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# Our people





## People Compass

In 2016–17, we developed a People Compass to help navigate our people-first journey.

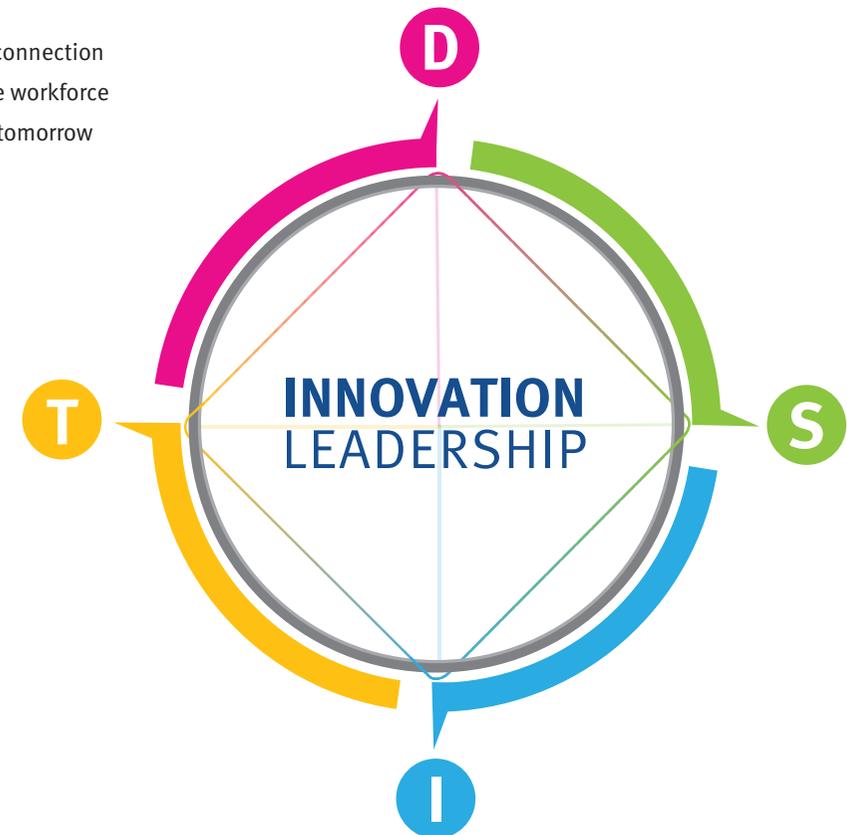


The compass guides us to become an organisation that innovates, solves problems and values diversity of thought—while being agile and changing tack, based on where we are, where we need to go and the challenges ahead.

An integrated program of work supports the compass and seeks to leverage the talents, potential and performance of 2574 employees. Together, we are delivering *a better Queensland through science, innovation and technology*.

Five compass points represent who we are and what we do:

- » Deliver better leadership
- » Strengthen performance and connection
- » Invest in and value our diverse workforce
- » Transition to the workforce of tomorrow
- » Innovation leadership.





## Deliver better leadership

‘Deliver better leadership’ is about building a sustainable pipeline of diverse, inspiring and innovative change leaders through prioritised initiatives that create leaders at all levels.

### Leadership program

We have launched a targeted leadership program, investing in our high-potential, high-performing AO8 and SO leaders. This program focuses on managing high-performance teams and workplaces—building organisational capability and performance. In 2017–18, 30 leaders will participate in the program, including 360-degree capability assessments, face-to-face group workshops, individual and peer coaching, and delivering workplace projects to support their learning.

### People Matters

Our pipeline of job-ready future leaders is an important component of focusing on the future. People Matters is a five-day, hands-on development program that equips our future and emerging leaders with foundational leadership skills to support their journeys into management. The program covers important skills like building confidence in managing people, performance and change, developing coaching skills, and managing recruitment and selection.

In 2016–17, 78 employees completed People Matters in four programs, including four employees who participated in a regional program in Cairns.



# Strengthen performance and connection

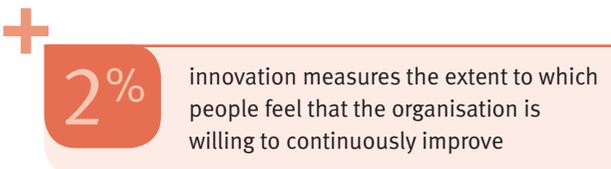
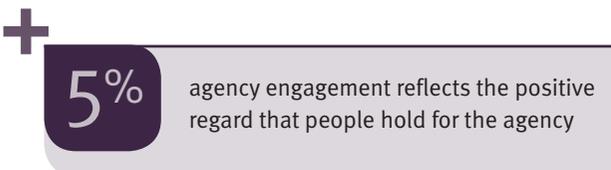
Strengthening performance and connection is about ensuring everyone shares a passion and knows what actions will help achieve our goals.

## Working for Queensland results

Each year, the department participates in the sector-wide Working for Queensland employee opinion survey to measure people's perceptions of their work, manager, team and organisation. The 2016 survey ran in April 2016, with results available in August 2016. Seventy-eight per cent of our people—2191 in total—shared their thoughts and opinions on their employee experience within the department.

We have focused on continuously improving our culture and workplace environment, and we are proud of the improvements we achieved in 2016.

## Top 2016 results compared to 2015



In addition to these core measures, there was strong awareness of our domestic and family violence policies and support approaches (91 per cent). Other areas of strength include our supportive and inclusive workplace culture, with 77 per cent of people believing we have an inclusive culture where diversity is valued and respected. Generally, job satisfaction is trending upwards with an increase of four per cent on the 2015 scores.

While we improved in the areas of career development and performance assessment, we will continue to implement initiatives to focus efforts on building a culture of performance and development conversations.

## Performance management

Performance underpins our services to government and to Queenslanders. It is central to all we do.

To support our people in 2016–17, we re-energised our focus on performance by developing a simplified approach to managing workplace performance and development conversations. In DSITI, we want to create a workplace environment where our people regularly receive and give performance feedback to enable a culture of continuous improvement and innovation.

We have developed new tools and support mechanisms—including an easy-to-use conversation guide, helping employees and managers to have productive, regular performance conversations as part of their day-to-day work.

Looking ahead, we are developing a highly engaging approach to workplace conversations by using gamification, taking our focus on performance and innovation to the next level.

## Industrial and employee relations framework

We have a robust industrial and employee relations framework underpinned by the *Industrial Relations Act 2016* and associated instruments:

- » *Queensland Public Service Employees and Other Employees Award—State 2015*
- » *Civil Construction, Operations and Maintenance General Award—State 2016*
- » *State Government Entities Certified Agreement 2015*
- » *CITEC Certified Agreement 2016*.

We have a joint departmental–union consultative committee for the department, as well as divisional committees in QSS, SSQ and CITEC. These committees are the primary ways to engage with unions on industrial relations matters, including workplace change.



# Invest in and value our diverse workforce

We are fostering a workplace culture that supports learning, diversity of thought and helps us to manage our health and wellbeing.

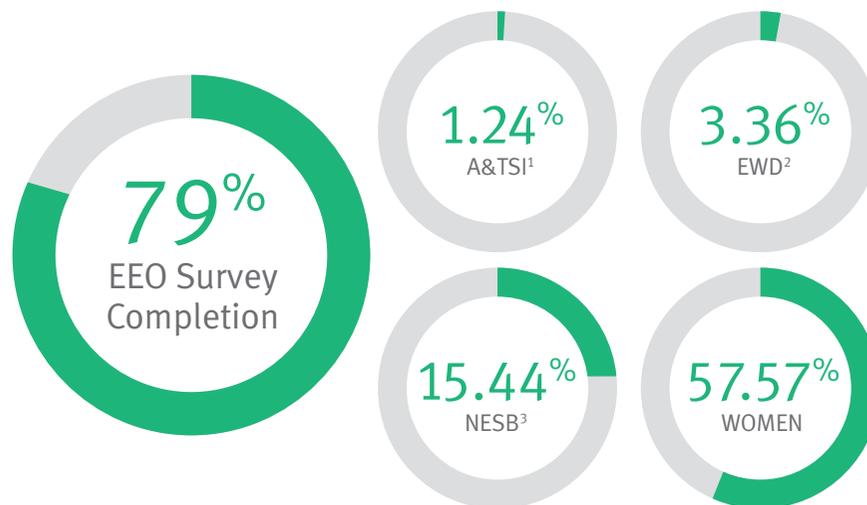
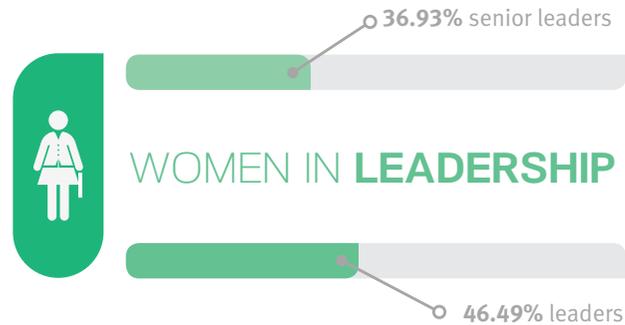
Diversity of thought, experience and opinion sets our department apart from others. This year we developed the Diversity and Inclusion Strategy 2017–19, which outlines a two-year program of work, focused on six core workforce groups:

- » gender equity
- » Aboriginal and Torres Strait Islander employees
- » employees with a disability
- » employees from a non-English speaking background
- » employees who identify as LGBTIQ+
- » multi-generational workforce.

While we acknowledge each of these groups is equally important, the focus in 2017–18 will be on building gender equity across the department, with a focus on women in leadership; and improving and sustaining Aboriginal and Torres Strait Islander workforce participation.

## Supporting gender equity

Women in leadership positions of Senior Officer and above grew 5.5% in 2016–17.



1. Aboriginal and Torres Strait Islander peoples  
 2. Employees with a disability  
 3. Non-English-speaking background

## CASE STUDY

# Building an inclusive workforce

Creating the Aboriginal and Torres Strait Islander Internship Program in 2016–17 was another important step towards building a diverse department that reflects the community we serve.



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Along with our partners CareerTrackers, we gave real workplace experiences to seven university students from across Queensland through a 12-week paid program.

The interns represented broad academic disciplines including IT, business, digital services, commerce, psychology and arts. All seven completed the program and made valuable contributions while gaining a head start on their careers.

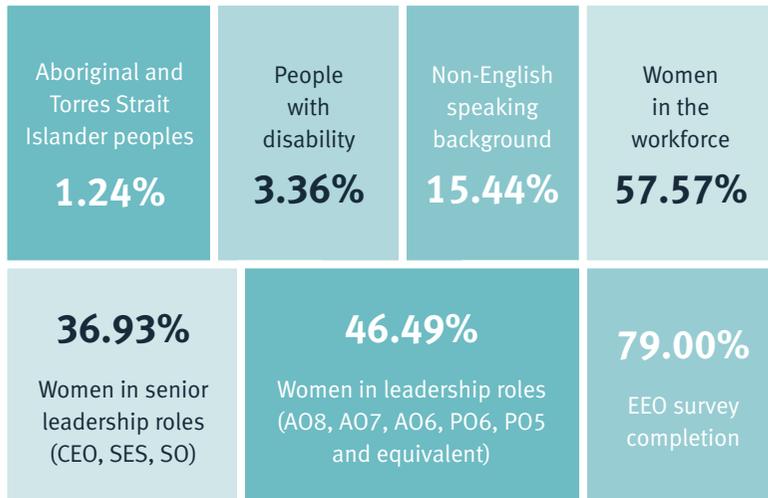
Key to the program was support. Managers developed a detailed work program to provide interns with the most relevant learning opportunities. Interns also developed learning contracts to outline their own accountabilities and shadowed the Director-General to gain insight and exposure to senior executives across the government.

Next year, we'll welcome our next intake of interns as we continue to support Aboriginal and Torres Strait Islander students.

meet the  
**game changers**



## Diversity in DSITI 2016–17



Data based on active and paid FTEs

### DSITI Women Connect

DSITI Women Connect is a departmental-wide program established to create opportunities for women to connect, network and learn from each other. New to the 2016–17 program were three self-managed LeanIn circles to formalise learning opportunities. Twenty-two women are actively participating in these learning circles.

DSITI Women Connect also supported an International Women's Day panel discussion on the topic of Be Bold for Change, where executive leaders discussed their career journeys, learnings and advice for the future with more than 100 participants, including the Minister. We also sponsored several experiential opportunities such as the Committee for Economic Development of Australia (CEDA) Women in Leadership events and the Aspiring Women Leaders' Summit to continue to build a strong group of future and emerging women leaders.

In 2017–18, future topics to be explored include personal branding, financial management, networking and building confidence.

### Women in Leadership mentoring program

One of the new gender equity in leadership initiatives was a Women in Leadership mentoring program. This program matches 20 mentoring pairs together, with both men and women leaders mentoring emerging and future women leaders. This program has mentors from all levels of leadership in the department, from our Board of Management members to middle managers. All are focused on building confidence, capability and capacity in emerging leaders.

### Improving our cultural capability and workforce participation of Aboriginal and Torres Strait Islander peoples

Building our cultural capability as a department continued to be an area of focus in 2016–17, with an increased effort on driving workforce participation.

We actively worked with the Wujal Wujal community to run a school supplies drive over the Christmas/New Year period. This supported all Wujal Wujal school-aged children to return to school in 2017.

Throughout the year, we have continued to deepen our capability with participation in NAIDOC Week, Harmony Day and National Reconciliation Week. Supporting these events and initiatives broadens our appreciation for indigenous cultures and strengthens our position as an emerging employer of choice for Aboriginal and Torres Strait Islander peoples.

In late 2016, we developed an Aboriginal and Torres Strait Islander 12-week internship program to provide university students with real work experience in our department. Seven interns participated, working in areas including information technology, digital services and human resources.

Our commitment to building sustainable opportunities at all levels will continue throughout 2017–18 with the introduction of a small, targeted graduate program as well as leadership interchange opportunities with other sectors and industries.



## Supporting employees and Queenslanders with disabilities

We are working collaboratively to ensure Queenslanders of all abilities have equitable access to services and employment opportunities. We are committed to establishing a Diversity and Inclusion Council with employee and community representatives, ensuring our approach is grounded in real-life experience and is fit for purpose.

## Ethics and Code of Conduct—supporting our employees to do the right things, right

We recognise employment in the public service is a position of trust, and as such hold ourselves and our colleagues to a high standard. The Code of Conduct for the Queensland Public Service is a key tool in setting the standards we must uphold.

To ensure our people are aware of these standards, information about the Code of Conduct is provided to new employees as part of their induction. We've also made our Code of Conduct e-learning module mandatory, with staff required to undertake an annual refresher.

Our policies and procedures are in line with the Code of Conduct and our ethics, principles and values. These support our people to undertake their roles in an impartial and apolitical manner.

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Our e-learning suite of programs helps equip our people with the knowledge and skills to do the right things, right.

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These mandatory online training modules are delivered via our new learning management system, MyCareer. They are required to be completed every 12 months and cover topics such as information security, Code of Conduct, information privacy, domestic and family violence, cultural capability, and fraud and corruption.

Looking ahead, safety and wellbeing, procurement and induction modules will be added to the mandatory suite to ensure we are equipping new and existing employees with the relevant skills to make 'getting on with the job' easier.

## Health, safety and wellbeing

In 2016–17, there was an increased focus on health, safety and wellbeing. A new safety vision and Workplace Health, Safety and Wellbeing Plan were established. An action group of leaders from across the department was formed to support the implementation.

Key initiatives implemented in 2016–17 included:

- » our Wellbeing program, designed to develop a resilient, engaged and connected workforce, is made up of four key pillars: physical health, mental health, financial health, and community and social engagement. Wellbeing activities included a flu vaccination program, online health assessment, corporate games participation, and financial education
- » enhancing our medical case management processes, ensuring our employees are supported to remain at work or return to work as soon as possible after an injury or illness
- » piloting mental health awareness training
- » offering support services including counselling and support to all employees and their families, and a specialised professional case management service to support people affected by domestic and family violence
- » strengthening our approach to identifying and managing health and safety risks across the department.

In 2017–18, we will build initiatives with a focus on mental health education, risk management and wellbeing initiatives targeted to the needs of our people.

## Flexible working arrangements

We are committed to providing working arrangements that support our people to balance their professional and personal lives. The Hours of work and flexible work policy and procedure were reviewed during 2016–17 and are in line with the provisions of the *Industrial Relations Act 2016*.

Information about flexible working options is promoted in job advertisements, at induction and throughout the employment lifecycle.



## Physical health

Physical health is connected to mental and emotional health. Taking care of your body is a powerful first step towards mental and emotional health. The mind and the body are linked. When you improve your physical health, it is likely that you will experience greater mental and emotional wellbeing.

## Mental health

Mental health programs aim to enable an individual to realise their own abilities, and to cope with normal stresses of life, work productively, and make a contribution to their community.

## Community social engagement

Connecting with our community and helping others can help reduce stress, combat depression, and provide a sense of purpose to our every day.

## Financial health

Financial stress, or the feeling of lack of control over financial matters, can impact all facets of wellbeing. By taking charge of your finances, there is likely to be a positive move to your overall wellbeing.



## Taking a stand against domestic and family violence

Not now, not ever. We're putting an end to domestic violence.

We are one of 13 agencies participating in the White Ribbon Workplace Accreditation program, which focuses on preventing violence against women. In addition, the department is strongly focused on preventing violence of any kind. From our Working for Queensland results in 2016, we know 91 per cent of our people are aware of policies to support employees affected by domestic and family violence in the workplace and community.

We are due to submit for accreditation in September 2017 and are hard at work implementing an integrated program of initiatives. These focus on building awareness, understanding, skills and referral points for our people—ensuring employees who experience violence, as well as employees who use violence, are supported at work.

As part of our commitment, we participated in the Darkness to Daylight charity event in May 2017, raising \$1814 for DVConnect. Our employees have pledged their commitment to stop violence by signing oversized White Ribbons.

In 2017–18, we will educate our leaders to support their people through any element of domestic and family violence. We are also partnering with not-for-profit organisations to continue to support the education and behaviour change that is needed—because enough is enough.

## Hot Tasks—mobilising our people to where we need them

Hot Tasks helps our employees to build their skills and share their knowledge through short-term, on-the-job opportunities.

Developing our employees through a range of learning methods is important as we transition to the workforce of tomorrow. In 2016–17, we launched an initiative to help mobilise our people across different business areas for short-term, bite-sized work packages. Work opportunities—of up to four weeks full-time or 150 hours—are advertised on our corporate social network, Yammer, with interested employees opting to fill the task either from their primary work location, or to co-locate with the team needing help.

Hot Tasks helps our people build their skills through on-the-job learning, strengthens performance and connection across the department, and makes sure we are moving resources, where and when they are needed.

In 2017–18, we will continue to grow our Hot Tasks initiative through technology-enabled automation to ensure we are matching people who are seeking opportunities with those that need a resourcing boost. Hot Tasks will continue to help us deliver our priority projects while providing valuable on-the-job learning experiences.

## Recognising our people's above and beyond efforts

Our ability to deliver is dependent upon our efforts. Our formal recognition programs include:

- » Recognition of Excellence awards
- » Public Service Medal
- » Honours List
- » Prime Minister's Awards of Excellence
- » divisional awards.

Appreciating and recognising the efforts of our people also occurs through informal channels and is an important part of our workplace culture.



Minister Enoch with the White Ribbon



# Transition to the workforce of tomorrow

Service evolution and digital disruption mean our leaders must support new ways and new opportunities so we can transition to the workforce of tomorrow.

## Leading and working through change

Change is the new normal across the sector, and it's no different within our department. As an organisation with a central focus on innovation, we are equipping our people to work through and lead change through face-to-face learning.

In 2016–17, 61 people attended four dedicated sessions. These sessions support teams going through a range of people, process and technological changes, and equip them to positively approach changes in the future.

Next year, we are looking to grow the change capability of our people with a next-generation approach to change leadership.

## Workplace modernisation

During 2016–17, approximately 400 employees from six buildings across the Brisbane CBD relocated to Terrica Place (140 Creek Street, Brisbane). Rationalising accommodation resulted in savings of more than \$1.7 million and provided our Brisbane CBD-based staff with a contemporary workplace and updated technology for better mobility and connectivity.

Terrica Place offers a modern fit-out with dedicated project workspaces, collaboration and co-creation areas, and communal lunchrooms. We have introduced technology to improve collaboration, reduce reliance on paper and decrease the need for physical travel between buildings.

In 2017–18, we will transition an additional 900 employees into Terrica Place, further consolidating our CBD accommodation footprint.

## Separations

During the period, five employees received redundancy packages at a cost of \$621,260.81. All voluntary redundancies were employee-initiated.

The permanent separation rate for the department in 2016–17 was 6.95 per cent.

## CASE STUDY

# 1000 good reasons to move

With most departments moving to 1 William Street under the Queensland Government's long-term accommodation strategy, it was time for DSITI to also find a new home for almost 1000 employees.

In 2016, the department's Board of Management endorsed a plan to move employees from buildings around the CBD to a single location: Terrica Place at 140 Creek Street. Phase one was completed in 2016–17.

A comprehensive project team led the way, making decisions in consultation and communication with staff. Team members briefed staff, undertook research to understand the needs of a new workplace, and ran campaigns to encourage new workplace practices. They covered topics including paper and storage reduction, records management, new technology and training, and workplace health and safety.

The team tracked workplace satisfaction and productivity by asking employees to complete a baseline survey before they moved. When the same respondents were resurveyed post-move, they noted a significant increase in access to technology that enabled them to work effectively in and around the office.

As well, nearly 70 per cent of employees found their workspace enabled them to undertake focused work

away from their desk. Similarly, 82 per cent found their workspace enabled them to collaborate and freely share their ideas and knowledge.

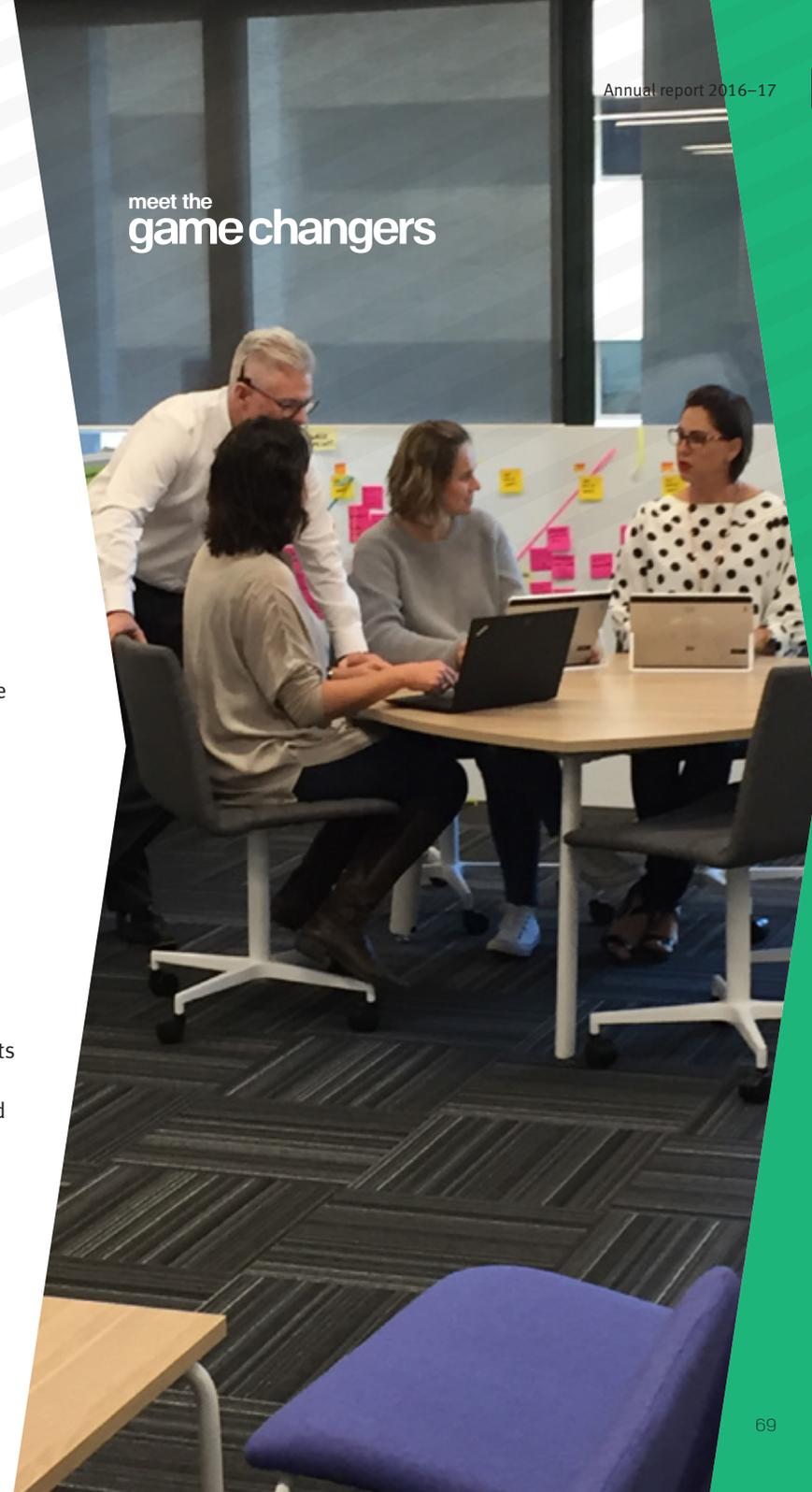
The relocation to Terrica Place is encouraging contemporary work practices while also reducing the department's accommodation footprint. Operational costs are down, freeing up funds to reinvest in ICT infrastructure.

The benefits aren't just internal. In acts of philanthropy, the department gifted furniture and office supplies to charities benefitting Queensland people—including schools and victims of domestic and family violence. Recently, a donation to the Sycamore School for students on the autism spectrum has furnished their seventh classroom, and is helping to create a safe, inclusive and innovative learning environment.

As the second phase continues in 2017, more benefits will flow to the department and community—leading to even better services.

Newly designed contemporary work space enabling increased collaboration and sharing of ideas and knowledge

meet the  
game changers



# Innovation leadership

Growing our own innovation ecosystem builds a workplace that ignites ideas and unleashes potential. The department is working collaboratively to remove red tape for its customers and for its people to build valued services.

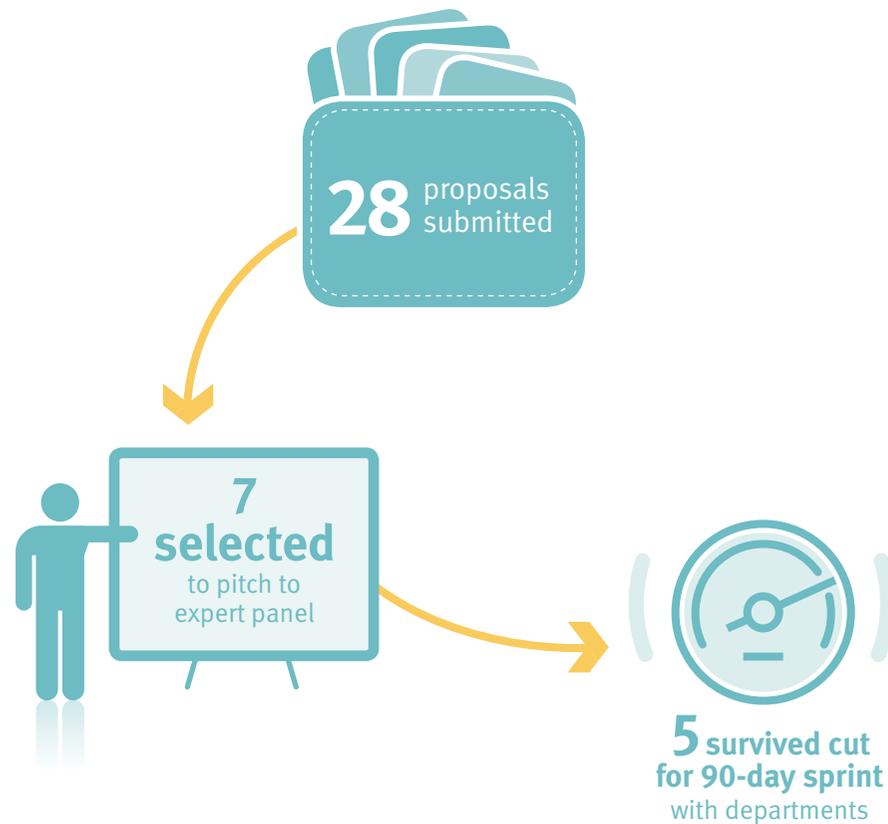
## Innovation Arena

In 2016–17, we partnered with the Department of Natural Resources and Mines to run the first Innovation Arena. Employees pitched clever solutions to complex business problems. Innovation Arena resulted in:

- » participants testing proposals directly with Directors-General
- » quick decisions being made about proceeding with ideas
- » innovative project concepts being fast-tracked
- » improved inter-departmental collaboration.

The five shortlisted projects benefited from departmental advice on subjects including in-house project management, sprint training and marketing.

A second round of Innovation Arena will run in 2017–18.



2016–2017

## Innovation Arena