

Our People

Workforce Profile

Staffing

Service areas	Minimum Obligatory Human Resources Information Full Time Equivalent (MOHRI FTE) 30 June 2017
Building Industry and Policy	85.2
Housing and Homelessness Services	1,151.4
Public Works and Asset Management	1,153.7
Queensland Government Procurement	92.3
Corporate Services	454.8
Total	2,937.4

During 2016–17, the department's separation rate was 4.99 per cent. Equity Statistics as at 30 June 2017.

Employment and Equal Opportunity Group	Actual <i>There were no targets set for 2016–17</i>
Women in senior management (Senior Executive Service and Senior Officer positions)	42%
Aboriginal and Torres Strait Islander staff	4.8%
People from a non-English speaking background	7.8%
People with a disability	4.2%

4.8% Aboriginal and Torres Strait Islander representation



1,480 Seasonal influenza vaccinations



650 Health assessments conducted



63 Staff completed Managing 4 Results



950 Staff attended mental health awareness training



42% of our management cohort are **women**

Workforce Planning

The department's strategic workforce priorities, specified in our *People and Culture Strategy 2016–2020*, continue to align with whole-of-government and departmental priorities as well as key themes arising from the annual Working for Queensland survey.

Employee Performance Management

To support a culture of high performance and maximise the potential of employees, we have continued to implement initiatives and actions linked to the department's Performance Excellence Framework.

The Performance Excellence Framework highlights four key areas:

- recruitment and induction
- engagement
- performance and review
- recognition and reward.

During 2016–17, the department rolled out a suite of performance excellence resources including the newly developed Performance Excellence Framework (PEF) module, *Leading Performance: Workplace Conversations*. Fifteen workshops with 176 attendees were rolled out across the state: eight Brisbane based and seven regional. The workshops will continue to be rolled out in 2017–18.

Workplace Attendance

As at 30 June 2017, the annual unplanned absenteeism days per employee was 10.39 days. This is a decrease by an average 0.4 days per employee against the 30 June 2016 result of 10.79.

Addressing absenteeism is a priority for the department and the decrease in absenteeism during 2016–17 is attributed to ongoing as well as new strategies that have been introduced, such as:

- a continued focus on the provision of employee and manager support services through the department's Employee Assistance Services and the Early Intervention Centre to reduce the rate and impact of employee injury and illness, particularly psychological injury and illness
- the development and implementation of the *Healthy and Safe Workforce Action Plan 2016–18*
- the delivery of the Mental Health Awareness Program
- the delivery of the department's Pathways Health and Wellbeing Program, including initiatives such as health assessments and flu vaccinations
- the development of an Absence Management Guideline which provides consistency in the understanding and management of unplanned absenteeism, and outlines preventative measures as well as ongoing strategies that can be implemented to manage unplanned absenteeism
- the provision of quarterly business area and employee unplanned absenteeism reports

- the delivery of the Managing for Results Workplace Health and Safety training module including domestic and family violence, risk management and workplace behaviours
- we actively worked towards White Ribbon Australia Workplace Accreditation to further support employees affected by domestic and family violence.

Leadership and Management Development

Developing leadership and management capability remained a key focus in 2016–17 with the development of the new Taking the Lead program. This leadership focused program is aimed at further developing emerging or recently appointed leaders, with 34 departmental employees from across the state completing the program.

We continued the Managing for Results Program to optimise individual and organisational productivity, performance and service delivery, with 63 departmental employees completing the program.

We continued to access the Emerging Leaders Program, facilitated by the Queensland University of Technology, to help employees develop skills to build and lead highly effective teams. A total of 86 departmental employees completed at least one module from this program.

Investing in learning and development

MyCareerHub is an innovative, e-learning system that enables staff to view and manage their training and development online, in one place.

Investing in our people is a key pillar of our One Department Strategy and it also helps us to achieve our broader organisational goals through performance excellence and workplace diversity. MyCareerHub is a great example of how the department is embracing new technology and tools to support responsive solutions, flexible operations and service innovations.

MyCareerHub is accessible via a range of devices, supporting flexible working and the diverse needs of our office and field-based staff. The system enables users to complete mandatory training, as well as apply for more specialised development courses tailored to their roles.

The system has been a great success, with a high take up rate across the department. Over time, MyCareerHub will evolve and grow to encompass all learning and development at the Department of Housing and Public Works.

We recruited 13 new graduates under three different programs.

We continued to develop and add to the existing suite of performance excellence resources including the newly developed Performance Excellence Framework module, *Leading Performance: Workplace Conversations* and development and implementation of the Absence Management Guideline.

The Public Service Commission provided various development offerings which were promoted and accessed by departmental employees in 2016–17.

Flexible Working Arrangements and Work-Life Balance

In 2016–17, we continued our commitment to flexible working arrangements and work-life balance through the *Flexible Work Arrangements Policy* and supporting guideline.

We continued to offer employees and their immediate family access to confidential, professional counselling to assist with the resolution of work or personal concerns that may impact on their work or quality of life.

The department continued its commitment to increasing the representation of key Equal Employment Opportunity (EEO) target groups in the workforce and to be a more inclusive and diverse workforce to ensure we reflect the community we serve.

Our departmental *Inclusion and Diversity Plan 2015–20* supports employees by offering:

- numerous flexible working arrangements
- reasonable adjustments in the workplace to support employees with a disability
- access to Unconscious Bias training across the state
- OWL Group (Our Women in Leadership)
- enhanced knowledge and capability to support better outcomes for Aboriginal and Torres Strait Islander staff, clients and communities through the Cultural Capability Awareness Training.

Workplace Health, Safety and Wellbeing

We continued to support the five Queensland public sector values, as well as an additional value of a Healthy and Safe Workforce, including committing to a culture of zero harm.

In 2016–17, our workplace health and safety performance continued to trend positively, achieving a reduction in workers' compensation statutory costs.

We also actively worked towards White Ribbon Australia Workplace Accreditation to further support employees affected by domestic and family violence.

Key achievements include:

- the Building and Asset Services safety management system successfully recertified to *AS/NZS 4801:2001 Occupational health and safety management systems*
- the online workplace health and safety induction for contractors engaged by Building and Asset Services was implemented
- over 950 employees attended mental health awareness training
- over 650 health assessments were being conducted
- over 1,480 seasonal influenza vaccinations being administered.

In 2016–17, the results of the Working for Queensland Survey, Department of Housing and Public Works demonstrates the ongoing consistency with respect to how staff perceive workplace safety in the department.

Question	2014	2015	2016
There is adequate focus on workplace safety at my workplace	81%	85%	84%
People in my workgroup are committed to workplace safety	85%	87%	86%

White Ribbon initiative—breaking the silence surrounding domestic and family violence

We're on a journey toward White Ribbon Workplace Accreditation—a journey of cultural change and a commitment to do more for our employees affected by domestic and family violence. It is a process that started almost a year ago, when HPW joined 12 other Queensland Government agencies to participate in the White Ribbon Australia Workplace Accreditation Program.

White Ribbon is the world's largest movement of men and boys working to end men's violence against women and girls, promote gender equity, healthy relationships, and a new vision of masculinity.

The program accredits workplaces that promote respectful, safe and inclusive cultures by taking active steps to prevent and respond to violence.

Our journey started with the launch of the White Ribbon canvas tour, which has seen two specially designed canvases make their way to HPW offices across Queensland.

Staff from as far north as Thursday Island, west to Emerald and south to Brisbane, have shown their support by signing the canvases and taking a pledge to stand up, speak out and act to prevent violence against women.

Our Human Resources team has worked tirelessly to introduce a domestic and family violence policy, provide face-to-face training to over 1000 staff, and promote specialised support services.

The workplace accreditation process will culminate in an event to mark White Ribbon Day in November 2017.

Industrial and Employee Relations Framework

The *Industrial Relations Act 2016*, which replaced the previous *Industrial Relations Act 1999*, commenced on 1 March 2017. Prior to 1 March 2017, all departmental employees were covered by modern awards, with the exception of Building and Asset Services field staff, who were covered by pre-modernisation awards. On commencement of the *Industrial Relations Act 2016* (on 1 March 2017) the relevant modern award commenced applying to Building and Asset Services field staff. As such, as of 1 March 2017, all departmental employees are now covered by a modern award.

There are four certified agreements covering the employees in the department:

- *QBuild Field Staff Certified Agreement 8 (2011)* – covering Building and Asset Services field staff
- *Building and Asset Services Office Staff Certified Agreement 2016* – covering Building and Asset Services office staff
- *QFleet Certified Agreement 2016* – covering QFleet staff
- *State Government Entities' Certified Agreement 2015 (Core Agreement)* – covering the remainder of the department's employees.

During 2016–17, the department negotiated a replacement certified agreement covering Building and Asset Services office staff. The department also commenced negotiations to replace the certified agreement covering Building and Asset Services field staff.

During 2016–17, the department continued to actively implement the government's union encouragement policy, including through the provision of union information to new starters, the inclusion of union information in induction materials, and the continued operation of consultative committees. The department also continued to actively implement the government's employment security policy and organisational change provisions in the relevant industrial instruments, including through early consultation with employees and unions where decisions are made to introduce organisational changes.

Early Retirement, Redundancy and Retrenchment

During 2016–17, one employee received a voluntary redundancy package at a cost of \$111,798.40. There were no paid early retirement or retrenchment packages.

Code of Conduct

The Code of Conduct for the Queensland Public Service came into effect on 1 January 2011, and is approved under the *Public Sector Ethics Act 1994*.

The code sets out the standards of behaviour and expressly applies to all departmental employees and any volunteers, students, contractors, or consultants who perform work in any capacity for the department.

The ethics principles and values contained in the Code of Conduct are reflected in departmental policy, procedures and plans.

Training and education in relation to the Code of Conduct is mandatory for all employees as part their induction and every twelve months thereafter.

During 2016–17, we:

- continued to promote the Code of Conduct to new employees and contractors (including on-hired personnel) through the provision of Public Sector Ethics training during induction
- continued to encourage all departmental employees to undertake online Public Sector Ethics training on an annual basis to ensure the currency of their understanding
- implemented an online Workplace Behaviour training program.

Celebrating Achievements

The achievements of staff were celebrated throughout the year, through a series of formal divisional awards ceremonies and other informal events including:

- departmental Recognition of Excellence Awards ceremony held on 4 October 2016
- Australia Day Achievement Awards ceremony held on 27 January 2017
- National Aboriginal and Islanders Day Observance Committee (NAIDOC) Awards ceremony held on 4 July 2017.

Special Events

During 2016–17, we celebrated a number of special events and observances.

Staff raised funds and awareness for a number of charities supporting people who have experienced domestic and family violence, and people who are experiencing, or are at risk of homelessness. In November 2016, we hosted an event celebrating two special causes, the department's journey towards White Ribbon Workplace Accreditation and the One Million Stars to End Violence campaign. Two specially designed canvases are making their way to 45 of our departmental offices around the state, as part of a department-wide campaign to become White Ribbon accredited by November 2017 and raise awareness of domestic and family violence.

During May 2017, staff were encouraged to participate in the CEO Challenge Darkness to Daylight Challenge Run, to raise funds and help shine a light on the issue of domestic and family violence.

In June 2017, we contributed to the Vinnies' CEO Sleepout by holding events, raising funds and collecting clothing to assist Vinnies' Homelessness Services. The Director-General participated in this event.

Other events, sponsored by divisions, included gold coin donation events to mark International Women's Day, Harmony Day, Reconciliation Week and Queensland Week.

The response to these initiatives was overwhelming, with staff from all parts of the department providing support and donations.

In August 2016, staff once again volunteered their time to talk to Queenslanders about the services provided by the department at the annual EKKA Royal Queensland Show in Brisbane. More than 4,500 people visited the 'Welcome to our place' backyard-themed display booth during the show to find out more about our building, procurement and housing services, as well as pool safety.