



Our workplace—our people

Workforce planning, attraction and retention

Workforce profile

Number of full-time equivalent staff	775.7
Permanent staff retention rate *	82.0%
Permanent staff separation rate *	18.0%

(Source: Establishment Report as at 30 June 2009 and MOHRI data).

* Excludes former local government staff who joined the department in March 2009.

The department’s number of full-time equivalent staff increased to 775.7 as at 30 June 2009 (from 585.94 as at 30 March 2009) as a result of the transfer of the local government portfolio to the department through machinery-of-government changes.

Workforce planning

In 2008–09 the department developed a quarterly workforce profile snapshot, implemented an exit survey process, undertook learning needs analysis and commenced a health risk management strategy. The department also successfully piloted a project to establish an employee value proposition and develop a creative recruitment campaign for hard-to-fill vacancies. These practices will continue into 2009–10 and will be supplemented by an employee engagement survey. In combination with an integrated business planning process, this data will inform workforce planning for the department. The 2009–10 Workforce Plan will assist in forecasting and developing the human resources, skills, capabilities and aptitudes required to achieve our business outcomes.

Workforce development

In 2008–09 the department implemented a performance and learning planning model, which integrates the Queensland Public Service Capability and Leadership Framework and links to the departmental Ethics and Integrity Framework and

business planning processes. The department will continue to roll out the program in 2009–10 with workshop support that focuses on building confidence and capability in the areas of performance and feedback conversations.

The department streamlined recruitment and selection strategies to improve governance and reduce administrative burden. Guidelines were developed to assist panel members in preparing and undertaking the selection process. Staff are being trained in recruitment and selection processes, and targeted recruitment is being managed at the corporate level for large-scale recruitment campaigns and hard-to-fill roles. In 2009–10 the department will partner with the Public Service Commission in piloting the integration of the *Queensland Public Service Capability and Leadership Framework* in recruitment and selection practices.

The department also supports and participates in a number of key external programs including the Australia and New Zealand School of Government executive programs, whole-of-government management and graduate development



programs, the Engineer Your Future scholarships and the Migrant Work Experience Program.

In 2008–09 the department delivered an extensive learning and development calendar, which focused on governance, decision-making, management and specialist skill development. As part of regular programming, new employees are inducted via a three-month program, which includes a well-regarded corporate induction workshop supported by modules that can be used to develop a tailored induction experience.

Workforce policies

In its second year of operation, the department finalised its human resources policy framework, developing and implementing 17 human resources and industrial relations policies, and supporting procedures, tools and training to guide decision-making within the department. Following the machinery-of-government changes in March 2009, the human resource delegations were reviewed and consolidated to incorporate the new departmental functions, and the various existing hours of work arrangements were consolidated into one easy reference guide.

The department endeavours to maintain a safe and healthy work environment for its employees through the development of health and wellbeing initiatives including:

- an employee assistance program and career counselling
- a health risk management strategy, which provides short, onsite health assessments for employees
- participation in key community events including the Bridge to Brisbane Fun Run and the Corporate Games
- a workplace health and safety representative network.

Initiatives for women

The department encourages women to explore a range of career pathways including engineering, planning, and information and communication technology. Sixteen per cent of the staff employed in roles related to information and communication technology are female.

The department maintains flexible work practices including telecommuting, part-time and job share, compressed work week, purchased leave arrangements, and maternity and parental leave to enable staff to balance their professional and personal commitments. In 2009 the department will participate in the Department of Justice and the Attorney-General’s Work–Life Balance Strategy to address attraction and retention of employees by improving the uptake of the department’s work–life balance policies.

In 2008–09 female employees participated in career development activities including relieving opportunities, the department’s Coaching for Performance program, the Public Service Commission’s Executive Mobility and Graduate programs and the Engineer Your Future scholarships.

While the total proportion of women in the department and the part-time participation rate have both remained steady, the percentage of female staff at AO6 and above has increased from 41 per cent in 2007–08 to 48 per cent in 2008–09. Similarly, female representation in the senior officer and senior executive levels has increased from 25 per cent to 33.3 per cent. As at 30 June 2009, 44.7 per cent of female staff in the department were performing higher duties, 4.6 per cent of whom were acting in senior officer positions. Of our female staff, 14.2 per cent currently work on a part-time basis and 37.5 per cent of these staff are job sharing.

Females (as a % of all staff)	57.3%
Part-time (as a % of females)	14.2%
Female AO6 and above (as a % of all female staff)	48.0%
Female SO and SES (as a % of all SO and SES staff)	33.3%
Female separation rate (as a % of all females)	19.9%

(Source: MOHRI Report as 19 June 2009).