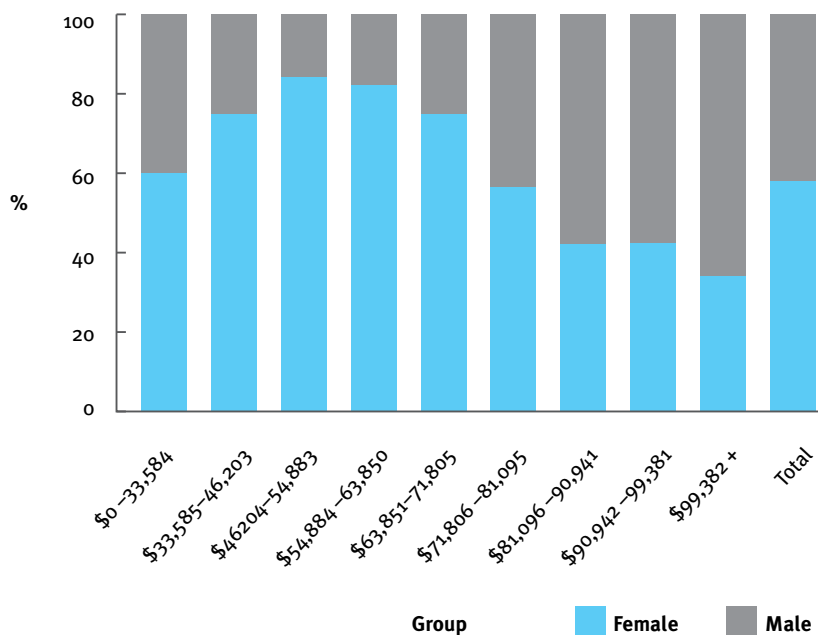




# Our workplace, our people

## Workforce profile



Number of full-time equivalent staff: 775.9  
 Permanent staff retention rate: 82.8%  
 Permanent staff separation rate: 7%

(Source: MOHRI report for 18 June 2010).

## Employee engagement

The department conducted an employee engagement survey designed to assess key indicators of organisational effectiveness that are adapted from international research and practical best practice. The results provided a collective employee perception of local and organisational practices, and individual contribution. Results were reported at branch, division, group and departmental level, and validated through a survey census methodology. This process afforded engagement with employees beyond those who completed the survey, reinforcing the value of employee input. It also provided an excellent source of contextualisation, allowing feedback to be expanded and leading to greater staff participation in action planning. The action planning and validation activities identified critical strengths and areas for improvement across the department.

The department is using the results of the employee engagement survey and action planning process to inform the development of a strategic workforce plan. The action planning process has included an explicit link to business planning processes as they relate to



the cultural, resource planning and skills assessment aspects. Along with workforce profile snapshots, performance and learning planning data, and the assessment of business priorities, the survey has helped to strengthen the basis for effective workforce planning and development across the department.

## Work–life balance

The department participated in a pilot work–life balance strategy survey conducted by the Office of Fair and Safe Work Queensland. The process included analysis of data, a survey instrument and focus groups with all levels of staff. The survey results are being used to inform workforce planning and policy development. Combined with the engagement survey and other forms of data, the department now has considerable information regarding culture and practices.

## Health and wellbeing

The department is committed to providing a safe and healthy working environment. In 2009–10 the department conducted health risk assessments and used the results and recommendations to inform

the development of the Health and Wellbeing Program. The department supports and offers a range of activities to encourage health and wellbeing which align with the government's Towards Q2—Tomorrow's Queensland 'healthy' targets. These activities include access to information such as health newsletters, websites and seminars, and subsidised programs and activities. Key activities include annual influenza vaccinations, participation in the Corporate Games and Bridge to Brisbane, corporate rate gym membership, quit smoking programs and weight loss programs.

## Employee assistance program

The employee assistance program (EAP) is marketed regularly to new and existing employees, and is available to immediate family members. Additionally, the department maintains a proactive early intervention approach to dealing with employees with significant health or psychological issues. Financial health programs are also offered including Qsuper, Qinvest and salary packaging. These activities will be reviewed and improved upon based on usage and feedback in the coming year.

## Workforce management

An internal audit of policy gaps within the department found no human resource management policy gaps. With the policy framework completed in 2008–09, the emphasis has moved to providing greater guidance and support to managers in understanding policies and improving business processes.

No displaced employees were registered as deploees with the Public Service Commission. Disciplinary action was taken against two employees for breaches of the Code of Conduct and one formal grievance was received, which was not substantiated.

## Workforce development

In working towards a department-wide performance and learning planning process, the department developed and promoted a performance management framework and variety of tools and products. The department's quick guide to the *Queensland Public Service Capability and Leadership Framework* (CLF) has been posted on



the Public Service Commission (PSC) website for use across the sector. An intensive delivery program was made available to departmental branches and support will continue into the next financial year to assist managers and employees to develop plans that align to departmental business and strategic planning processes.

The department participated in a range of activities to build quality recruitment and selection skills and systems, including a joint project with the PSC to pilot the integration of the CLF recruitment processes.

The department supports employee and manager participation in a suite of learning and development activities aligned to the CLF, continuing to offer an extensive learning and development calendar focused on governance, management and specialist skills development. New employees and managers are inducted via focused programs designed to promote public sector values, ethics, leadership, cultural awareness and collaboration.

The department has continued to partner with the PSC and quality providers to build leadership and management capabilities, supporting the attainment of qualifications and sector experience through transitional, middle and senior leadership development activities. These include access to the Australian and New Zealand School of Government (ANZSOG), the Inspiring Leadership

series developed by the PSC and other university-based, trainee, graduate, scholarship and work-experience programs.

### Early retirement, redundancy and retrenchment

During 2009–10 there were four voluntary early retirements from the department with severance payments of \$411 875 including incentive payments.

### Initiatives for women

<b>Females (as a percentage of all staff)</b>	58.1%
<b>Part-time (as a percentage of females)</b>	12.0%
<b>Female AO6 and above (as a percentage of all female staff)</b>	47.1%
<b>Female SO and SES (as a percentage of all SO and SES staff)</b>	34.1%
<b>Female separation rate (as a percentage of all females)</b>	10.5%

Average age—Male = 45, Female = 39

During 2009–10, the department’s commitment to leadership and management development resulted in a variety of opportunities for women at all levels across the organisation. Women within the department participated in the following programs:

- Emerging Leaders Program, a joint initiative through the Queensland University of Technology and the Public Service Commission
- Practical People Management, a whole-of-government program supported by the PSG
- Queensland Women in Public Service mentoring program (QWIPS)
- Public Service Commission’s Inspiring Women Program.

The department also partnered with the Women in Local Government Strategy group providing funding and administrative support for its targeted activities aimed at increasing women’s representation across all spheres of government with particular focus on Local Government. This partnership resulted in the following successes:

- Funding was awarded for two professional development bursaries valued at \$4500 each for women currently working in Local Government.
- The nationally recognised Year of Women in Local Government, which aims to raise awareness and increase the participation of women in Local Government—particularly in leadership and management roles—was launched.



- The new *Local Government Act 2009* and its regulations included provisions for the portability of long service leave entitlements to facilitate the movement between one Local Government to another.
- Ten ambassadors, two in each of the five regions across the state, were appointed to champion the case for women into senior management roles and to promote Year of Women in Local Government activities
- Four successful professional development workshops were conducted across the state for women working across the three spheres of government—local, state and federal—with more than 150 attendees
- Women in Local Government were supported through sponsorship for the Australian Local Government Women Association Conference, Queensland Branch, which provided networking and engagement opportunities.

## Corporate communication and marketing

As at 30 June 2010, the department employed 25 full-time equivalent staff whose functions relate to media and public relations.

Communication about government services is essential to keeping the community informed on matters such as government's capacity to deliver integrated planning, development and infrastructure and strong Local Government for a growing state. Communication is also essential to providing timely information to decision-makers, government, community and industry; engaging stakeholders and enabling their input to inform and enhance the work of government; and meeting legislative, governance and regulatory requirements regarding the provision of information and reporting.