General awareness RTI and IP
    - Best practice application management strategies *(new)*
    - HR/IR officer general awareness *(new)*
    - Decision-writing
    - Fast Track Negotiation Skills
    - Privacy Impact Assessments
    - Privacy complaint management

- Webinars
    - Privacy Impact Assessments
    - HR/IR officer general awareness *(new training)*

- eLecture/video
    - Processing a formal application *(new)*
    - HR/IR officer general awareness *(new)*
    - Unauthorised access (new)
    - Privacy Impact Assessment
    - Privacy Complaint Management
    - Substantial and Unreasonable Diversion of Agency Resources
    - Managing high conflict behaviour recorded webinar
    - Privacy Impact Assessments for Health Agencies
    - Internal auditing - assessing agency obligations contained in the RTI Act and IP Act
    - Legal Professional Privilege (three-part series)
    - Decision writing
    - Law Enforcement and Public Safety (two-part series)
    - Information sharing and the IP Act
    - The Basics: Third party consultation
    - Consulting with a relevant third party

- Online training modules
    - General awareness RTI
    - General awareness IP
    - Privacy complaint management
    - Access training for decision-makers (3 x modules)

Evaluation

This strategy document will be reviewed by the Manager, Training and Stakeholder Relations (TSR) every six months, with an evaluation and any recommendations provided to the Executive team for decision. The Strategy enables OIC to revise and adapt learning and development efforts and activities to reflect changing organisational demands, through liaison with internal and external stakeholders. This ensures that learning and development responds to short term demands whilst remaining aligned with long term strategic objectives.

Training effectiveness will be determined by the:

- change in participants level of understanding after attending a training session
- level of satisfaction with the range of information provided during training session
- level of satisfaction with the training facilitator/s
- level of satisfaction with the quality of information provided during training session
- number of joint agency activities conducted
- number of training activities conducted
- number of agencies, and regional agencies, trained
- number of people trained
- number of training videos views
- percentage of training participants satisfied with sessions (75%)
- number of joint agency activities conducted
- number of website visits.