



PART 3

PEOPLE

ORGANISATIONAL CAPABILITY AND AGILITY

Workforce profile

Our 2504.88 full-time equivalent (FTE) staff were distributed across two service areas: Community and Seniors Services and Disability Services.

In 2017–18, we continued our strong focus on client service, with 93 per cent of all staff employed in providing direct services to the public or providing support to those who do.

Of our total staff, 2014.20 were permanent (80.41 per cent), 317.97 were temporary (12.69 per cent), 157.71 were casual (6.30 per cent) and 15 were contract staff (0.6 per cent).

Workforce capability strategy

Learning and development across the department is guided by the *2017–20 Workforce Capability Plan*. It outlines key principles that underpin our approach to staff development. This includes shared accountability for building capability, and the importance of relationships between staff members and their supervisors to work together to identify development needs and opportunities.

The Workforce Capability Plan outlines key staff development programs to:

- ▶ build effective and responsive leadership at all levels
- ▶ establish a positive and supportive high performance workplace culture
- ▶ grow new and strengthened capabilities.

It will be reviewed and revised in 2018–19.

Employee relations

During 2017–18, the department continued to implement the provisions of the *State Government Entities Certified Agreement 2015*. The department will be involved in discussions for a replacement agreement in 2018–19.

We also worked to embed legislative change resulting from the *Industrial Relations Act 2016*, which commenced in early 2017 with complementary amendments to the *Public Service Act 2008* and the *Holidays Act 1983*.

Our Agency Consultative Framework continues to enable management and union representatives to meet regularly to discuss a broad range of issues impacting on the workforce. Consultative forums regularly convene at department and service levels.

Employee surveys

Like all Queensland Government agencies, the department participates in the annual *Working for Queensland Employee Opinion Survey* to obtain a measure of organisational culture, and identify ways to improve business processes and workplace engagement.

The former department's staff response rate for the 2017 survey was 62 per cent, representing a significant portion of employees.

The results of the 2017 survey were slightly up on 2016 results. The department compared well with the Queensland public sector, being above average on all 10 factors and seven workplace indices.

Key observations from the 2017 survey results include:

- ▶ improvement in the factor of Organisational Leadership, up four percentage points from 2016 (58 per cent) and seven percentage points higher than the Queensland public sector
- ▶ our high results for agency engagement (60 per cent) and innovation (64 per cent) reflected slight increases on 2016 results
- ▶ we continued to perform well across the organisation in job empowerment (74 per cent) and 'my workgroup' (79 per cent)
- ▶ our results for cultural capability (49 per cent) and awareness of domestic and family violence issues (84 per cent) showed significant positive increases since baseline data was collected in 2016, up 17 and nine percentage points respectively.

Learning and development

Well-prepared staff are the foundation for providing effective service delivery, and we have continued to invest strongly in capability development for staff.

While some training programs are tailored for specific frontline service delivery roles, all staff are encouraged to seek and participate in development opportunities. These may

be formal, work based or independently undertaken. Staff are encouraged to use the department's supervision and performance planning processes to identify their development needs and strategies for addressing them.

In the 2017–18, employees participated in a range of key programs.

Topic	Employee participations
Community recovery	84
Corporate programs	617
Disability Services	15,538
Financial and strategic procurement	573
Leadership and management development	256
Information, records management and privacy	783
Regionally coordinated training	782
Total	18,633

Staff performance development

The department's Achievement and Capability Planning process has continued to be critical in establishing measures for staff performance and identifying development needs.

Staff negotiate an Achievement and Capability Plan with their supervisor. Discussions between staff and supervisors consider an individual's current role, as well as their future career ambitions, and opportunities for development.

The department's approach to staff performance development will be reviewed and revised in 2018–19.

Induction

In addition to the role-specific induction provided to Residential Care Officers and Forensic Disability Workers, we aim to provide all new staff with a consistent and comprehensive corporate induction. This includes information on:

- ▶ the system of government
- ▶ an online induction program
- ▶ *Starting the Journey* — our revised cultural capability development program
- ▶ ethical decision-making and code of conduct
- ▶ introduction to records management
- ▶ information privacy
- ▶ information security awareness
- ▶ *Recognise, Respond, Refer: Domestic and Family Violence* online learning program.

In 2018–19, the department will revise our induction program and seek to provide an even better on-boarding experience for new staff.

Workforce diversity and inclusion

The department is committed to diversity and embedding it into our work practices.

This helps create and sustain a workplace that values and respects all employees, assists retention and improves service delivery.

Our diversity and inclusion initiatives were underpinned by a number of strategies, including:

- ▶ *Respectfully Journey Together: Aboriginal and Torres Strait Islander Cultural Capability Action Plan.*
- ▶ *Aboriginal and Torres Strait Islander Workforce Strategy 2016–18*
- ▶ Lesbian, Gay, Bisexual, Transgender, Queer, Intersex+ (LGBTQI+) Strategy and Action Plan
- ▶ Disability Service Plan 2017–20
- ▶ Strategic Workforce Plan 2017–21.

In 2017–18, we:

- ▶ implemented the *Aboriginal and Torres Strait Islander Workforce Strategy 2016–18* to drive better employment, capability and career development outcomes for Aboriginal and Torres Strait Islander employees
- ▶ improved the attraction and retention of Aboriginal and Torres Strait Islander employees
- ▶ commenced implementation of an Indigenous Career Development program
- ▶ developed the LGBTQI+ Strategy
- ▶ continued to promote and encourage flexible work arrangements
- ▶ continued to participate in the Queensland Inclusion Champions of Change network
- ▶ exceeded the Queensland public sector benchmarks in all four diversity target groups, and continued to work toward Queensland public sector 2022 diversity targets

- ▶ drafted a Diversity and Inclusion Strategy 2018–2020 to capture the department’s diversity agenda for its workforce.

Table 1: Percentage of staff by equal opportunity group as at 30 June 2018

Equal opportunity group	Our department	Queensland public sector average
People with disability	4.4%	2.6%
People from a non-English speaking background	13.3%	9.7%
Aboriginal and Torres Strait Islander	2.4%	2.1%
Women	71.5%	69.4%

Raising cross-cultural awareness

Our *Respectfully Journey Together* Cultural Capability Action Plan has given clear direction on embedding Aboriginal and Torres Strait Islander cultures into every aspect of the department’s activities. This goes beyond a simple awareness of culture. It is part of our core business and is critical to our ongoing success, and will be refreshed in 2018–19.

Our approach includes a range of training opportunities for staff to grow a deep understanding of Aboriginal and Torres Strait Islander culture and the cultures of other communities, so they can interact with clients respectfully and competently.

In 2017–18:

- ▶ 726 staff completed either the foundational *Starting the Journey* Aboriginal and Torres Strait Islander Cultural Capability program or attended face to face sessions
- ▶ 21 staff undertook intensive training in Aboriginal and Torres Strait Island Cultural Capability, now titled *Continuing the Journey*.

The department’s focus is on developing staff capability in provision of culturally responsive services for culturally and linguistically diverse clients and their communities. These approaches in 2017–18 included delivery of face-to-face sessions and acquiring the online Special Broadcasting Services (SBS) Cultural Competence program, which has been recently launched to build capability in cultural diversity in the workplace, and in the delivery of culturally responsive services:

- ▶ 100 staff completed face-to-face sessions in *Working with diverse people*
- ▶ 18 staff completed the online SBS Cultural Competence program.

Workplace health and safety

We are committed to working with all employees to create a positive work culture, and a work environment that is healthy and safe and contributes to the wellbeing of our employees.

In 2017–18, we undertook the following activities to ensure safe workplaces for our employees:

- ▶ supported Health and Safety Representatives (HSRs) to strengthen consultation and communication on health and safety matters with frontline staff
- ▶ dedicated health and safety support at a local level to enable employees to return safely to work following a work-related or personal injury or illness
- ▶ provided early intervention support to maintain individual employees at work who were facing health issues impacting on their ability to satisfactorily perform their duties
- ▶ monitored workers' compensation performance through regular reporting
- ▶ provided on-site employee assistance services for Disability Services staff impacted by change resulting from transition to the NDIS.

Code of Conduct and public sector ethics

The department is committed to protecting vulnerable Queenslanders from corrupt conduct and misconduct. We promote a culture that reflects the department's Integrity Framework for practice.

Departmental employees are obliged to adhere to the values in the *Public Sector Ethics Act 1994*, outlined in the Queensland Public Service Code of Conduct. The ethics principles and values contained in the Code of Conduct are reflected in departmental policy, procedures and plans. They also appear in each employee's achievement and capability plan.

The department regularly provided ethical decision-making education to all employees,

and ensured all new employees undertook ethics-related training as part of the mandatory induction process.

During 2017–18, 898 departmental employees completed ethical decision-making and Code of Conduct training.

Management of suspected corrupt conduct and misconduct

When conduct matters involving a departmental employee are reported to Ethical Standards, the matter is assessed with consideration given to the definition of corrupt conduct outlined within section 15 of the *Crime and Corruption Act 2001*. At the same time, the complaint is considered by the Ethical Standards unit in line with the *Public Interest Disclosure Act 2010*.

Ethical Standards notifies the Crime and Corruption Commission if the matter reasonably raises a suspicion of corrupt conduct. This is consistent with the requirements of the *Crime and Corruption Act 2001*. The Crime and Corruption Commission assesses issues of concern and, in some instances, refers matters back to the department for appropriate management. Ethical Standards investigates all corrupt conduct matters.

Matters that do not reach the corrupt conduct threshold are managed within the Public Service Commission's Conduct and Performance Excellence framework. They are either investigated by Ethical Standards or sent to the appropriate region for management action.

During 2017–18, the department managed 19 corrupt conduct matters and 68 misconduct matters.

Culture and leadership

As we negotiate the transition to the NDIS and the reshaping of our organisation, effective leadership is critical to ensuring we have a positive and supportive workplace culture focused on high performance, innovation and continuous improvement.

In 2017–18, we continued to invest in the development of our current and future leaders through a range of leadership and professional development programs aligned to the department's REACH leadership framework. The REACH framework is founded on five key elements of leadership competency:

- ▶ Relationships
- ▶ Ethics
- ▶ Acumen
- ▶ Core practice
- ▶ Health.

During the year, 174 staff participated across the suite of REACH programs, including fundamental, advanced and team workshops and self-paced online learning modules.

The department also continued to deliver Supervision for Tomorrow in every Position and Stream (STEPS). STEPs is our development program for aspiring leaders, which provides foundational learning for those commencing their leadership journey. 15 staff participated in STEPs during 2017–18.

We have also built on our commitment to growing a coaching and mentoring culture, with our Mentor Connect program. This aims to build leadership capability and strengthen networks between leaders by linking experienced senior leaders with aspirants.

Thirteen staff participated in in Mentor Connect during 2017–18.

The department also supported eight staff to participate in the range of Public Service Commission leadership programs, including *People Matters*.

The department's approach to leadership development will be reviewed and revised in 2018–19.

White Ribbon workplace accreditation

As a White Ribbon Australia accredited workplace, the department continues to support staff to create a safe and respectful workplace through promotion, policy and capability development.

As one of the first three Queensland Government agencies to gain accreditation by White Ribbon Australia, the department is now officially recognised as a national leader in contributing to cultural change to prevent and respond to violence against women.

NDIS workforce transition

NDIS-impacted staff have employment security via the Queensland Government's Employment Security policy. The department assisted NDIS-impacted staff to find alternative employment in Queensland Government through intensive case management, in addition to providing information sessions, job readiness workshops, and access to the Employee Assistance Program.

As at 30 June 2018, 399 of the 415 staff who have commenced transition have been placed in their preferred pathway, which includes alternative placement internally within the department, alternative employment in the Queensland Public Service, employment with the NDIA or accepting an offer of an employee-initiated voluntary redundancy package.

Voluntary redundancy and voluntary medical retirement

Due to the NDIS transition in 2017–18, 184 employees requested and received redundancy packages at a cost of \$11.976 million.

Further voluntary redundancies at employee request will be available in 2018–19 as the department continues its transition to full NDIS implementation.

No staff members were retrenched in 2017–18.

The Voluntary Medical Retirement scheme is a compassionate employee-initiated option for staff with significant health issues. In 2017–18, the department approved 22 voluntary medical retirements at a total cost of over \$1 million.

Workforce attraction, recruitment and retention

Due to the impact of machinery-of-government changes, annual separation and retention rates for permanent staff are not able to be calculated for the 2017–18 report.

In 2017–18, we:

- ▶ reviewed and developed a new iteration of the Strategic Workforce Plan 2017–21
- ▶ continued to prepare and support our disability services workforce to transition to the NDIS
- ▶ continued to implement and increase uptake of flexible work arrangements
- ▶ worked towards achieving 2022 foundation diversity targets
- ▶ developed and implemented the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex (LGBTQI+) Strategy and Action Plan 2017–18
- ▶ reviewed and revised the Workforce Capability Plan 2017–20
- ▶ expanded the range of cultural capability training opportunities across the department.

How we performed during the year

The department's strategic direction in 2017–18 was guided by our Strategy 2017–21. The strategy is referenced throughout the Annual Report.

Organisational Improvements

In 2017–18, our key achievements include:

- ▶ completed the implementation of the *Aboriginal and Torres Strait Islander Workforce Strategy 2016–2018*, which resulted in improved attraction and retention of this workforce over three years

- ▶ promoted a wide range of diversity and inclusion initiatives relating to employment of women, people with disability, culturally and linguistically diverse people and younger people
- ▶ continued to engage staff and enable them to participate in priority reform programs, innovations and improvement initiatives, and to showcase their work and achievements
- ▶ addressed the results of the 2017 Employee Opinion Survey and the 2017 stakeholder survey
- ▶ continued to support staff during the transition to the NDIS
- ▶ implemented internal red-tape reduction initiatives
- ▶ promoted inclusion and diversity initiatives
- ▶ continued to build workforce capability
- ▶ implemented *Our Future Ways of Working — Blueprint for a digitally enabled department*
- ▶ streamlined information and data sharing between agencies and partner organisations to deliver better outcomes for clients, using data analytics and customer insights to contribute to the evidence base on effective and efficient social services
- ▶ implemented a performance architecture
- ▶ implemented new agency operational and organisational arrangements as the transition to the NDIS continues.

Supporting frontline staff

We undertook a series of initiatives to help our frontline staff deliver quality services.

To fully value staff and engage them in reform programs we:

- ▶ implemented industrial relations reforms under the *Industrial Relations Act 2016*, including review and revision of all human resources policies and practices
- ▶ supported the NDIS transition by placing Townsville, Mount Isa, Mackay and Ipswich staff affected by changes into new roles within the department and government. 195 staff successfully placed to date.

To address the results of the 2017 Employee Opinion Survey we:

- ▶ developed local action plans in response to the results
- ▶ embedded the REACH leadership framework into local practice
- ▶ provided information, resources and training to assist career planning
- ▶ delivered the Qualifications Pathway Program, which resulted in 246 staff from across the state completing their requirements for Certificate IV in Business Administration, Certificate IV in Community Services, Certificate IV in Disability, Certificate IV in Human Resources, Certificate IV in Leadership and Management, Certificate IV in Project Management Practice, Certificate IV in Training and Assessment, Diploma of Business, Diploma of Business Administration, Diploma of Community Services, Diploma of Leadership and

Management and Diploma of Project Management

- ▶ provided a stronger focus on cultural capability across the organisation
- ▶ addressed domestic and family violence as a workplace issue.

To implement red-tape reduction we:

- ▶ used a new online portal for community recovery grants relating to Severe Tropical Cyclone Debbie so that people could apply for assistance without having to visit a Recovery Hub and could elect to have payment made via EFT
- ▶ provided the option to Accommodation Support and Respite Services shift work staff (without Aurion Employee Self Service access) of having their fortnightly payslip emailed to their home email address rather than receiving a hard copy payslip by the traditional Australia Post method. This has reduced the time for staff to receive their payslip by approximately one week.

To implement the Aboriginal and Torres Strait Islander Cultural Capability Action Plan within the department we:

- ▶ updated our range of training opportunities for staff to grow a deep understanding of Aboriginal and Torres Strait Islander culture, including the online cultural capability training program, *Starting the Journey*
- ▶ implemented the Aboriginal and Torres Strait Islander Workforce Strategy 2016–2018

To build capability in key practice areas and customer service we:

- ▶ invested heavily in staff capabilities, including financial and contract management, disability support services, community recovery deployment preparation and career planning
- ▶ expanded development opportunities for our current and future leaders with a range of leadership and professional development programs aligned to the department's REACH leadership framework
- ▶ provided training to managers to help them respond appropriately to the impacts of domestic and family violence in the workplace as part of our ongoing commitment to maintain White Ribbon accreditation.

To better understand our performance and customers we:

- ▶ started developing a strategic executive dashboard to support overall performance management.

Future directions

In 2018–19, we will:

- ▶ develop a Strategic Workforce Plan 2018–22
- ▶ develop and begin implementation of a Diversity and Inclusion Strategy 2018–20 encompassing and including all target groups
- ▶ establish a revised and tailored workforce policy platform for the department
- ▶ develop and embed a leadership charter
- ▶ review and revise recruitment strategies, induction and leadership programs.