



Our workforce

The department's human resources' vision to enable business excellence through people is underpinned by a culture of innovation and collaboration and a resolve to enhance leadership capability and build workforce engagement. Our goal is to have a high-performing, innovative and diverse workforce.

Queensland Public Service Values

These values are the building blocks for our workplace culture enabling staff to work efficiently, productively and professionally to deliver government priorities and meet the needs of Queenslanders. Teams and individuals are encouraged to deliver high-quality outcomes through innovation, creativity and collaboration within an inclusive and diverse work environment.



Workforce planning, performance and development

Our strategic objective is to cultivate a high-performing, innovative and diverse workforce that delivers value-for-money services and outcomes.

With a focus on this objective and to contribute to the Queensland Government's objectives for the community, the human resources team:

- established the Cross River Rail Delivery Authority and Cities Transformation Taskforce teams
- undertook an organisational restructure across business groups for improved efficiencies
- established the People Management Committee – a body facilitating the achievement of the Strategic Workforce Plan objectives
- delivered anti-discrimination and anti-bullying training to all departmental employees
- established the Work and Welcome refugee placement program and the 'influence' mentoring program – Mentored at First Sight
- continued department-specific human resource programs covering leadership development, disability awareness, health and wellbeing
- implemented the highly successful health and wellbeing program – 'invigorate'.

The department continued to implement workforce strategies outlined in the Strategic Workforce Plan: 2017–2022 by:

- commencing the implementation of a departmental learning management system
- introducing a revised employee performance management system
- providing additional employee health and wellbeing programs
- reviewing and updating selection and recruitment processes to eliminate unconscious bias
- initiating improvements to existing human resource programs and their ongoing delivery
- promoting and supporting flexible work arrangements
- introducing NAIDOC day and other celebrations under the 'inclusion' and diversity program.

The department's leadership team encourages and promotes a motivated, capable, professional and resilient workforce. With the creation of the People Management Committee in November 2016, the leadership team had a renewed focus on creating a collaborative and innovative workplace culture and delivering quality outcomes for our customers.

The department's performance management system 'insight' is a cyclical program that focuses on regular conversations to set performance expectations, establishes clear linkages to the department's goals and allows two-way feedback and identification of individual development needs. It supports the department's objectives, incorporating the Queensland Public Service values and providing opportunities for improved employee engagement and performance.

In 2016–17, the department commenced the implementation of a learning management system in response to feedback from the Employee Opinion Survey.

The department's face-to-face and online induction program was revised, complemented by the recording of live sessions for viewing by regional staff. New staff are expected to attend an induction program within three months of commencing employment.



71 departmental employees attended face-to-face and live-streamed inductions.

The department is committed to supporting its current leaders and to developing employees with aspirations towards future leadership roles through its 'inspire' leadership development program. This program is open to all departmental employees and promotes the concept of leadership at all levels.

Several members of staff participated in leadership development and other professional development programs offered through the Public Service Commission and internally the 'inspire' leadership and 'influence' mentoring events.



9 mentors and mentees participated in the department's initial Mentored at First Sight program.

The Walk in my Shoes disability awareness education program was continued and the Work and Welcome program was introduced providing 12 weeks of work experience for a refugee within the department and promoting cross cultural awareness.



26 departmental staff attended the Walk in my Shoes disability awareness program.

The department offers its employees a comprehensive health and wellbeing program. In 2016–17, there was increased take-up of flu vaccinations, senior executive health assessments and skin cancer screenings.

Employees were provided with several options to provide appropriate flexibility in their work arrangements. These included:

- work from home and telecommuting arrangements
- part-time hours and job sharing
- compressed hours
- flexible work hours.

Employees' feedback from the annual Working for Queensland Employee Opinion Survey, the Consultative Committee and the Ask the DG intranet link informs the department's workforce planning and its training and professional development programs.

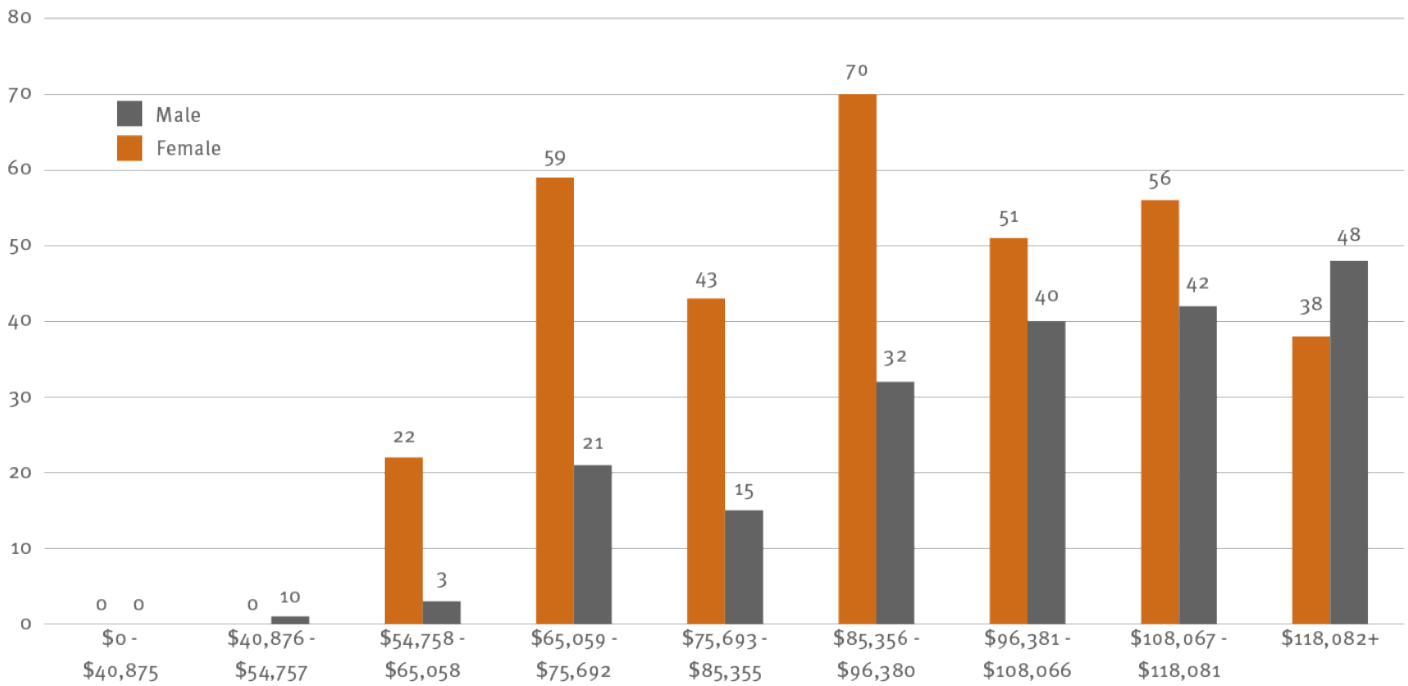


96% response rate for the employee opinion survey – more than double the overall Queensland Public Sector response rate.

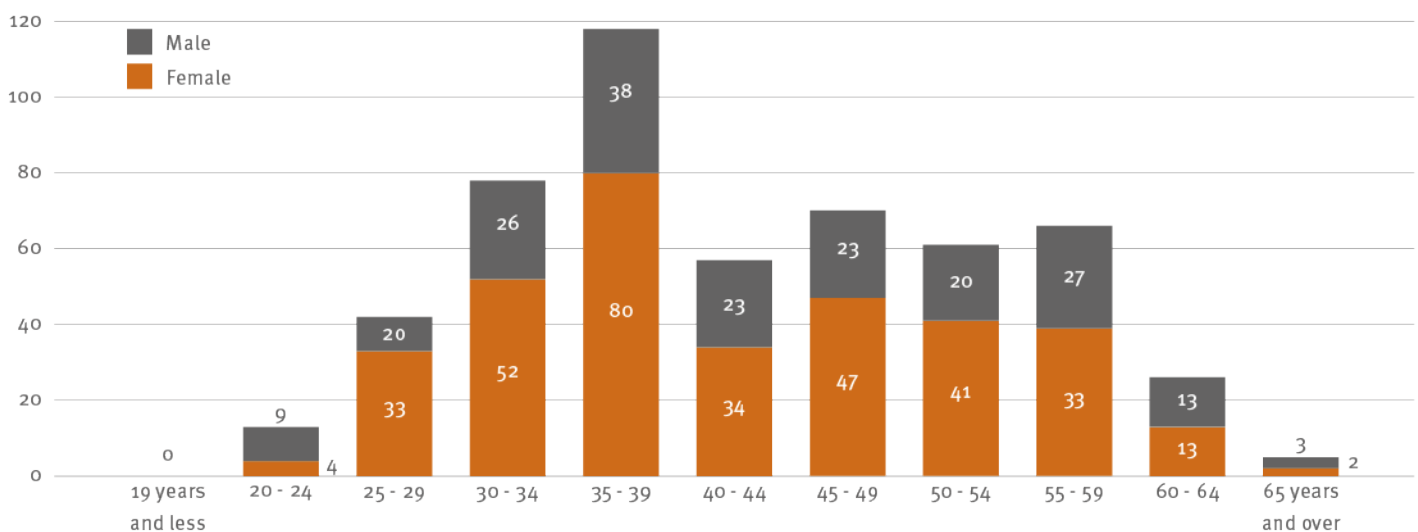
Workforce profiles

As at 30 June 2017, the department had 514 full-time equivalent staff with a head count of 541. The permanent separation rate for the 2016–17 financial year was 4.16 per cent. The graphs below show salary levels by gender and total number of employees by age group in 2016–17.

Employees by salary and gender



Employees by age group



Redundancy

During the period, one employee received a redundancy package at a cost of \$43,282.

Industrial and employee relations framework

Consultative Committee

The Consultative Committee is the department's consultative body for unions and management, created pursuant to Part 9 of the State Government Entities Certified Agreement 2015. The Committee meets on a quarterly basis and considers:

- workload management
- organisational change and restructuring
- training
- union encouragement
- work/life balance
- organisational matters including workforce management policies.

Work Health and Safety Committee

The Work Health and Safety Committee's role is to:

- contribute to departmental compliance with the *Work Health and Safety Act 2011*
- identify risks and solutions and make recommendations on work health and safety
- assist in developing standards, policies, procedures and training programs
- promote best practice and continuous improvement approaches
- facilitate cooperation between the Director-General and employees regarding health and safety issues through an agreed action plan.

Industrial and employee relations

The human resources team provides advice and support in relation to workforce planning, capability development, performance management, entitlements, policies and processes to the department's leaders and employees. This includes intervention strategies to assist with the early resolution and management of issues at the local level.

In 2016–17, continued improvement through review and revision of human resources materials and information on the department's intranet occurred to aid in the accessibility and ease of use.

The department was not party to any industrial disputes during 2016–17.