

Our workforce

Workforce planning and performance

The Workforce Plan 2017–2021 was developed to support implementation of the department's strategic objectives by ensuring:

- a workforce with the capability and capacity to efficiently and flexibly ensure service delivery outcomes are met now and into the future by considering workforce design, size and composition
- a focused and strategic approach to talent management and succession planning to attract, develop and retain a suitable workforce and address critical skills gaps
- strong leadership practices and behaviours
- a workforce that is agile, flexible, responsive, resilient and adaptable to change in volatile, complex and ambiguous environments with initiatives that address workforce demand and supply issues
- a positive organisational culture in which inclusion and diversity are valued and supported, and that enables new ways of thinking and encourages innovative solutions
- happy, healthy, engaged employees that are recognised and rewarded for their contributions
- a link to whole-of-government priorities and outcomes
- initiatives are in line with the industrial relations framework and environment.

The Workforce Plan is implemented in keeping with our commitment to demonstrating the public service values:

The Queensland public service values



Customer first



Ideas into action



Unleash potential



Be courageous



Empower people

In line with the department's governance framework, the People and Culture Committee provides oversight of the Workforce Plan. Successful implementation of the plan is achieved through operational and business planning frameworks and processes and is monitored through performance indicators.

The Workforce Plan includes four objectives that reflect our levers for change, under which more detailed initiatives are identified.

These objectives are:

1. Talent management

Position the department as an employer of choice that attracts the best talent, diverse applicant pools, motivates, retains, and engages our employees; and where our people are recognised and rewarded for their contributions, achievements and values-based behaviour.

Achievements include:

- three graduate rotation placements through participation in the Department of the Premier and Cabinet Policy Futures graduate program
- release of an on-line recruitment and selection training module and delivery of face-to-face training to employees, with a focus on contemporary recruitment practices, inclusion and diversity
- more visible advertising of roles that are suitable to support flexible working arrangements
- ongoing application of the reward and recognition program for employees who have demonstrated our public service values or excellence in service delivery.

Case study



Policy Futures graduate program

Policy Futures is a graduate development program aimed at building policy capability across the Queensland Government. The program builds high-performing, outcomes-focused policy professionals by providing graduates with a unique opportunity to work across a range of diverse and complex policy environments over two years.

During 2017–18, the department was assigned five graduates with demonstrated policy expertise across several fields including law, economics, commerce, environmental sciences and creative arts.

Under Policy Futures, the department obtained versatile, dynamic and enthusiastic individuals that fulfilled a vital role within their work teams. More importantly, they have been recognised for their valuable contribution to the department's culture and working environment through their appetite to learn and efforts to work collaboratively.

Image: Policy Futures graduate program participants Matthew Parsons, Nicole Scharf, Alex Marinovic, Hannah Surridge, and graduate supervisor Shane Steele.

2. Leadership and capability

A workplace culture that champions and is committed to high performance, employee development and empowerment, business improvement, collaboration, and workforce flexibility; and our leaders are open and transparent, model our values, and manage change to get the best out of people to deliver on our strategic objectives.

Initiatives include:

- a refreshed formal induction program including a new leader on-boarding program
- continued implementation of an enhanced performance management framework 'My Conversations' to strengthen the department's performance management and development culture
- continued focus on learning and development activities emphasising a 70/20/10 per cent balance of time between workplace, social and formal learning
- continued enhancement of the learning and talent management system, ELMO which provides on-line training content. ELMO will be integrated in 2018–19 with the department's performance management framework
- continuing the mentoring program matching internal mentors and mentees to build a highly skilled workforce with increased succession planning opportunities
- a Leadership Development Strategy, focused on succession planning and developing emerging leaders
- availing senior leaders of an executive coaching panel.

3534
online
courses completed
through the department's
internal learning and talent
management system 'ELMO'



3. New ways of working

An agile, flexible and adaptive workforce which aligns and focuses resources on collaboratively delivering the department's strategic objectives and priority projects and uses information and actionable analysis to support decision-making in a changing work environment.

Achievements include:

- a *Workforce Agility Strategy* to achieve effective workforce planning, and utilisation of departmental workforce resources, meet capability requirements and increase workforce capacity
- establishment of the *Data Sharing and Analytics Strategy* and supporting team to provide the department with robust information, analysis and insight to help achieve strategic objectives
- continued commitment to red tape reduction supported by delegation reform, increased process improvement, and automation across corporate services functions
- information sharing and collaboration opportunities including regular staff forums.

Flexible working

Of particular focus during this year was the department's commitment to promoting, encouraging and embedding flexible working practices to achieve strong attraction and retention of a highly capable, innovative and diverse workforce, and support the health and wellbeing of employees.

Flexible work practises include providing employees access to flexible and part-time work hours, various leave types, a compressed working week, job sharing and telecommuting.

Initiatives included:

- participation in the whole-of-government Distributed Work Centres pilots at Robina, Ipswich and the Sunshine Coast
- release of an on-line training module 'Supporting Work/Life Balance'
- a leadership panel discussion on 'Sharing, caring and career success – a male perspective of flexible working'
- regular internal workshops and information sessions for leaders and managers on how to

support flexible work arrangements and meet the new industrial relations provisions for flexible work requests

- promotion of National Flexible Working Day.

65%
of departmental
employees
currently use flexible
working arrangements



4. Culture

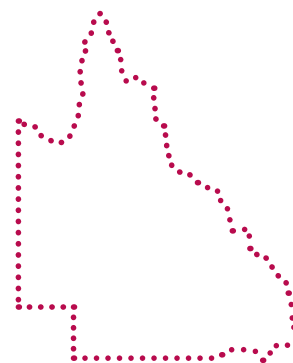
Employ a workforce that reflects the community we serve, embraces and fosters inclusiveness, harnesses diversity and the benefits that diversity brings to innovation and decision making; embraces change, manages risk and has a reputation characterised by ethical conduct and decision making, accountability and behaviours that reflect the public service values; and is committed to the health and wellbeing and work-life balance of our employees.

Achievements include:

- participation in the annual whole-of-government confidential employee opinion survey, *Working for Queensland*, including an analysis of results to inform Workforce Plan priorities
- participation in the White Ribbon Australia accreditation program to enhance prevention and response to domestic and family violence matters
- enhancing the ethics and governance framework and practices, including the refreshed on-line code of conduct training, management of gifts and benefits and conflicts of interest
- capability development programs and awareness campaigns to build a constructive workplace culture, including fair and reasonable performance management practices, flexible working arrangements, complaints management and positive employee interactions with colleagues and clients

- continuation of a multi-dimensional health and wellbeing program focusing on physical, psychological, social, work and financial employee wellbeing. The program included:
 - health assessments for employees
 - skin cancer checks and flu vaccinations
 - ergonomic and posture care assessments
 - information sessions and on-line promotions
 - the employee assistance program including support for employees impacted by domestic and family violence
 - promotion of community awareness events including R U OK Day, Mental Health Awareness Month, Safe Work Month and Domestic Family Violence Awareness Month
 - establishment of the Wellness Warriors volunteer group.

96.5%
participation rate
in the annual
**Working for
Queensland
staff survey**



Inclusion and diversity

In 2016, the Public Service Commission (PSC) requested all agencies establish targets for representation in the workforce of people with a disability; Aboriginal and/or Torres Strait Islander people; people from a non-English speaking background and for women in SO and SES job roles. Annual reporting on progress against these targets is provided externally to the PSC and internally to the People and Culture Committee.

During 2017–18, the department:

- published the *Inclusion and Diversity Policy* and linked these commitments through other human resources policies
- concluded a roll out of anti-discrimination training to all managers and employees, delivered by the Anti-Discrimination Commission
- released an inclusion and diversity on-line training module
- continued implementation of an Indigenous employment strategy, which allows for school-based and new trainees to enter the workforce at central or regional offices, and experience work conducted in various business groups
- undertook ongoing promotion of LGBTIQ+ (lesbian, gay, bisexual, transgender, intersex and queer) matters and events
- commenced implementation of a Gender Equality Action Plan focused on visible and vocal leadership commitment, recruitment, retention and capability development activities and opportunities
- launched the Workplace Adjustment Passport to assist employees with impairments to document agreed reasonable workplace adjustments
- trialed closed-captioning at staff forums and events.

Industrial and employee relations framework

All employees are covered by the *Industrial Relations Act 1999* and the *Public Service Act 2008*.

The *State Government Entities Certified Agreement 2015* (Core Agreement 2015) and the *Queensland Public Service Officers and Other Employees Award – State 2015* provisions apply to all employees

except for Senior Executive Service and Senior Officers.

The department has implemented and complied with the new *Employment Security* and *Union Encouragement* policies.

Advice and support is provided to managers and employees in relation to terms and conditions of employment, policies and processes.

During 2017–18, one employee lodged a notice of dispute with the Queensland Industrial Relations Commission (QIRC) under section 261 of the *Industrial Relations Act 2016*. The matter in dispute was the refusal of an application for special leave. A conciliation conference was held by the QIRC between the parties, at which no settlement was reached. The employee withdrew the matter.

Consultative Committee

The Committee is a consultative body established pursuant to Part 9 of the *Core Agreement 2015* to facilitate meaningful consultation between management and unions on matters arising under the Core, or matters that otherwise impact or may impact upon the workforce of the department. The committee meets on a quarterly basis. The parties to the Committee are:

- Department of State Development, Manufacturing, Infrastructure and Planning
- Together Queensland Industrial Union of Employees.

Consultation with the union was undertaken in late 2017/early 2018 to discuss potential impacts on employees arising from the implementation of the MoG changes as outlined in the Public Service Departmental Arrangements Notice (No.3) 2017. The MoG took effect on 12 December 2017.

Work Health and Safety Committee

The department takes an integrated approach to achieving and continuously improving our employees' health, safety, rehabilitation, return to work and injury management systems, processes and practices. Initiatives are also implemented with the aim of reducing absenteeism.

The department has an active Work Health and Safety (WHS) Committee which:

- contributes to departmental compliance with the *Work Health and Safety Act 2011* (WHS Act), the *WHS Regulations 2011* (WHS Regulations) and applicable Codes of Practice; and compliance with s.75 to s.78 of the WHS Act
- provides a consultative forum where WHS issues can be identified, discussed and solutions identified including recommendations for adoption by senior management
- identifies, assesses and manages WHS risks in accordance with the department's risk management framework
- reviews quarterly health and safety data to identify where action can be taken to address issues or trends
- implements appropriate preventative actions where required and prompt intervention when issues are reported to support affected employees
- promotes excellence and best practice in WHS management and applies a continuous improvement approach to the department's WHS performance for the benefit of all employees.

The WHS Committee meets on a quarterly basis. During 2017–18, the WHS Committee developed and commenced implementation of a departmental *WHS Action Plan* to promote and improve the safety of our workplaces and build a healthy and resilient workforce in line with the WHS Act, WHS Regulations, the Codes of Practice and the Queensland Public Sector *Be healthy, be safe and be well framework*. The objectives of the plan are to 'establish, promote and maintain a safe and health work environment'. Implementation progress is monitored by the Committee.

Workforce profile

The department has a workforce of 958 full time equivalent employees with a permanent separation rate of 5.66 per cent. This is an increase from 2016–17. Our workforce profile is depicted in the following graphs—Figure 4 and Figure 5.

Retirements, redundancies and retrenchments

During 2017–18, two employees received voluntary medical retirement packages at a total cost of \$137,146.47.

Figure 4:
Workforce distribution by salary and gender as at 30 June 2018

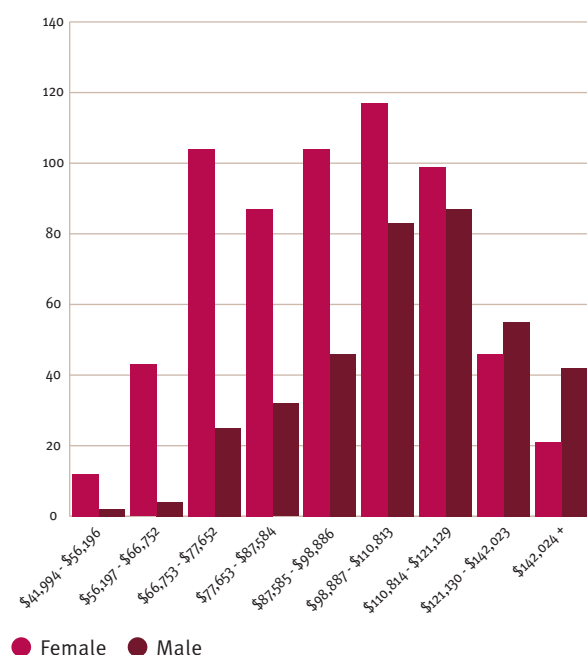


Figure 5:
Workforce distribution by age and gender as at 30 June 2018

