

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

The QBCC's people are its greatest asset. As 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:

- **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 everyday decisions.

TABLE 24: OBJECTIVE 3 PERFORMANCE MEASURES

	TARGET	ACTUAL	COMMENTS*
AGENCY ENGAGEMENT SCORE FROM THE WORKING FOR QUEENSLAND SURVEY	85%	78%	The 2022 staff engagement results saw a slight overall decrease, with 78% of people reporting a positive or neutral rating compared to the 2021 result, which was 79%. Within the overall result, the positive responses increased by 2% to 50%.
AGENCY PARTICIPATION RATE IN THE WORKING FOR QUEENSLAND SURVEY	Over 90%	97%	QBCC actively promoted the Working for Queensland survey in 2022. This resulted in an uplift of participation from 2021.
PERCENTAGE OF STAFF TURNOVER	Up to 15%	14.5%	The overall turnover rate remains under the benchmark of 15 per cent. The turnover for permanent staff was 9.7 per cent. In 2022-2023, employees left the QBCC for many reasons, such as the conclusion of fixed-term contracts, career opportunities and retirement. A recent review of datasets found that this measure was incorrectly reported in last year's annual report. It was reported that the 2021-2022 staff turnover was 14.7%. It should have been reported as 20.9%.
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%	47% (M) / 53% (F)	QBCC has females appointed to significant senior positions including CEO and Commissioner, and the Chief Building Regulator.
GENDER PAY GAP	10%	8.96%	QBCC supports reducing the gender pay gap.
LOST TIME INJURY FREQUENCY RATE	Less than 2%	6.07%	The QBCC is undertaking a review of Workplace Health and Safety (WHS) to develop a roadmap to improve safety culture, systems and leadership and address material WHS and psychosocial risks.
AVERAGE DAYS LOST DUE TO ABSENTEEISM	10 days or less	9.2	The days lost to absenteeism are less than previous years as the acute impacts of COVID have reduced.

* If there is any material variation from the 2022-2023 target and 2022-2023 actual result, commentary is provided to explain variances.

WORKFORCE PROFILE

The first part of Table 25 shows the number of staff as at 30 June 2023, with the remainder of the table 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: TARGET GROUP DATA IN 2022-2023

GENDER	NUMBER (HEADCOUNT)	PERCENTAGE OF TOTAL WORKFORCE (CALCULATED ON HEADCOUNT)
MAN	261	44%
WOMAN	335	56%
NON-BINARY	0	0

DIVERSITY GROUPS	NUMBER (HEADCOUNT)	PERCENTAGE OF TOTAL WORKFORCE (CALCULATED ON HEADCOUNT)
WOMEN	335	56%
ABORIGINAL PEOPLES AND TORRES STRAIT ISLANDER PEOPLES	10	1.7%
PEOPLE WITH DISABILITY	27	4.5%
CULTURALLY AND LINGUISTICALLY DIVERSE - BORN OVERSEAS	135	22.7%
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)	63	10.6%

TARGET GROUP DATA FOR WOMEN IN LEADERSHIP ROLES	NUMBER (HEADCOUNT)	PERCENTAGE OF TOTAL LEADERSHIP COHORT (CALCULATED ON HEADCOUNT)
SENIOR OFFICERS	11 (females)	55%
SENIOR EXECUTIVE SERVICE AND CHIEF EXECUTIVES	7 (females)	50%

ATTRACTING AND RETAINING OUR WORKFORCE

In 2022-2023, the QBCC continued its commitment to attract and retain a skilled and capable workforce. Almost all of our people enjoy some element of flexible work arrangements to support work-life outcomes while ensuring delivery for customers.

The QBCC continued to invest in learning and development opportunities for our people with an active calendar of training delivered and accessible to all of QBCC through online webinars and training workshops. Available for all of QBCC was training and development in recruitment and selection for panel members, resilience training, dealing with difficult conversations and successful performance reviews. There was also bespoke training delivered in various operational areas of the organisation to deliver capability uplift in leadership and communication skills.

To provide support through the organisational change processes in 2022-2023, several initiatives were undertaken or commenced. This included a focus on leadership capability with a Leading with Clarity program introduced to support leaders in understanding and delivering key processes to support their people. This will continue over the coming 12 to 18 months. Immersive leadership sessions were provided, which focused on organisational change, psychosocial safety and building teams.

The QBCC also celebrates its people by acknowledging exceptional performance and those who lead by example through a range of avenues including the annual awards ceremony and weekly 'shout outs' by the Commissioner.

KEEPING OUR PEOPLE SAFE AND HEALTHY

Health, safety, and wellbeing are priorities across all parts of our operations at the QBCC. In 2022-2023, the following activities occurred:

- the WHS team worked with the operational units within the organisation to contribute to the development of a 'Field Safety Manual' including development of a WHS risk register, safe work method statements for high-risk activities, and supporting processes
- the QBCC facilitated the development of a working from heights procedure, including the delivery of high-risk work training in working at heights to support safer practices for Building Inspectors who conduct roof inspections
- the QBCC began a partnership with HSE Global to support the development of the QBCC WHS Strategy and Roadmap with a particular focus on safety culture, leadership and systems. This will be concluded in Q1 2023-2024. Part of this work included the initiation of a psychosocial risk assessment as part of the implementation of the Managing the risk of psychosocial hazards at work Code of Practice 2022 approved under the *Work Health and Safety Act 2011*

- delivery of an initiative with the Learning and Development Team to commence a pilot for Mental Health First Aid training for leaders
- undertaking a review of the Rehabilitation and Reasonable Adjustment Procedure and providing significant amendments that align with contemporary practice across Government departments and national standards
- providing various wellness and wellbeing programs across the organisation including flu vaccinations, access to our Employee Assistance Program, and holding various sessions including resilience workshops for our people.

KEEPING OUR PEOPLE ENGAGED

In September 2022, the QBCC participated in the 2022 Working for Queensland (WfQ) survey which is used across Queensland public sector agencies to measure employee perceptions of the workplace climate. Our 2022 staff participation rate was 97 per cent, compared to 85 per cent in 2021. An improvement in employee engagement (positive responses) of two per cent was recorded.

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. Areas of focus include workload management, leadership capability and role clarity including the development of a 'Leading with clarity' program, diversity and inclusion items and people process improvements.

PROFESSIONAL DEVELOPMENT AND CAREER PATHS

The QBCC maintains a Performance Development Framework to guide the development of our people, and ensure the achievement of organisational strategies, business plans and performance outcomes of work teams and individual team 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 2023 and had an 87 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, 19 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 team members were accepted for the Emerging Leaders Program in 2022-2023. Five people have successfully completed the program (one person didn't complete as they left the QBCC to pursue other career opportunities).

The success of the 2022-2023 program has been confirmed with at least 50 per cent of the program participants having secured opportunities to work in higher level roles to further build skills, an achievement they have attributed to the learning they undertook as part of the Emerging Leaders' program. Participants have also reported that the program has assisted in providing knowledge and experience in managing teams and increased understanding of operational and strategic methodology which has been converted into obtaining higher level and permanent management positions.

Senior Leadership Team (SLT) members becoming aware of increased capabilities and knowledge across the emerging leaders group has extended to requests for involvement in Governance Review, Strategic Plan and operational groups for improvement and change in the organisation. These outcomes have also been attributed to participation in the Emerging Leader' program.

The QBCC continues to review and refine this program to ensure it remains contemporary and relevant in the changing work environment.

In 2022-2023, the QBCC's Learning and Development team developed, organised, and delivered 161 courses (workshops and webinars). These achieved an 88 per cent attendance rate and staff satisfaction for the 2022-2023 year was 91 per cent across the 161 courses delivered.

DIVERSITY AND INCLUSION

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

During 2022-2023 there has been significant focus on promoting and supporting Aboriginal and Torres Strait Islander people with the development of the Innovate RAP, and celebration of culturally significant days and events.

The QBCC also established the Pride network for the LGBTQIA+ community and allies. This is run by our people with Senior Leadership Team sponsorship, to help create a safe and inclusive environment at the QBCC.

We recognised and celebrated a number of events including:

- recognising International Women's Day with morning teas across the State
- QBCC representation at the National Association of Women in Construction (NAWIC) and presentation of a scholarship to the Australian Institute of Company Directors (AICD) course. The QBCC sponsored the AICD scholarship award after evaluating submissions to a NAWIC member. NAWIC is an Australian, not-for-profit organisation formed in 1995. They are the Peak Body championing the diverse collective of great people doing great work in construction. NAWIC welcomes women in construction, and their allies, from all walks of life, cultures, ages and career stages

- National Reconciliation Week, anniversary of the Uluru Statement from the Heart, National Sorry Day
- Pride Month
- International Day Against Homophobia, Transphobia and Biphobia and Intersex Awareness Day.

RECONCILIATION ACTION PLAN

The QBCC maintains a Reconciliation Action Plan (RAP) to help close the gap in equity and employment between Aboriginal and Torres Strait Islander, and non-Indigenous Australians, to help build strong relationships and respect with the community we serve, and to create a dynamic and diverse workforce and society.

Initially implementing the Reflect RAP from 2019 onwards, some challenges were experienced, especially in building momentum with intended education and engagement initiatives. These challenges included COVID pandemic-related disruptions and turnover in key senior roles responsible for leading the Reflect RAP project.

The QBCC is now actively focused on the next phase, Innovate, for implementation early in the 2023-2024 reporting period. A full Innovate RAP has been developed, which was under approval review by Reconciliation Australia as at the end of the 2022-2023 reporting period.

The RAP Working Group (RWG) takes the lead role for the QBCC's development, implementation and reporting phases of the RAP, working together with the leaders and people of the QBCC to achieve meaningful reconciliation. Following a period of pandemic-related disruption, the 2022-2023 period has seen a healthy resurgence of work by the RWG, supported by the QBCC CEO & Commissioner.

Recent actions on key deliverables include:

- completion of a specially commissioned artwork by Shane Mankitya Cook. The artwork showcases nine interlinked and overlapping meeting places (the QBCC office locations in Queensland) as a representation of shared values, working together in unison with the wider community, and building connected and trusting relationships
- inclusion of our people in meaningful activities around 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
- corporate lanyards and wristlets were created for our people, featuring the artwork created for the QBCC
- enhanced Acknowledgement of Country message and practice in all QBCC meetings
- re-establishment of the RAP Working Group with representatives from across the State
- increasing regional involvement within the RAP Working Group and in activities around significant cultural events.

EARLY RETIREMENT, REDUNDANCY AND RETRENCHMENT

During the 2022-2023 period, one employee received a redundancy package at a cost of \$158,820.60.

INDUSTRIAL AND EMPLOYEE RELATIONS

The QBCC is committed to a positive relationship with the Together Union and our union delegates. Agency Consultative Committee (ACC) meetings were held throughout 2022-2023 and were attended by the Together Union, QBCC union delegates and the QBCC's management representatives. This included extensive consultation on the QBCC's Reset program.

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*.