

OBJECTIVE 3: PUT OUR PEOPLE FIRST, AND SUPPORT AND VALUE THEM

The QBCC's people are our greatest asset. As is stated in the Strategic Plan, "Our people matter because we can only achieve what we set out to do through our people." This objective articulates our desire to look after and develop our people.

Four strategies have been developed towards this objective. These are:

- Recruit and develop great people – we attract and retain a diverse workforce with the right skills to deliver our mandate.

- Performance matters – we recognise and reward high performance and seek continuous improvement.
- Culture – we celebrate shared values that promote a positive and productive working environment.
- Wellness – we support and mentor our staff.

The QBCC is also committed to respecting, protecting and promoting human rights in our everyday decisions.

TABLE 24: OBJECTIVE 3 PERFORMANCE MEASURES

	TARGET	ACTUAL	COMMENTS
Agency engagement score from the Working for Queensland survey	85%	86%	
Agency participation rate in the Working for Queensland survey	Over 90%	97%	
Percentage of staff turnover	Up to 15%	13.95%	Turnover includes temporary staff and is within the range of the broader sector.
Overall QBCC gender parity	50%/50%	44% (M) / 56% (F)	
Gender parity – Senior Leadership Team and Directors	50%/50%	47% (M) / 53% (F)	
Gender pay gap	10%	8.39%	
Lost time injury frequency rate	Less than 2%	0	
Average days lost due to absenteeism	10 days or less	9.4	

WORKFORCE PROFILE

As at 30 June 2021, the QBCC employed 523.29 (513.49 active)¹ full-time equivalent (FTE) staff across professional, technical and administrative roles against a target of 547 FTE, with 85.6%² per cent of our staff providing frontline services.

TABLE 25: WORKPLACE PROFILE

Equal Employment Opportunity (EEO) target groups	2018-2019	2019-2020	2020-2021
Women	272	299	297
Aboriginal and/or Torres Strait Islander	4	5	10
People with a disability	18	20	18
Non-English speaking background	59	59	71

¹ MOHRI FTE data for fortnight ending 25 June 2021

² In 2017-2018, the QBCC adjusted its definition of frontline services to better align with the rest of the Queensland Government.

TABLE 26: WORKFORCE DIVERSITY AS AT 30 JUNE 2021
(BASED ON SUBSTANTIVE POSITION)

Level	Male	Female	Total	EEO target groups*
Administrative A01-A03	31	53	84	22
Administrative A04-A05	58	132	190	39
Middle management A06-A08	139	101	240	36
Executive management SO	9	5	14	1
Executive management SES	4	6	10	1
Percentage of total staff	45%	55%	100%	18.4%

*The numbers in this column represent the Aboriginal and/or Torres Strait Islander peoples, people with a disability and people from a non-English speaking background EEO target groups.

ATTRACTING AND RETAINING OUR WORKFORCE

In 2020-2021, the QBCC continued its commitment to attract and retain a skilled and capable workforce. We continued our Employee Value Proposition and introduced key supporting initiatives including:

- introducing a capability development program to support leaders in managing organisational change in the workplace
- changing the Human Resources Service delivery model to better support our leadership teams
- introducing a specific program of workplace training and support for Domestic and Family Violence
- introducing journey mapping and developing the employee experience for staff members
- providing staff various training and learning opportunities through an online platform
- recognising staff for exceptional behaviours demonstrated throughout the year at the QBCC's end-of-year 2020 celebration and awards ceremony
- offering staff up to five days of paid Cultural Leave, which is beyond what is currently offered across the Queensland Public Service (see Diversity and Inclusion section).

These initiatives, in addition to continuing initiatives already in place, such as Flexible Work Policy, Staff Engagement Strategy, Reward and Recognition procedures and Talent Management Framework, are intended to promote diversity within our workforce and aid long-term succession planning.

The QBCC's 2020-2021 permanent separation rate was 7.07 per cent.

KEEPING OUR STAFF SAFE AND HEALTHY

Health and safety are important at the QBCC. In 2020-2021, we took steps to ensure that:

- approximately 90 per cent of our workforce were able to work from home as part of the COVID-19 pandemic response and recovery. The Change4theBetter survey undertaken in April 2021 indicated that 96 per cent of our staff felt that we met, exceeded or far exceeded their support needs during this time
- staff were supported and trained to manage challenging interactions with our customers, de-escalate situations and build resilience
- Health and Safety representatives continued to support and fully represent work groups
- the Wellness Strategy developed in 2019 continues to be a foundation for improving the safety and wellness of our employees
- sufficient office space was available for staff as a result of our expanding responsibilities
- the Work Health and Safety Committee adequately trained all members

- Work Health and Safety issues were recorded, investigated and actioned appropriately
- Annual Safety Management Plan activities were carried out in full
- Toolbox Talks covering a variety of short safety topics were held
- risk management activities were implemented, including health and safety hazard inspections across all office locations
- sufficient first aid officers were available in all office locations
- each office location had adequately trained emergency control members
- staff had access to rehabilitation for work and non-work related injuries or illnesses
- staff had access to the Employee Assistance Program which provides confidential counselling and wellbeing support to all staff and their immediate family members
- flu vaccinations and hepatitis injections were made available to QBCC staff.

KEEPING OUR STAFF ENGAGED

The QBCC participated in the 2020 Working for Queensland survey which is used across Queensland public service agencies to measure employee perceptions of the workplace climate. The 2020 staff engagement results saw a positive increase, with 86 per cent of our staff reporting a positive or neutral rating compared to the 2019 result which was 82 per cent. Our 2020 staff participation rate was 97 per cent compared to 90 per cent completion in 2019. The survey yielded valuable information on what could be improved, and resulted in action plans across the organisation to continue to enhance the employee experience.

PROFESSIONAL DEVELOPMENT AND CAREER PATHS

The QBCC maintains a Performance Development Framework to guide the development of staff and ensure the achievement of organisational strategies, business plans and performance outcomes of work teams and individual staff members. Individual performance is reviewed regularly. Formal checkpoints are scheduled half-yearly when individual performance is recorded in Performance Development Plans. The QBCC's half-way checkpoint was at 94 per cent completion rate, which is above our target of 90 per cent.

The QBCC is committed to encouraging lifelong learning. This is demonstrated through our Study and Research Assistance Scheme (SARAS). It provides support for our staff seeking to gain qualifications to support their work and careers. Two staff members utilised Study Leave only, and eight staff members are being funded through their own business unit's budgets.

The QBCC Leadership Capability Framework helps define and guide leadership expectations and standards. This incorporates our Emerging Leaders Program that seeks to help individuals develop competencies required of a senior leader, and to enhance succession planning for future leaders. Five staff members attended the Emerging Leaders Program in 2020-2021.

The success of the program was demonstrated recently with the internal promotion on merit of one of the program participants. The QBCC will continue with the program in 2022-2023 with the program accepting new nominations.

The QBCC's Talent Management Framework supports the development of all staff across the organisation. In 2020-2021, the QBCC's Learning and Development team developed, organised and delivered 200 courses (eLearning, workshops and webinars). Mandatory training is represented as a median completion rate across the financial year and the KPI is set at 80%.

The completion rate was impacted by the introduction of new Mandatory training modules introduced during the reporting period and the commencement of new staff members. A proactive approach is taken to ensuring leaders are aware of the mandatory training completion rates of their team members. This achieved an 86 per cent attendance rate, and 71 per cent completion rate for mandatory e-learning modules.

The completion rate was impacted by the introduction of new training modules introduced during the reporting period and the commencement of new staff members. Staff satisfaction for the 2020-2021 year was 95 per cent across the 200 courses delivered.

DIVERSITY AND INCLUSION

The QBCC is committed to promoting an inclusive work culture and environment for our staff and the people we come into contact with on a daily basis. Led by our REDI (Respect, Equity, Diversity and Inclusion) Squad and Reconciliation Action Working Group, the QBCC has acknowledged and/or celebrated a number of events including:

- NAIDOC Week, National Reconciliation Week, National Sorry Day, National Apology Day, National Close the Gap Day and Mabo Day by reflecting, acknowledging and celebrating the history, culture and achievements of Aboriginal and Torres Strait Islander peoples
- International Day Against Homophobia, Transphobia and Biphobia and Intersex Awareness Day
- International Women's Day and International Men's Day
- Harmony Week
- ANZAC Day and Remembrance Day, with content distributed to staff to reflect and remember as well as the Last Post sounded in our offices.

Throughout this past financial year, the QBCC continued to champion a number of initiatives supporting diversity and inclusion across our business. The QBCC's new People Strategy 2021-2022 has a focus on creating, developing and sustaining a personalised employee experience for QBCC staff, built on a shared sense of culture, purpose and inclusivity.

As part of this work, the REDI Squad has begun a process of engaging with employees and seeking external advice to better understand the challenges and opportunities that different diversity cohorts experience across the organisation.

The QBCC has partnered with the QUT Business School to seek research and best practice advice from up and coming Human Resource professionals.

This work is anticipated to continue into the new financial year with recommendations resulting in real change across the organisation.

The QBCC has successfully delivered its inaugural Reflect Reconciliation Action Plan (RAP) and will move to the next stage of the Reconciliation Action Plan-Innovate. Initiatives delivered under this Reflect Reconciliation Action Plan include:

- a self-assessment and Q&A survey to capture data and measure our staff's current knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements
- an approval to roll-out the SBS Cultural Competence Program (3 Modules)
- developing and implementing a communications plan to raise awareness amongst all QBCC staff about our RAP commitments
- developing a communications plan to raise awareness both internally and externally, including publishing social media updates
- updating the QBCC's internal policy to enable Aboriginal and Torres Strait Islander employees to take up to five days of paid Cultural Leave
- publishing various cultural documents including the RAP Terms of Reference, Acknowledgement of Country Options, Welcome and Acknowledgement of Country Procedure, Cultural Language Guideline and QBCC Cultural Protocol
- promoting the Acknowledgement of Country and the significance of our Aboriginal and Torres Strait Islander history and cultures in publications, on our external website and internal channels.

Through this and future Reconciliation Action Plans, we aim to deepen our understanding, respect and support for Aboriginal and Torres Strait Islander peoples in our communities.

EARLY RETIREMENT, REDUNDANCY AND RETRENCHMENT

No redundancy, early retirement or retrenchment packages were paid during the period.

INDUSTRIAL AND EMPLOYEE RELATIONS

The QBCC has an ongoing positive relationship with the Together Union. Agency Consultative Committee meetings are held every six weeks and are attended by Together Union and the QBCC's management representatives. We work collaboratively with the Union to ensure an effective public sector, delivering quality services to Queenslanders. We also ensured Human Resources policies reflected current industrial instruments and consistency with the *Industrial Relations Act 2016*.