

## 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%	79%	The 2021 staff engagement results saw a slight decrease, with 79 per cent of our staff reporting a positive or neutral rating compared to the 2020 result which was 86 per cent.
Agency participation rate in the Working for Queensland survey	Over 90%	85%	Our 2021 staff participation rate was 85 per cent compared to 97 per cent completion in 2020. This is in comparison to the Queensland Government participation rate of 43 per cent for 2021.
Percentage of staff turnover	Up to 15%	14.7%	The turnover rate remains under the benchmark of 15 per cent. In 2021-2022, employees left the QBCC for many reasons, such as the conclusion of fixed-term contracts, career opportunities and retirement.
Overall QBCC gender parity	50%/50%	44% (M) / 56% (F)	The QBCC continues to promote and support gender balance across the organisation.
Gender parity – Senior Leadership Team and Directors	50%/50%	46 % (M) / 54% (F)	The QBCC continues to promote and support gender balance across the organisation.
Gender pay gap	10%	7.5%	55 per cent of roles in middle management (AO6 and above) are occupied by men.
Lost time injury frequency rate	Less than 2%	1%	
Average days lost due to absenteeism	10 days or less	13.1	During 2021-2022 there have been many challenges which may have affected attendance, including the COVID-19 pandemic, influenza in the community and the flood events in February 2022.

## WORKFORCE PROFILE

Table 25 shows the number of full-time equivalent (FTE) staff as at 30 June 2022, with Table 26 showing in greater detail data on the representation of women, women in leadership roles, Aboriginal Peoples and Torres Strait Islander Peoples, people with disability and people with culturally and linguistically diverse backgrounds.

**TABLE 25: WORKPLACE PROFILE DATA**

	2021-22
Total FTE for the QBCC	511

**TABLE 26: TARGET GROUP DATA**

GENDER	NUMBER (HEADCOUNT)	PERCENTAGE OF TOTAL WORKFORCE (CALCULATED ON HEADCOUNT)
Man	230	44%
Woman	297	56%
Non-binary	0	0
DIVERSITY GROUPS	NUMBER (HEADCOUNT)	PERCENTAGE OF TOTAL WORKFORCE (CALCULATED ON HEADCOUNT)
Women	297	56%
Aboriginal Peoples and Torres Strait Islander Peoples	10	1.9%
People with disability	22	4.2%
Culturally and Linguistically Diverse – Born overseas	115	21.8%
Culturally and Linguistically Diverse – Speak a language at home other than English including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages	66	12.5%
	NUMBER (HEADCOUNT)	PERCENTAGE OF TOTAL LEADERSHIP COHORT (CALCULATED ON HEADCOUNT)
Women in leadership roles <sup>7</sup>	14	50%

<sup>7</sup> Women in Leadership Roles are considered those positions that are Senior Officer and equivalent and above.

## ATTRACTING AND RETAINING OUR WORKFORCE

In 2021-2022, the QBCC continued its commitment to attract and retain a skilled and capable workforce. Our flexible work arrangements encourage employees and managers to have ongoing conversations that promote a culture of trust, open communication, cooperation and negotiation.

In addition, our investment in learning and professional development for our people is recognised as an important engagement factor, as indicated by 68 per cent of our staff in the Working for Queensland 2021 survey. The QBCC also celebrates its people by acknowledging exceptional performance and those who lead by example through the annual awards ceremony.

## KEEPING OUR STAFF SAFE AND HEALTHY

Health, safety, and wellbeing are important elements of our operations at the QBCC. In 2021-2022, we delivered:

- wellbeing initiatives such as online modules, webinars, and access to resources encouraging employees to focus on their health
- a response to the COVID-19 pandemic that enabled 90 per cent of our workforce to work from home safely and continued flexible arrangement
- Health and Safety representatives to continue to support and fully represent work groups
- annual Safety Management Plan activities
- toolbox talks that continued to be used to start meetings
- health and safety hazard inspections across all office locations in addition to these initiatives
- we also continued to ensure first aid officers were appointed and trained, employees' return-to-work (post injury) plans were in place, flu vaccinations were made available and ongoing access to the employee assistance program were maintained.

## KEEPING OUR STAFF ENGAGED

In September 2021 the QBCC participated in the 2021 Working for Queensland survey which is used across Queensland public service agencies to measure employee perceptions of the workplace climate. Our 2021 staff participation rate was 85 per cent, compared to 97 per cent in 2020. The survey yielded valuable information on what could be improved and resulted in action plans across the organisation to continue to enhance our employees' 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 discussed regularly with managers and team members. Formal checkpoints are scheduled half-yearly when individual performance is recorded in Performance Development Plans. The QBCC's half-way checkpoint was in February 2022 and had an 89 per cent completion rate.

The QBCC is committed to encouraging lifelong learning. This is demonstrated through our Study and Research Assistance Scheme (SARAS). It provides support for our people who are seeking to gain qualifications to support their work and careers. During the year, 14 employees applied and were approved for SARAS funding.

The QBCC has an Emerging Leaders Program that seeks to help individuals develop competencies required of a senior leader, and to enhance succession planning for future leaders. Six staff members were accepted for the Emerging Leaders Program in 2022-2023. The success of the 2021-2022 program has been confirmed with three of the program graduates having secured higher-level positions, an achievement they have attributed to the learning they undertook as part of the Emerging Leaders' program. The QBCC continues to review and refine this program

to ensure it remains contemporary and relevant in the changing work environment.

In 2021-2022, the QBCC's Learning, and Development team developed, organised and delivered 165 courses (workshops and webinars). These achieved an 87 per cent attendance rate and staff satisfaction for the 2021-2022 year was 94 per cent across the 165 courses delivered.

## DIVERSITY AND INCLUSION

The QBCC is committed to promoting an inclusive work culture and environment for our staff and the people we encounter on a daily basis.

We have 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 on, 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.

Throughout this past financial year, the QBCC continued to champion a number of initiatives supporting diversity and inclusion across our business.

As we move to 2023, the QBCC will focus on reinvigorating and re-establishing our REDI (Respect, Equity, Diversity and Inclusion) Squad to continually improve our processes for engaging with employees and seek external advice to better understand the challenges and opportunities that different diversity cohorts experience across the organisation.

The QBCC has successfully delivered Reflect Reconciliation Action Plan (RAP) and has now moved into the drafting phase of our next RAP - Innovate.

Through this and future RAPs, 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 is committed to growing a 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*.