Our workforce

Strategic workforce planning and performance

The department continues to deliver on the implementation of the Strategic Workforce Plan 2019–24 to achieve our strategic objective of creating an engaged and responsive workforce through:

- maintaining a culture of innovation and collaboration
- enhancing leadership capability
- supporting our workforce to be high performing, capable and culturally competent
- maintaining a proactive, integrated approach to health and wellbeing and a healthy work-life blend.

People in the department have pride, energy and enthusiasm for the work they do demonstrating high levels of intrinsic motivation. Employee feedback informs the departments’ strategic workforce planning and professional development programs.

Sources of feedback include the annual Working for Queensland Employee Opinion Survey, the employee Consultative Committee and the “Ask the DG” intranet link. Results from the Working for Queensland survey reflected that the department has strength in respectful relationships among colleagues and a strong customer focus. It also indicated a need for increased opportunities for agency engagement, professional development, including performance conversations, and transparency.

Leadership skills continue to be a crucial component in the delivery of departmental services and in engaging our workforce with the organisation’s values, priorities and direction. The department participated in the Capability Blueprint program. As a recently formed department with a new vision and strategy, the Capability Blueprint provided an opportunity to develop a shared understanding of the strengths and opportunities available to the leadership team. Leadership development programs have been offered through the Public Service Commission, such as Lead4Qld, along with internal leadership opportunities.

The department has embedded an environment of learning through implementing opportunities for employees to regularly engage with online learning. These offerings ensure staff are aware of our strategic direction and legislative obligations and align with the Public Service Commission’s 10 year human capital outlook through developing future skills and portable capabilities required for increasing digitisation of tools within the workplace.

During the 2018-19 year, the performance and development planning process was utilised to establish measures for staff performance and identify development needs. The department’s staff have been supported through development opportunities, enhancing their skills in performance conversations that set:

- performance expectations
- establish clear linkages to the department’s objectives
- allow two-way feedback
- identify individual development needs.

The learning management system continues to support this process through electronic recording and tracking of agreements.

This year the department launched the SBS Cultural Competence Program, along with Anti-Discrimination and Unconscious Bias training, supporting our commitment to diversity in our communities and workplaces. The department also seeks to harness the varied skill sets and perspectives arising from our diverse workforce. This commitment underpins the 2018–21 Inclusion and Diversity Strategic Plan, that incorporates the department’s actions relating to:

- Disability Action Plan
- Cultural Capability Action Plan
- Multicultural Queensland Charter
- Multicultural Action Plan
- White Ribbon Operational Plan
- Reconciliation Action Plan
- Youth Strategy
- LGBTIQ+ Strategy
- Gender Equity.

In addition, the department continually invests in the health and wellbeing of staff through the ‘Invigorate’ program that provides an integrated and proactive approach to health, safety and wellbeing and aligns with the Public Service Commission’s ‘Be healthy, be safe, be well’ framework. Initiatives over the 2018-19 year included flu vaccinations, Red25 awareness, skin checks, wellness seminars, rehabilitative case management and employee assistance program.
As informed by the Working for Queensland survey results, the department implements strategies to attract and retain talent by providing information to all new and existing staff on the following:

- creating an inclusive workplace policy
- parental leave arrangements
- domestic and family violence support
- provision of parenting facilities in the workplace
- options for designing flexibility into work arrangements including:
  - telecommuting arrangements
  - part-time hours and job sharing
  - compressed hours
  - flexible work hours.

In May 2019, White Ribbon Australia accredited the department as part of their Workplace Accreditation Program. This acknowledges the significant effort made by staff across all regions and central work units to create safe and respectful workplaces. We have collectively strengthened our workplace cultures to reflect zero tolerance to domestic and family violence.

**Workforce profiles**

As at 30 June 2019, the department had 184.1 full-time equivalent staff with a head count of 190. The permanent separation rate for the 2018-19 financial year was 7.27 per cent. The absenteeism rate for staff for the quarter ended 30 June 2019 was 3.7 per cent with the Queensland Public Sector benchmark being 4.58 per cent.
The department supports the Queensland Government’s targets for diversity in the workforce. Our progress as at 30 June 2019 is outlined below.

<table>
<thead>
<tr>
<th>Suggested foundation 2022 target</th>
<th>Current data</th>
<th>Minimum target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Total women at SES and above (incl. equivalent, S122 &amp; CEO)(^1)</td>
<td>50</td>
<td>56.52%</td>
</tr>
<tr>
<td>Women at Senior Officer level(^1)</td>
<td>50</td>
<td>70.00%</td>
</tr>
<tr>
<td>Aboriginal and/or Torres Strait Islander people</td>
<td>3</td>
<td>1.68%</td>
</tr>
<tr>
<td>People with disability</td>
<td>8</td>
<td>3.35%</td>
</tr>
<tr>
<td>Non-English-Speaking Background</td>
<td>10</td>
<td>10.60%</td>
</tr>
</tbody>
</table>

Notes:
1. Based on salary not classification and may differ (more or less) than the measures by classification

**Redundancy**

No redundancies, early retirements or retrenchment packages were paid during the period.

**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 2018–19, 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.

Our Agency Consultative Framework continues to enable management and union representatives to meet regularly to discuss a broad range of issues impacting the workforce. The Agency Consultative Committee convenes quarterly.

The department was not party to any industrial disputes during 2018–19.