

# Our workplace—our people



The experience, knowledge and innovation of our people is crucial to the successful delivery of economic and social infrastructure. During the coming year, the Department of Infrastructure and Planning will continue to develop a professional, ethical and high performing organisation that values and nurtures its employees.

In 2006–07 the department's people management services were provided by the Department of Premier and Cabinet. During 2007–08 the department established its own human resource management function. In its first year, there was a significant emphasis on the establishment of a flexible policy framework, which aims to take into account the complexity of the department's responsibilities, the administrative demands on managers and staff, and the current labour market environment. The framework aims to simplify processes and procedures while maintaining high governance standards.

The second area of significant emphasis in 2007–08 was on structuring a targeted learning and development program and establishing the foundations for continuing improvement in people management in an environment of growth and change. The department has developed an induction program that extends from pre-commencement to an employee's third month and incorporates initial workplace orientation, work planning, a departmental induction workshop and planned development activities. Initiatives being developed for implementation in 2008–09 include an online code of conduct module, the introduction of an ethics and integrity

framework, and a range of specialist learning and development programs.

Through effective leadership and collaborative and collegiate work practices, the department provides flexible working conditions to support the lifestyle and cultural needs of a growing workforce—diverse in experience, culture and skills.

Departmental employees access a range of services and support:

- to balance work and life responsibilities—through flexible work practices, purchased leave arrangements, maternity and parental leave, and the employee assistance program
- to promote learning and development—through study and research assistance, and professional and leadership skills development programs
- to understand their roles as public servants and specialists— including a comprehensive induction program, foundational learning and development activities, and performance planning.

The department also provides initiatives and programs to ensure the support, safety and well being of all staff. This includes making available targeted career counselling for employees during the current change processes that followed the machinery of government change, engaging with employees experiencing difficulties with their work or on long-term sick leave,

and providing access to support through the employee assistance program.

The machinery-of-government changes saw the department more than double in size to 511 full-time employees as at 30 June 2008 (from 253 as at 30 June 2007) as we integrated the planning and infrastructure functions to form the new Department of Infrastructure and Planning.

As a young, growing agency the department's challenge is to continue to build a highly skilled, productive and motivated workforce that is squarely focused on leading priority planning and infrastructure initiatives across Queensland. In 2008–09 there will be a focus on simplifying recruitment processes and developing strategies to support the attraction, development and retention of people who are committed to contributing to the department's success.

By adopting the best human resources practices on offer, the department will be well positioned for the challenges ahead. The focus for the coming year will include devolving human resource responsibilities to line areas and building the strategic and collegiate human resource management capacity through leadership development, workforce planning and corporate culture development.

## Leadership initiatives

The Department of Infrastructure and Planning assesses the development needs of potential leaders through learning and development planning processes, which are used to evaluate an individual's capabilities



and inform personal development planning. The department supports their development by providing access to a suite of leadership programs.

Staff wanting to pursue leadership opportunities can access specific public sector programs including the Public Sector Management Program and publicly available leadership programs. Individual leadership counselling and mentoring are also available through the employee assistance program.

Staff in leadership roles may maintain and enhance their capabilities by participating in programs including the Public Service Commission's Executive Program, and the Australia and New Zealand School of Government leadership programs.

## Women's initiatives

To achieve our corporate objectives and to maintain the Department of Infrastructure and Planning as an employer of choice the department fosters a culture where work-life effectiveness is promoted as a priority for all employees, but the unique challenges of female employees are recognised.

To achieve this, the department provides flexible working arrangements such as telecommuting and flexible working hours to enable staff to balance their work, family and other commitments.

The department recognises and supports the shared role of women and men as carers in their families and communities by providing access to paid and unpaid

maternity and parental leave, and paid prenatal leave entitlements.

The Equity and Diversity Management Plan reinforces the department's commitment to actively promoting equity and diversity. The plan provides high level strategies to support women in middle and upper management positions.

The department provides access to executive development and leadership and management programs; individual coaching and mentoring; and financial support and leave arrangements for part-time and full-time study or research. One female staff member is currently participating in the Executive Mobility program.

Women are encouraged to participate in initiatives that support career development in the department such as mobility programs and higher opportunities. As at 30 June 2008 twenty eight per cent of female staff in the department were receiving higher duties, 16 per cent of whom were acting in SO and SES positions.

Female staff in the department celebrated International Women's Week this year by attending an information session on building satisfaction in life and work, and a morning tea with the Deputy Director-General who gave a keynote address.

The department encourages women to explore a range of career pathways including engineering, planning, information and communication technology (ICT). Thirty seven per cent of the staff employed in Information and Communication Technology are female.

Category	%
Female (as a % of all staff)	55%
Part-time (as a % of females)	15%
Female AO6 and above (as a % of all female staff)	41%
Female SO and SES (as a % of all SO and SES staff)	25%
Female separation rate	1%