

Our workplace, our people

Workforce profile

As at 30 June 2014, our department had 908 fulltime equivalent staff with a head count of 944. The permanent separation rate for the 2013-14 financial year was 6.5 per cent.

Staff annual earnings, showing the proportion of male and female staff in

earnings ranges, for 2013-14 are shown in figure 12.

Representation of employees by age group as at 30 June 2014 is illustrated in figure 13.

Figure 12 Employees by annual salary

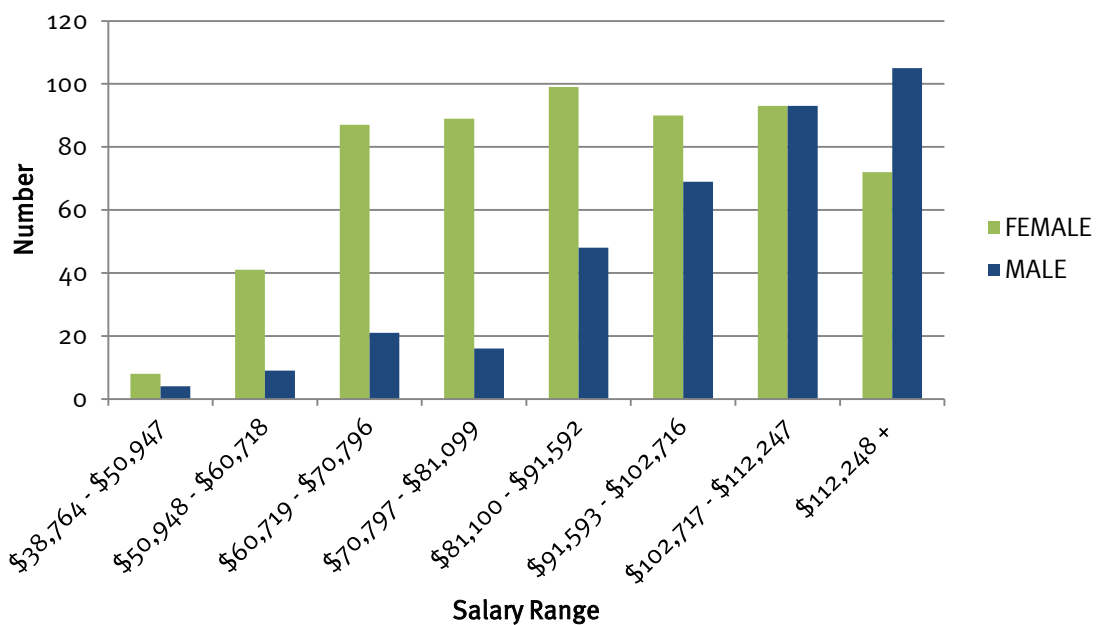
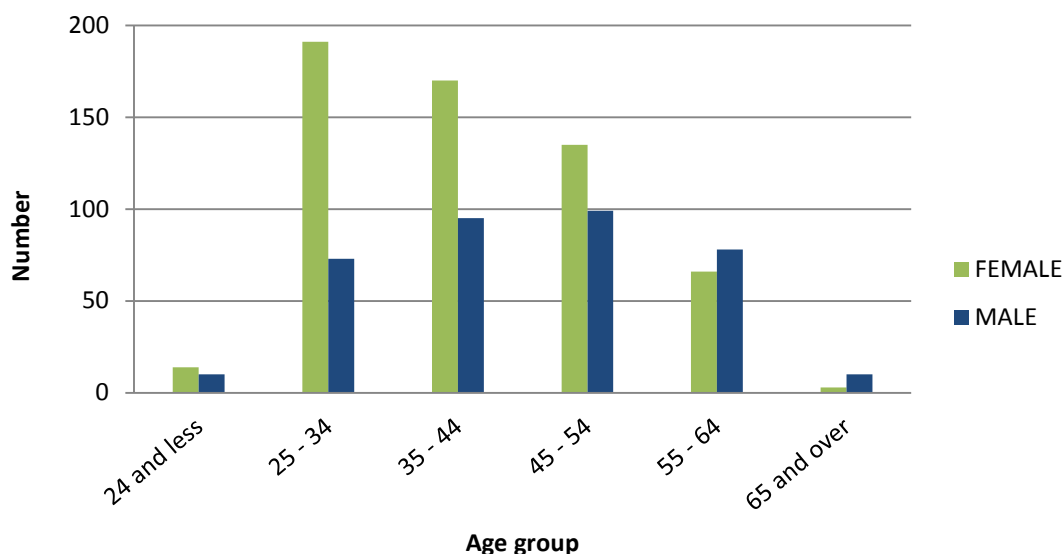


Figure 13 Employees by age group



Managing our workforce

Workforce planning

The department recognises the importance of building and sustaining an agile and flexible workforce to meet current and future service delivery needs. During 2013-14 continuing business alignment strategies resulted in efficiencies being gained via structural and functional realignments to meet service delivery needs. Closer scrutiny of staff appointments was managed via an Establishment Management Program. The Strategic Workforce Plan was developed in 2013-14 to adhere to the Commission of Audit recommendations.

Attraction, recruitment and retention

Across the department we work to identify business critical roles and to embed workforce planning into business

plans. Business units critically review workforce needs and skills and align workforce planning with business and government priorities to ensure a flexible workforce and efficient service delivery. Succession strategies for critical roles include building internal talent through capability development, relieving opportunities and mobility programs.

Employee performance management framework

In 2013-14 a revised employee management framework was implemented that enables effective and efficient employment, induction, performance agreements and performance improvement processes.

The framework focuses on planning for improvement in service delivery, incorporating the Queensland Public Service values and providing opportunity for greater employee engagement and performance.

A new performance and development process 'MyPDA' focuses on performance conversations that are regular and ongoing throughout a 12 month period.

Work and life balance initiatives

Work-life balance options such as flexible hours of work arrangements, various leave types, compressed working week, part-time arrangements, job sharing and telecommuting are provided to assist employees. Participation in a Flexible Work Centre trial has recently commenced. Employees can access facility space that can be used for carers and breastfeeding.

Health and wellness initiatives

The department provides an environment that protects the health and safety of everyone in the workplace. In 2013–14, health and wellness initiatives included:

- comprehensive health assessments for senior executives
- general health assessments for all staff
- flu vaccination program
- ergonomic and posture care assessments
- employee assistance program.

Injury and claims management

The department works to continuously improve our rehabilitation, return to work and injury management systems. The systems in place include:

- timely incident reporting and implementation of appropriate preventative actions
- prompt intervention when issues are reported
- emergency management training and effective communications and information awareness strategies.

Developing our workforce

Progress has been made in moving the department's talent and succession planning strategies to align with business objectives for a delivery culture partnering with strategic stakeholders. The department has commenced focusing on high performance and capability development in a number of inter-related activities:

- learning and development targeting governance skills and public sector business skills, leadership and management
- talent and capability development at business area level
- executive, middle and emerging manager development
- key occupational development in policy, legal and business skills
- performance coaching and mentoring
- easy to use and access online learning tools
- customised panel of providers for skilled development of leaders and managers.

Supporting women's career development

In March 2014, the department launched its Women in Leadership Strategy to support the progression of women into senior roles. Discussion panel events and

womens' leadership workshops have been coordinated for women in senior levels within the department. A mentoring program will be implemented in 2014-15 alongside a range of other initiatives for departmental women at all levels.

Industrial and employee relations framework

Advice and support is provided to managers and employees in relation to entitlements, policies, processes and performance. The department initiated a policy reform project to review all human resources policies, procedures, guidelines and forms with the objective of ensuring the provision of current, concise information that is easy to use and understand. Most documents were updated this year with further improvements, such as the inclusion of smart forms, to be undertaken as soon as practicable.

The department has not been party to any industrial disputes during 2013-14.

The department has consulted with the union on a number of occasions in particular to discuss the implementation of new organisational structures within the department and potential impacts on staff.

During 2013-14 there were no disciplinary actions taken by the department and no employees were suspended. Management action was taken in response to two complaints.

Consultative Committee

The Consultative Committee is the principal consultative body for unions and management within the department. It is created pursuant to Part 9 of the *Certified Agreement 2009* (Core EB). The committee meets on an as required basis.

Work Health Safety Committee

The Work Health Safety Committee's roles and responsibilities are to:

- assist in developing standards, policies and procedures, training programs and engagement of consultants relating to work health and safety
- facilitate cooperation between the Director-General and employees regarding health and safety issues.

Early retirement, redundancy and retrenchment

During the period, 14 employees received redundancy packages at a total cost of \$580,367. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

At the conclusion of this period, and where it was deemed that continued attempts of ongoing placement were no longer appropriate, employees yet to be placed were terminated and paid a retrenchment package. During the period, three employees received retrenchment packages at a total cost of \$76,834.