

Part 04

Strategic workforce planning and performance

- 30** Future-proofing strategies
- 30** Employee performance strategies and policies
- 31** Employee health and wellbeing
- 31** Building leadership and management skills
- 33** Industrial and employee relations
- 33** Redundancy

Strategic workforce planning and performance

The department's Strategic Workforce Plan 2019–24 sets out our goal of creating an engaged and responsive workforce that is agile and resilient. We aim to do this by:

- enhancing leadership capability
- maintaining a culture of innovation and collaboration
- supporting our workforce to be high performing and innovative.

As a department we aim to attract, recruit and retain an inclusive, diverse and capable workforce.

During the year we continued to progress the 2018–21 Inclusion and Diversity Strategic Plan and our achievements were:

- **Accountability and leadership**
Managers attended Performance Conversations through the Australian Institute of Management to improve their knowledge about leading diverse teams. Guest speakers attended Executive Leadership Team meetings to share key policy priorities.
- **Attract, develop and retain talent**
Policies and processes were revised to embed the Multicultural Queensland Charter principles. The SBS Cultural Competence program became mandatory for all employees to complete and unconscious bias training continues to be offered.
- **Become an employer of choice**
Role descriptions were reviewed to ensure non-discriminatory language and messaging. Our executives led by example in promoting flexible work arrangements for their teams.

Future-proofing strategies

The department aligns with the Public Service Commission's 10-year Human Capital Outlook by

developing transferable skills and improving capability amongst our employees, against a backdrop of increasing digitisation in the tools we use day-to-day.

Strategic actions taken include the implementation of Microsoft Teams, allowing staff to collaborate on projects and stay connected to their colleagues and attend meetings and virtual staff forums, which was especially useful during the pandemic and the shift to remote working.

Employee performance strategies and policies

Our Performance and Development Agreement framework provides a line of sight to the department's strategic objectives and an opportunity to reflect on an employee's competency and provide support for performance, development and engagement, reinforced with regular feedback and coaching conversations.

In 2019–20 we improved our online performance and development planning process. We also updated our policy, establishing clearer measures for performance as well as identifying development needs and providing more education for managers and employees. The department's induction program moved to an updated online format to further support inclusivity and ease of learning across our workplaces, with a comprehensive process including buddy support.

Twenty one staff accessed secondment or interchange arrangements outside the department in 2019–20, developing new skills and improving their networks and sharing learnings on their return.

Employee health and wellbeing

The department’s health and wellbeing strategy is informed by the Public Service Commission’s Be Healthy, Be Safe, Be Well framework.

We updated our policies on flexible work arrangements and telecommuting and created a safe travel policy.

Flexible work arrangements including working from home were highly successful during the COVID-19 pandemic with workforce productivity remaining stable throughout the year.

We ran five specific programs focused on health and wellbeing and participation levels were strong despite the impact of the pandemic.

Table 2: Participation in the department’s employee health and wellbeing activities

Program	Year 2017–18	Year 2018–19	Year 2019–20
Employee Assistance Program (EAP)	5%	12.94%	11.58%
Online Resilience Training and Assessment	N/A	28%	24%
Flu Vaccination Program	70%	43%	42.8%
Skin Cancer Screening Program	N/A	19%	18.5%
Red25 Challenge	N/A	2.9%	9.2%

Building leadership and management skills

The sector wide LEAD4QLD program continued, with 21 employees at AO6 and AO7 levels (managers and team leaders) participating in this year’s program.

The leadership capability uplift group, designed to enhance leadership capability to produce higher levels of performance, engagement and innovation and build a succession pathway for future leaders had the following objectives:

- Promote a ‘one department’ philosophy fostering internal collaboration
- Support alignment across the department with consistent messaging
- Participate in relevant community of practice sector networks

- Promote innovative thinking and best practice approaches to solutions
- Balance investment in transformation with business-as-usual
- Ensure accountability through fortnightly reporting to the Executive Leadership Team.

The 70:20:10 blended learning framework is the basis for developmental initiatives and capability uplift:

- 70 per cent of learning from experience, experiment and reflection
- 20 per cent from working with others and knowledge and skill transfer
- 10 per cent from formal interventions and planned learning solutions.

Workforce profile

As at 30 June 2020, the department had 173.93 full-time equivalent staff with a head count of 182. The permanent separation rate for the 2019–20 financial year was 7.27 per cent. The absenteeism rate for staff for the year ended 30 June 2020 was

4.34 per cent with the Queensland Public Sector benchmark being 4.65 per cent.

The graphs below show:

- salary levels by gender
- total number of employees by age group.

Figure 6: Number of employees by gender and annual earnings as if working fulltime as at 30 June 2020

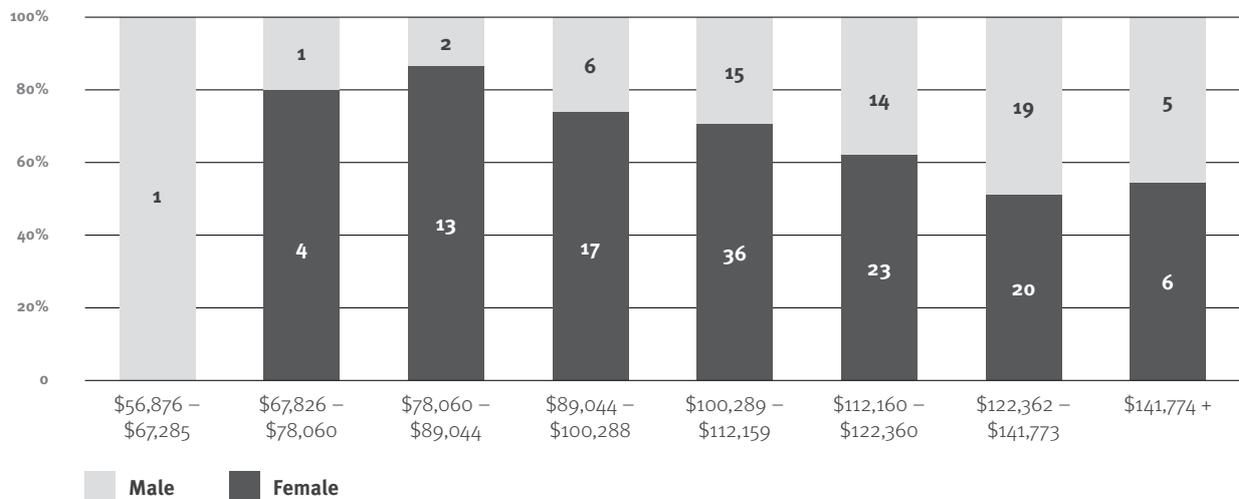
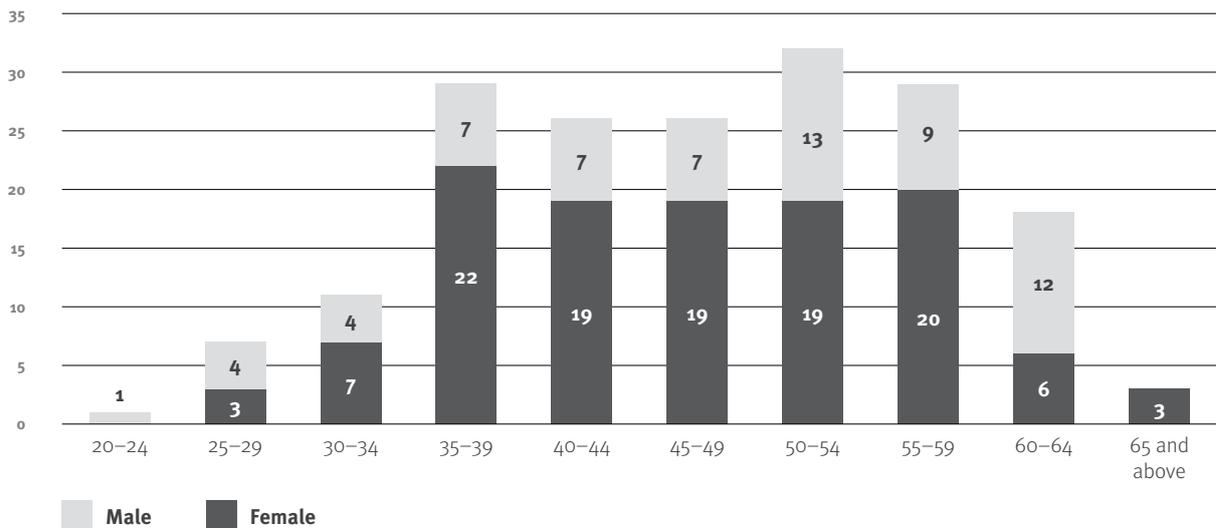


Figure 7: Number of employees by age and gender as at 30 June 2020



The department supports the Queensland Government’s targets for diversity in the workforce. Our progress as at 30 June 2020 is outlined in the table below.

Table 3: Workforce diversity as at 30 June 2020

Headcount: 182						
Census return rate: 68%						
Gender split: Female 65.4% / Male 34.6%						
Measure	Suggested foundation 2022 target	Current data		Minimum target		
		%	n=	%	n=	Gap
Total women at SES and above (incl. equivalent, S122 & chief executive officers) ¹	50	54.55%	6	50	6	0
Women at Senior Officer level ¹	50	51.28%	20	50	20	0
Aboriginal and/or Torres Strait Islander people	3	0.55%	1	3	5	-4
People with disability	8	3.30%	6	8	15	-9
Non-English-Speaking Background	10	10.99%	20	10	18	+2

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

Industrial and employee relations

Advice and support is provided to the department’s leaders and employees on workforce planning, capability development, performance management, entitlements, policies and processes. This includes intervention strategies to assist with the early resolution and management of issues.

In 2019–20, continued improvement through review and revision of human resources policies and procedures and information on the department’s intranet facilitated greater accessibility and increased use of the intranet for human resource related activities across the year.

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 department’s Consultative Committee convenes quarterly, and committee minutes are published on the department’s intranet.

In 2019–20, the department was not party to any employee industrial disputes.

Redundancy

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