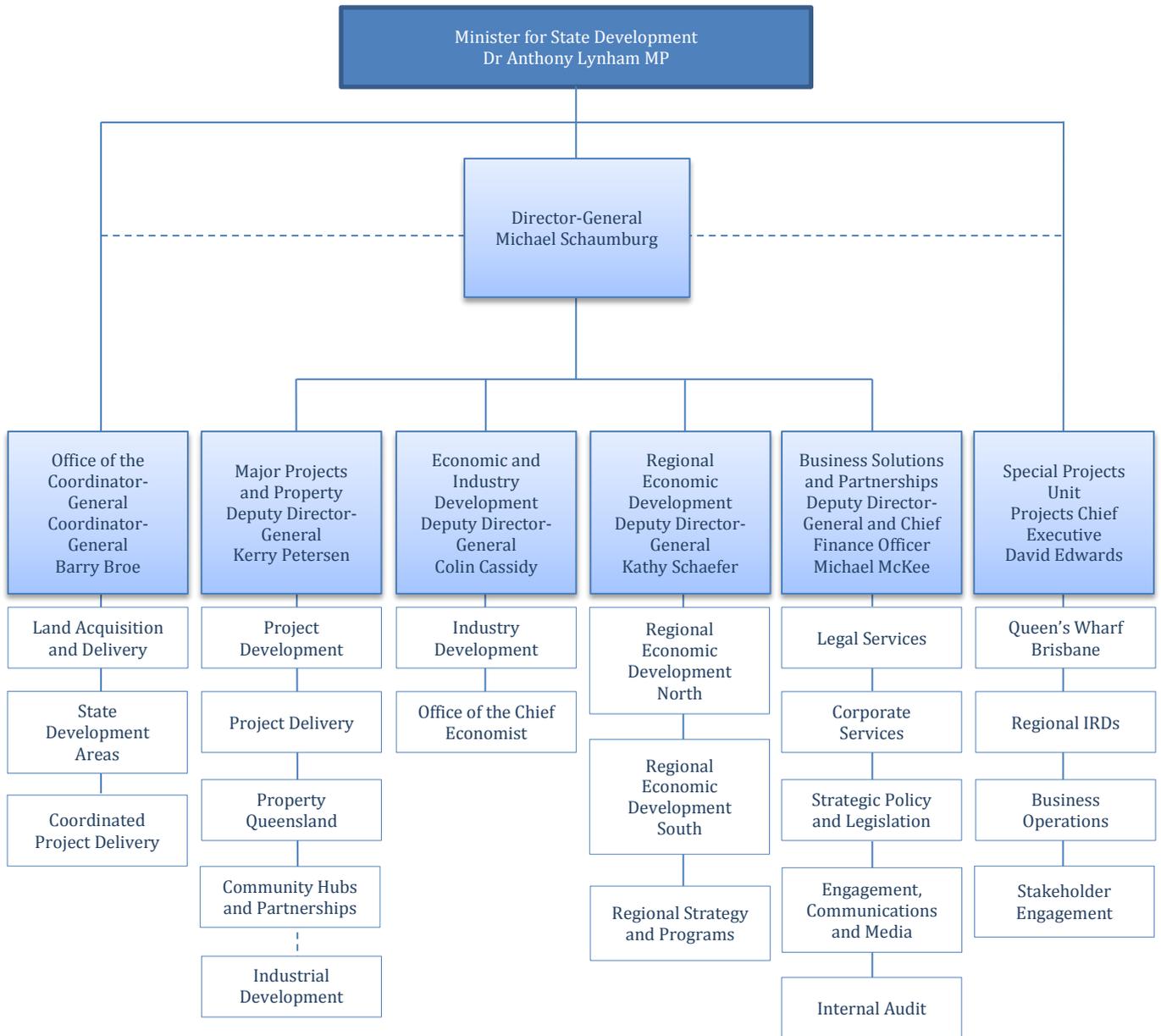


# Structure

Figure 3 Departmental structure as at 30 June 2016





# Governance

## Office of the Coordinator-General

The Coordinator-General administers the SDPWO Act and has wide ranging powers to plan, deliver and coordinate large-scale infrastructure projects, while ensuring environmental impacts are properly managed.

The majority of projects managed by the Coordinator-General are in Queensland’s significant minerals, energy, tourism, agriculture, manufacturing and infrastructure sectors. Through enabling the delivery of these projects, the Coordinator-General stimulates the economic and social development of Queensland.

## Major Projects and Property

Major Projects and Property facilitates, develops and delivers significant project and property solutions to drive economic development outcomes for Queensland.

## Economic and Industry Development

Economic and Industry Development is leading industry attraction and facilitation; developing priority, new and emerging industries; and provides expert commercial and economic analysis of projects and programs to measure and promote productivity.

## Regional Economic Development

Regional Economic Development provides an integrated suite of business, industry and regional development services throughout the state, focusing on regional economic growth to support regional employment. Some services are provided on behalf of a range of Queensland Government departments.

## Business Solutions and Partnerships

Business Solutions and Partnerships provides specialist and corporate services, which combine to offer the department support from a base of specialised knowledge and expertise, best practices and technology.

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## DSD Board members

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The DSD Board assists the Director-General to deliver our strategic objectives. Chaired by the Director-General, the DSD Board meets every two months.

Members:

- Deputy Directors-General
- Coordinator-General
- Projects Chief Executive.

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### Michael Schaumburg, Director-General

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*Appointed July 2015*

Under the *Financial Accountability Act 2009* the Director-General is accountable to the Minister for State Development and the Premier of

Queensland for the efficient, effective and financially responsible performance of the Department of State Development.

Michael is a senior executive with 30 years of experience in the infrastructure and resource industries. He is a former Deputy Coordinator-General in the Department of State Development and Engineering Manager of the Ports Corporation

Queensland. At a senior executive level, he was involved in the planning and development of major resource and infrastructure projects that include the Abbot Point Growth Gateway Project, Fisherman's Landing LNG Project and the proposed Yarwun Coal Export Terminal at Gladstone.

Michael's academic qualifications include a Bachelor of Engineering (Civil) (Hons), an Associate Diploma in Civil Engineering and a Graduate Diploma in Business Administration. He is a graduate of the Australian Institute of Company Directors, a Registered Professional Engineer of Queensland and a Chartered Professional Engineer. He is also a fellow of the Institute of Engineers Australia.

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#### Barry Broe, Coordinator-General

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*Appointed April 2012*

Under the SDPWO Act the Coordinator-General is responsible for facilitation of large scale public and private projects that

enhance the economic development of Queensland, while ensuring environmental and social impacts are properly managed.

Barry's professional background is in infrastructure, major projects and transport across all aspects of planning, design, funding, procurement, construction, operations and maintenance. With 30 years of diverse public sector experience, he has successfully planned, coordinated and delivered infrastructure and major projects in Queensland and overseas.

Barry holds a Bachelor of Civil Engineering as well as a Masters of Engineering and Technology Management.

Barry's work history includes the role of Divisional Manager of Brisbane Infrastructure in the Brisbane City Council;

Director of Transport Planning and Policy for London; and Director of Transport Planning (SEQ) for the Department of Transport and Main Roads in the Queensland Government in a wide range of planning, design and construction roles.

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#### David Edwards, Projects Chief Executive, Special Projects Unit

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*Appointed July 2015*

David's professional background is in economics, infrastructure, project management and public policy. He holds a Bachelor of Arts and a

Bachelor of Economics and has had a distinguished and successful career at senior levels of the state's public and private sectors in the field of economic policy and infrastructure development.

David's current responsibilities include the delivery of Queen's Wharf Brisbane, the largest private property development in the nation, and other major IRDs, including a proposal on the Gold Coast.

David was previously the Director-General for the Department of State Development, Infrastructure and Planning, the state's central economic development agency.

Prior to joining the department, David was the Manager Strategy and Market Development at GHD and, before that, was State Director for Queensland at Committee for Economic Development of Australia (CEDA).

In addition to his role with the department, David is a member of the State Advisory Council for the Queensland CEDA, the Chairman of Lifetec, a not-for-profit organisation supporting people with disabilities, and a member of the Board of the Wesley Mission Brisbane, a not-for-profit community service organisation that

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provides a range of services to support people in need.

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**Colin Cassidy, Deputy Director-General  
Economic and Industry Development**

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*Appointed August 2013*

Colin joined the state government in 1991 after 10 years in local government. He has over 20 years of experience in a range of senior

professional, policy and corporate leadership roles within the state public sector.

Colin has led a number of major structural and cultural reforms, legislation and policy programs and business improvement initiatives. He holds a Master of Urban and Regional Planning, Master of Science (Environmental Studies) and a Bachelor of Science.

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**Kerry Petersen, Deputy Director-General  
Major Projects and Property**

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*Appointed November 2015*

Kerry has 24 years of experience delivering capital works projects for the Queensland Government which has seen her

involved in the delivery of the Queensland Conservatorium of Music, Suncorp Stadium, Queensland State Library, Gallery of Modern Art (GOMA), Roma Street Parkland and a variety of State Development capital works programs including education.

Kerry holds a Bachelor of Architecture and Graduate Certificates in Strategic Asset Management and Management.

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**Kathy Schaefer, Deputy Director-General  
Regional Economic Development**

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*Appointed July 2008*

Consistent with the department's vision for driving economic development in Queensland, Kathy focuses on seeing thriving regional economies and

communities supported by services and opportunities to make them even better areas to live, work and invest.

Kathy's leadership has strengthened the department's network of regionally based offices providing services and support including project facilitation, industry and enterprise development, regional supply chains, partnerships with regional economic partners and links between proponents, councils and stakeholders.

Kathy is committed to seeing vibrant and dynamic regional economies and communities, promoting investment, exports and job creation.

Kathy's academic qualifications include a Master of Business Administration, Bachelor of Education, Graduate Diploma in English as a Second Language Teaching and a Diploma in Teaching. She received a Public Service Medal in the 2016 Australia Day Awards.

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**Michael McKee, Deputy Director-General  
Business Solutions and Partnerships and  
Chief Financial Officer**

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*Appointed November 2015*

Michael McKee's professional experience in the public sector has been predominantly

based within the financial and business services management area. Michael has experience as Chief Finance Officer (CFO) for a number of state organisations, more recently including iterations of the Department of State Development. Michael has worked with multiple ministers and Directors-General during his career, giving him great exposure to various leadership styles, opportunities and challenges.

Michael is highly motivated to align resources and performance reporting to the department's strategy and risks. This motivation stems from his time spent training with the Queensland Auditor-General and an international Chartered Accounting firm, as well as studies along the way to becoming a Fellow of CPA Australia.

## Accountability

The department adheres to the *Public Sector Ethics Act 1994* (PSE Act) and the *Financial and Performance Management Standard 2009* (FPM Standard), and maintains a governance structure with three key governance forums that provide leadership direction. These are the DSD Board, the Leadership Team and strategic planning workshops.

At the highest level, the DSD Board and governance committees oversee

organisational performance and risk, ensuring we operate efficiently, effectively and transparently.

The DSD Board is comprised of the department's senior executive leadership and meets every eight weeks with a strategic governance focus. It focuses on strategy, risk, compliance, performance, operations, internal controls, innovation, key change management initiatives and corporate responsibilities.

The Leadership Team is comprised of the department's senior executive leadership and meets weekly with an operational focus. It discusses day-to-day topical operational matters to share information and signal potential changes to risk or strategy.

Strategic planning workshops are held every four months to focus on the core elements of the strategic direction and implementation impediments and effectiveness, including rectification strategies to achieve all aspects of the department's Strategic Plan.

## Governance committees

The functions and responsibilities of our governance committees—outlined at Figure 4—are formally articulated in their Terms of Reference.

**Figure 4 Departmental governance committees**



## **Finance and Asset Management Committee**

The Finance and Asset Management Committee (FAMC) is established to ensure that the department can deliver services in the most efficient, effective and economical manner. The FAMC's role is to provide assurance in:

- financial administration and reporting
- legislative compliance
- internal controls.

The FAMC acts to review decisions and make recommendations to the Director-General and/or the DSD Board or Leadership Team regarding resourcing. In particular, it focuses on issues relevant to the verification and maintenance of the integrity of financial reporting and budget management in line with the department's strategic objectives.

Membership of the FAMC in 2015–16:

- Colin Cassidy, Deputy Director-General Economic and Industry Development (Chair)
- Barry Broe, Coordinator-General
- David Edwards, Projects Chief Executive
- Kerry Petersen, Acting Deputy Director-General Major Projects and Property
- Kathy Schaefer, Deputy Director-General Regional Economic Development
- Elizabeth Dickens, Director Office of the Director-General.

## **Information Steering Committee**

The Information Steering Committee (ISC) comprises members of the department and DILGP who meet to ensure the identification and subsequent implementation of appropriate and effective information management and technology systems and solutions.

Key areas of focus for the ISC are:

- ensuring efficient and effective operation of information management and

communication technologies and supporting systems/infrastructure

- ensuring information assets are identified, managed, secured and available to support effective decision-making
- identifying opportunities for improvement and innovation
- establishing roadmaps, including adoption of digital technologies, to implement strategy set by the DSD Board and Leadership Team in order to ensure mobile and agile responses to emerging government and department priorities
- establishing governance arrangements that adequately manage costs and risks while enabling the achievement of benefits.

Membership of the ISC in 2015–16:

- Kathy Schaefer, Deputy Director-General Regional Economic Development (Chair)
- Colin Cassidy, Deputy Director-General Economic and Industry Development
- Kerry Petersen, Acting Deputy Director-General Major Projects and Property
- Michael McKee, Acting Deputy Director-General Business Solutions and Partnerships
- Stephen Johnston, Deputy Director-General Local Government and Regional Services (DILGP)
- Kathy Parton, Acting Deputy Director-General Strategy, Governance and Resilience (DILGP)
- Greg Chemello, General Manager Economic Development Queensland (DILGP)
- Stuart Moseley, Deputy Director-General, Planning (DILGP).

## **Audit and Risk Management Committee**

The Audit and Risk Management Committee (ARMC) was established pursuant to the FPMS.

The ARMC provides independent assurance and assistance to the Director-General on the department's:

- risks, control and compliance frameworks
- external accountability responsibilities as prescribed in legislation and standards.

The ARMC Charter establishes the authority and responsibilities of the committee and was prepared with reference to:

- relevant provisions of the FAA and FPMS
- Queensland Treasury Audit Committee Guidelines—Improving Accountability and Performance
- better practice guidance issued by the Australian National Audit Office
- legislative, regulatory and other requirements—promoting a culture of lawful and ethical behaviour.

The ARMC met on four occasions during 2015–16.

Membership of the ARMC and remuneration (where applicable) in 2015–16 included:

- Eric Muir—Chair and external member. Remuneration: \$7804.50
- Joshua Chalmers, Partner PwC—external member. Remuneration: \$2400
- Colin Cassidy, Deputy Director-General, Economic and Industry Development
- Kerry Petersen, Deputy Director-General, Major Projects and Property
- Matthew Andrew, Executive Director, Industry Development.

Key achievements for the ARMC during 2015–16 included:

- reviewing and endorsing the department's financial statements for the year ended 30 June 2016
- reviewing and endorsing the department's Internal Audit Strategic Plan 2016–19 and Annual Audit Plan 2016–17

- endorsing the ARMC Charter and the Internal Audit Charter for 2016–17
- receiving regular reports on internal audit activities, including audits and reviews completed as part of the Internal Audit Annual Audit Plan 2015–16
- reviewing and considering the Queensland Audit Office (QAO) Strategic Audit Plan and the Client Strategy for the department
- considering the scheduling, status, findings and audit recommendations of QAO financial and performance audits
- overseeing the implementation status of internal and external audit recommendations
- endorsing the department's Risk Management Framework and received regular reports on the department's risk status
- enhancing oversight of risk management as the department gains a greater awareness of the identified risks and mitigation strategies.

The ARMC considers that it has observed the terms of its Charter and has had due regard to Queensland Treasury Audit Committee Guidelines.

### Government bodies

The department administers grant funding of \$2.5 million on behalf of the state for the GasFields Commission Queensland.

Operating under the *Gasfields Commission Act 2013*, the commission's role is to manage and improve sustainable coexistence among rural landholders, regional communities and the onshore gas industry in Queensland.

Further information about the operations, priorities and achievements of the commission is provided in the *GasFields Commission Annual Report 2015–16*.

Further information regarding other government bodies within the department's portfolio is provided as a stand-alone

document available from the department's website at:  
[www.statedevelopment.qld.gov.au/corporate-publications/annual-report.html](http://www.statedevelopment.qld.gov.au/corporate-publications/annual-report.html).

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## Risk management

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The department implements a risk management framework to identify, assess and manage risks that may impact the fulfilment of its strategic objectives, service provision ability or program and project delivery.

The management of risk is undertaken by all staff, with project managers, management and executive staff responsible for appropriate implementation of risk treatments in line with the department's risk appetite.

Assurance regarding the effectiveness of risk management is provided to the Director-General by the ARMC.

Risk management is integrated into departmental activity through incorporation in project and program management as well as strategic and operational planning.

In 2015–16, the department initiated an internal audit of its enterprise and strategic risk management approach in order to provide assurance of its suitability and effectiveness. As a result of the internal audit findings, management accepted recommendations for improvements.

A program of work to implement the recommended improvements began in April 2016, and is expected to be completed by 2017. The improvements will further strengthen the department's risk management framework by:

- formally assigning risk management roles and responsibilities to each governance committee as appropriate
- recalibrating the department's risk appetite statement and consequence and likelihood scales
- strengthening treatment plan monitoring

- considering the most appropriate implementation methodologies for training, resourcing, roles and responsibilities, timing and reporting/escalation.

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## Internal audit

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Internal audit is a key component of our corporate governance.

Pursuant to section 29 of the FPMS, the department has an established independent Internal Audit function and operates under an approved Internal Audit Charter. Systems were in place to ensure the effective, efficient and economical operation of the function.

Internal Audit provides independent and objective advice to the Director-General and aids him in the discharge of his statutory functions and duties as the accountable officer.

The scope of Internal Audit coverage for 2015–16 was set out in the Internal Audit Strategic Plan 2015–18 and Annual Audit Plan 2015–16, which was endorsed by the ARMC and approved by the Director-General. This plan followed a risk-based methodology, balancing emerging issues against reviews of core business and transactional processes. Auditable areas were identified based on consultation and assurance mapping.

The Head of Internal Audit (HIA) is Jo Buckley, CA, B.Com. The HIA is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring the internal audit activity meets its objectives and adds value to the department. The HIA reports regularly to the ARMC, which reviews the work of the internal audit function.

The Internal Audit Charter has been prepared with reference to the relevant provisions of the FAA and the FPMS, the Institute of Internal Auditors *International Professional Practice Framework*, the

*Queensland Treasury Audit Committee Guidelines—Improving Accountability and Performance* and the better practice guidance issued by the Australian National Audit Office. The charter was endorsed by the ARMC and approved by the Director-General and is consistent with accepted auditing and ethical standards.

Achievements of Internal Audit during 2015–16 include:

- developing and delivering a risk-based annual plan of audits endorsed by the ARMC and approved by the Director-General covering assurance about, and improving effectiveness of, governance, financial controls, systems, project management, operations, compliance and risk management
- providing advisory services to the department in order to improve risk management, control and governance, and business operations
- completing audits and reviews as agreed with the ARMC, resulting in appropriate management recommendations for improving governance processes and business operations
- assessing the effectiveness and efficiency of key departmental financial and operating systems, reporting processes and activities
- proactively following-up with management regarding their timely implementation of internal and external audit recommendations
- provision of secretariat services as outlined in the ARMC Charter
- adopting a co-sourced service delivery model for the provision of an effective internal audit function
- maintaining an effective working relationship with the QAO.

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## External scrutiny

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In addition to his annual audit of the department's financial statements, the

Auditor-General conducted performance audits and whole-of-government audits, in accordance with the QAO Strategic Audit Plan and advice to the Director-General.

QAO audits directly applicable to the department included:

- *Auditor-General's Report 1: 2015–16, Internal control systems 2014–15*—tabled in Parliament 28 July 2015
- *Auditor-General's Report 4: 2015–16, Royalties for the Regions*—tabled in Parliament 1 December 2015

The department is committed to ensuring that grant programs are administered efficiently, effectively and economically and to achieving value for money, in accordance with the FAA. We also acknowledge that the *Financial Accountability Handbook* specifies requirements for grant program design, program administration, evaluation and analysis.

Recommendation 1 relating to a two stage grant assessment process will be implemented in round two of the Building our Regions Program and the remainder of the recommendations have been implemented in the design and rollout of the processes and systems to manage round one of the Building our Regions Program.

- *Auditor-General's Report 6: 2015–16, State public sector entities: 2014–15 financial statements*—tabled in Parliament 3 December 2015
- *Auditor-General's Report 13: 2015–16, Cloud computing*—tabled in Parliament 29 February 2016.

Recommendations addressed to the department were accepted and management plans are in place to implement those recommendations. Progress in implementing Auditor-General recommendations is monitored and followed-up by Internal Audit and reported to the ARMC for review and noting.

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## Ethics and integrity

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Our ethics and integrity framework ensures systems, policies, procedures and resources are in place to provide assurance that all activities are conducted in an ethical, accountable and transparent manner. It covers:

- managing complaints
- lobbyist contacts
- registering declarations of interests
- registering gifts and benefits
- ethics advice and training
- liaising with the Crime and Corruption Commission (CCC)
- managing public interest disclosures
- preventing fraud and corruption.

The principles and values of the PSE Act are explicitly and implicitly embedded in the department's strategic planning process and policies and procedures.

Honesty, impartiality and accountability are valued and promoted in all engagements with employees, stakeholders, the general public and the private sector. Ethical principles and values are incorporated in employees' performance and development agreements.

Departmental employees uphold the *Code of Conduct for the Queensland Public Service* and receive regular training on the code starting at induction.

In 2015–16, 45 intensive workshop-style sessions were delivered to staff on topics related to ethics, integrity and preventing fraud or corruption. Various training opportunities with ethics and integrity components are embedded within induction sessions, online training, and training sessions—which may be requested for specific business units.

Active support is provided to managers and staff in implementing the code with:

- the code accessible on the department's intranet and internet websites

- face-to-face training, managers workshops and ethics and integrity corporate governance topics
- external training on ethics and integrity related matters including the Queensland Ombudsman's Office's 'Your Ethical Compass'
- policies and procedures with practical guidance
- specialist and personalised advice on ethical matters through the Director, Ethics and Integrity
- online tools, resources and support networks.

The Director, Ethics and Integrity also:

- manages complaints and allegations of alleged breaches of the code
- maintains close cooperation and liaison with the CCC
- monitors trends and issues and implementation of improvements as a result of lessons learned from cases and complaints.

The department provides annual reporting on complaints received, resolved and under management. This information is available on the department's website at: [www.statedevelopment.qld.gov.au/contact-us/feedback-compliments-and-complaints.html](http://www.statedevelopment.qld.gov.au/contact-us/feedback-compliments-and-complaints.html).

In 2015–16, there were 16 complaints lodged against employees of which six were substantiated. Management action was taken in response to these complaints.

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## Information systems and record management

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The department ensures its information is accessible, clear, trustworthy, secure, valued and managed through good information and recordkeeping practices.

Information is then available at the right time for decision-makers to make informed decisions for customer service, program delivery, management and administration.

The ongoing use and maintenance of best practice information and records management policies, procedures and systems ensures compliance with legal requirements, continuous and timely service delivery and reduces risk.

The department's use of an electronic document records management system (eDRMS) enables the secure, effective and efficient management of correspondence, documents and records: 368 946 items were captured during 2015–16. Professional staff maintain the integrity of this system and all staff are afforded appropriate record keeping training as part of induction.

Additionally, the department uses the whole-of-government SAP and Aurion systems for finance and human resource management respectively.

Our proactive approach to information and records management includes:

- implementing and maintaining an *Information Management Strategy* that includes clear and concise policy, procedures and work instructions
- managing programs, information and recordkeeping systems that comply with Queensland Government information standards and policies
- developing an information management digitisation strategy
- implementing 'paper lite' approaches, reducing physical paper holdings by 59 per cent and creating a culture where the following principles apply:
  - born digital, stay digital strategies exist where new documents (received or created) remain electronic
  - physical records are scanned to the eDRMS to maximise access by decision-makers
  - eDRMS is used as the enterprise information management system
  - current retention and disposal schedules are applied to ensure

information is retained for the mandated periods

- electronic business processes are identified and embedded as business-as-usual
- proactive training initiatives, such as clear desk and information management awareness, reflect policies and procedures
- reviewing document storage facilities to identify baseline storage requirements
- establishing realistic performance goals and effective quality assurance programs
- improving information management maturity and awareness of legislative compliance through tailored training
- retaining and disposing of public records in accordance with the *Public Records Act 2002* and approved retention and disposal schedules. During 2015–16, 1916 approved records were disposed of after their retention period expired. This equates to an estimated \$2500 annual saving in storage and security costs.

No records were reported as lost or destroyed in 2015–16.

The department utilises modern technology platforms including Windows 8.1, Office 365, VoIP and Wi-Fi to enable a more effective and efficient public service.

The rollout of mobile devices (tablets) in the central business district complements the move to 1 William Street and 'paper lite' working, and is enabling a mobile workforce.

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## Workforce planning and performance

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### Workforce development

The department continues to focus on developing an agile and highly-skilled workforce, and increasing the capabilities of our people.

Activities to achieve this included:

- refreshing the department's formal induction program including introducing a new leader on-boarding program
- establishing a Workforce Committee to drive workforce development
- conducting expressions of interest processes to deploy highly skilled employees to internal priority projects
- establishing new sectorial teams to specifically focus on priority industry and sectoral development
- continuing learning and development activities with an emphasis on balance between
  - workplace learning—70 per cent of time
  - social learning—20 per cent of time
  - formal learning—10 per cent of time
  - internally and externally provided programs including those offered by the Public Service Commission
- establishing MyLearn, a central portal for all Business Solutions and Partnerships training and development sessions
- continuing the performance and development process 'MyPDA', with supervisors working closely with their teams to identify opportunities to upskill
- encouraging uptake of the MyMentor program matching internal mentors and mentees to build a highly skilled workforce with increased succession planning opportunities. The program allows individuals to learn the importance of fostering relationships, dealing with constructive advice and ultimately enabling job success
- expanding the leadership development program 'Leadership Xchange' to high-potential employees, providing monthly hot topics face to face and live-streamed to regional areas
- providing a leadership video resource library on the department's intranet

- availing senior leaders of an executive coaching panel enabling a tailored and flexible development tool
- facilitating capability assessment and development programs for specialist fields such as human resources in addition to development for emerging and high-potential leaders—two female senior executives participated in the Australian and New Zealand School of Government (ANZSOG) Executive Fellows Program
- updating the department's role descriptions to include a focus on the development of technical, managerial and leadership capabilities.

In 2015–16, the department implemented action plans for whole-of-government workforce initiatives, including focus areas of domestic family violence, disability, Indigenous, cultural capability and women.

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. Employees can access facility space that can be used for carers and breastfeeding.

### Workforce planning and profile

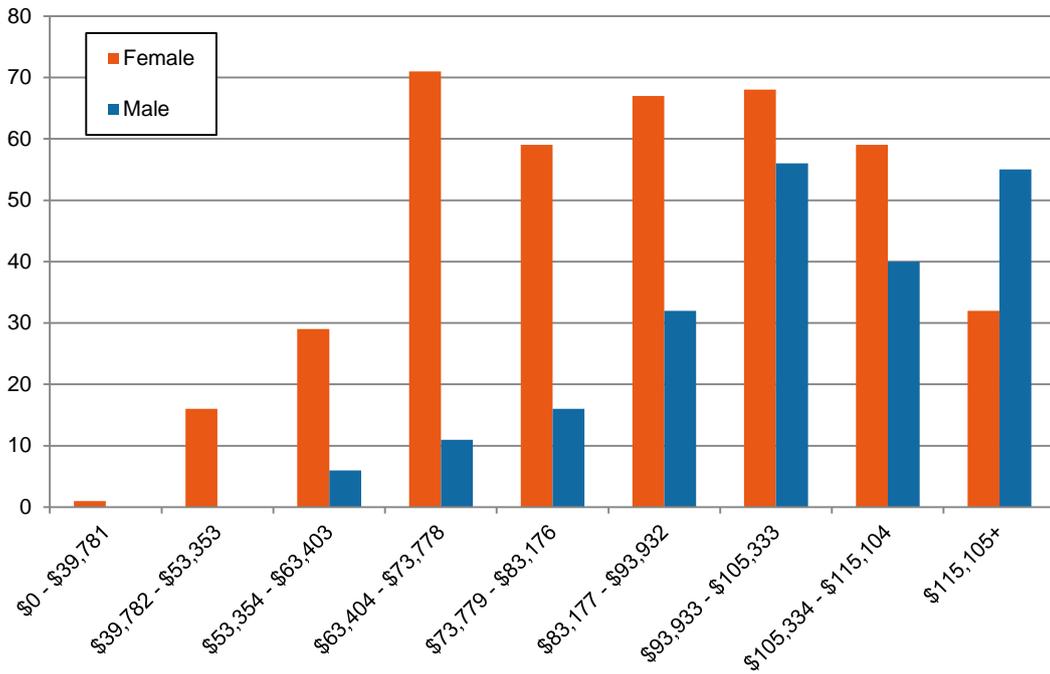
With a workforce of 593 full time equivalent staff, strategic workforce planning is undertaken at the departmental level and covers a five-year time horizon.

Aligned to the department's Strategic Plan, it seeks to address organisational trends and develop enterprise wide strategies.

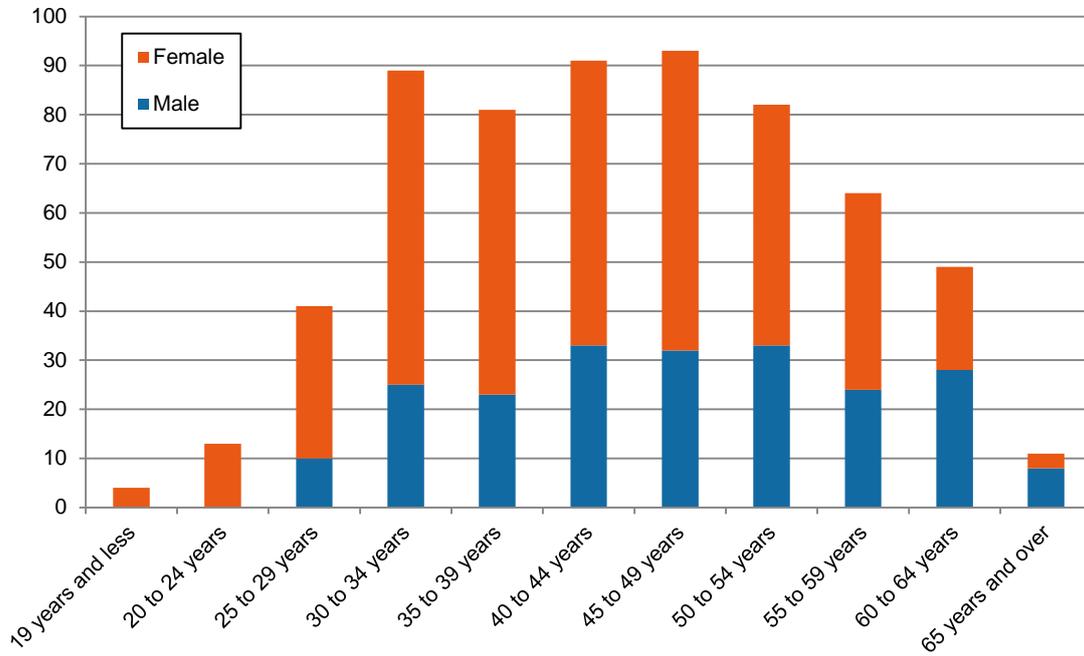
In 2015–16, the department had a permanent separation rate of 3.49 per cent. This is a significant reduction from 2014–15 and a reflection of our commitment to the new Employment Security policy.

Our workforce profile is depicted in the following graphs—Figure 5 and Figure 6.

**Figure 5 Workforce distribution by salary and gender as at 30 June 2016**



**Figure 6 Workforce distribution by age and gender as at 30 June 2016**



## Health and wellness initiatives

The department provides an environment that protects the health and safety of everyone in the workplace. In 2015–16, health and wellness initiatives included:

- general health assessments available to all staff—92 staff participated
- skin cancer checks available to all staff—116 staff participated, leading to 21 referrals for further investigation
- flu vaccinations—250 staff participated
- ergonomic and posture care assessments
- employee assistance program including support for staff impacted by domestic and family violence.

## Injury and claims management

The department seeks to continuously improve our rehabilitation, return to work and injury management systems.

The systems in place include:

- timely, sound incident reporting processes
- implementation of appropriate preventative actions where required
- prompt intervention when issues are reported
- emergency management and first-aid training.

## Diversity and inclusion

The department encourages a diverse and inclusive workforce, supported through a Creating an Inclusive Workplace policy. The Indigenous employment strategy, which is in its second year, allows for school-based and new trainees to enter the workforce at central or regional offices, and experience work conducted in various business groups.

We continue to support women's career development through encouraging participation in 'women in leadership' events and hosted a panel discussion on career development to recognise international women's day, Queensland

women's day and participated in a cross-agency pilot mentoring program for women.

A domestic and family violence awareness campaign continued into its second year calling for individuals to raise awareness by participating in the Darkness to Daylight challenge—raising money for donation.

We encourage our staff to help shape our department and annually run a confidential employee opinion survey. As a result of feedback, we refreshed and re-launched our Human Resources Network forum with the view to continue collaborative discussions across the agency.

## Industrial and employee relations framework

All employees are covered by the *Industrial Relations Act 1999* and the *Public Service Act 2008*.

From 1 June 2016, the *State Government Entities Certified Agreement 2015* applied to all employees at the AO8 classification level (or equivalent) and below.

Upon certification the modernised *Queensland Public Service Officers and Other Employees Award – State 2015* applied to all departmental employees with the exception of Senior Executive Service and Senior Officers.

The department has not been party to any industrial disputes during 2015–16.

Advice and support is provided to managers and employees in relation to entitlements, policies, processes and performance.

Improvements were also made to the processes associated with joiners, movers and leavers to provide a smoother work flow experience for end users and other stakeholders.

The department is committed to implementing the new Employment Security and Union Encouragement policies.

Consultation with the union was undertaken on a number of occasions, in particular to

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discuss the implementation of new organisational structures within the department and potential impacts on staff

### **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* (from 1 June 2016, the applicable legislative authority became Part 9 of the *State Government Entities Certified Agreement 2015*). In 2016–17, the committee will meet on a quarterly basis.

### **Work Health and Safety Committee**

The Work Health and 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.

The committee meets every three months. A comprehensive Work Health and Safety action plan was developed by the committee in the first quarter of 2015.

### **Retirements, redundancies and retrenchments**

During 2015–16, two employees received voluntary redundancy packages at a cost of \$92 866.76.