

## Workforce profile

### Staff numbers – Full time equivalent

Division	Permanent	Temporary	Casual	SO	Section 122	SES	Total	%
Office of DG	0.00	1.00	0.00	0.00	0.00	1.00	2.00	0.07%
Arts Queensland	132.57	34.55	0.00	12.00	0.00	3.00	182.12	5.94%
Science Delivery	289.57	59.33	8.76	9.00	0.00	1.00	367.66	12.00%
Government ICT	830.37	103.81	0.94	18.00	34.84	2.00	989.96	32.30%
Innovation and Science Development	54.14	3.00	0.00	7.00	1.00	5.00	70.14	2.29%
Shared Services	1209.32	140.68	2.36	21.60	5.00	4.60	1383.56	45.14%
Office of the Chief Information Officer	30.05	3.00	0.00	5.00	13.00	0.00	51.05	1.67%
Internal audit	8.80	0.00	0.00	2.00	0.00	0.00	10.80	0.35%
Office of Chief Scientist	6.00	0.80	0.00	0.00	0.66	0.00	7.46	0.24%
<b>DSITIA</b>	<b>2560.82</b>	<b>346.17</b>	<b>12.06</b>	<b>74.60</b>	<b>54.50</b>	<b>16.60</b>	<b>3064.75</b>	

Paid actuals FTE count as at 28 June 2013.

## Gender

Division	Totals				Total
	Female	%	Male	%	
Office of DG	1.00	0.06%	1.00	0.08%	2.00
Arts Queensland	107.62	6.14%	74.50	5.68%	182.12
Science Delivery	138.41	7.90%	229.25	17.47%	367.66
Government ICT	500.23	28.54%	489.73	37.33%	989.96
Innovation and Science Development	46.14	2.63%	24.00	1.83%	70.14
Shared Services	927.22	52.90%	456.34	34.78%	1383.56
Office of the Chief Information Officer	19.59	1.12%	31.46	2.40%	51.05
Internal audit	7.80	0.44%	3.00	0.23%	10.80
Office of Chief Scientist	4.80	0.27%	2.66	0.20%	7.46
<b>DSITIA</b>	<b>1752.81</b>	<b>57.19%</b>	<b>1311.94</b>	<b>42.81%</b>	<b>3064.75</b>

Gender data as at 28 June 2013.

## Permanent retention rate

Division	Permanent (13/07/12)	Permanent retained (28/06/13)	Total
Office of DG	0	0	0.00%
Arts Queensland	152	156	102.63%
Science Delivery	347	314	90.49%
Government ICT	1120	896	80.00%
Innovation and Science Development	118	65	55.08%
Shared Services	1419	1310	92.32%
Office of the Chief Information Officer	23	36	156.52%
Internal audit	11	11	100.00%
Office of the Chief Scientist	2	6	300.00%
<b>DSITIA</b>	<b>3192</b>	<b>2794</b>	<b>87.53%</b>

Permanent head count as at 28 June 2013.

## Permanent separation rate

Division	Permanent (28/06/13)	Permanent separated	% (1)
Office of DG	0	0	0.00%
Arts Queensland	156	14	8.97%
Science Delivery	314	36	11.46%
Government ICT	896	163	18.19%
Innovation and Science Development	65	51	78.46%
Shared Services	1310	274	20.92%
Office of the Chief Information Officer	36	7	19.44%
Internal audit	11	0	0.00%
Office of the Chief Scientist	6	1	16.67%
<b>DSITIA</b>	<b>2794</b>	<b>547</b>	<b>19.58%</b>

Permanent head count as at 28 June 2013.

## Early retirement, redundancy and retrenchment

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A program of redundancies was implemented during 2012–13. During the period, 250 employees received redundancy packages and one employee a retrenchment package, at a total cost of \$17,575,538. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

## Voluntary Separation Program

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In 2012–13 DSITIA did not provide packages to employees under this program.

## Informing the community

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Communication of government services is essential to keep the community informed on matters such as research, science, innovation, information and technology and arts. The department also produces communications to facilitate access to government services.

As at 30 June 2013, the department employed 34.36 full-time equivalent staff whose functions relate to media, public affairs or communications.

## Workforce planning, attraction and retention

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With a workforce reduction of 18.75% and a turnover of 22.04% the focus for DSITIA has been the retention of staff where required.

The People Committee endorsed the *DSITIA People Strategy 2013–2017*.

In 2012–13, parts of the department implemented strategies to ensure they possessed the required capability and workforce capacity to deliver expected business outcomes and services to the Queensland community and other government agencies.

Some strategies included:

- formal and informal recognition programs
- DSITIA performance and development planning
- mobility of staff to manage the changing workloads in business areas
- investing in capability development.

## Workforce planning framework and key strategies

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In line with the Public Sector Renewal Agenda and the recommendations of the *Queensland Commission of Audit report* the *Workforce planning framework* is being prepared by Government to give guidance to specific agency plans.

DSITIA is regularly collecting data on workforce size and composition and the capability requirements to delivery on business outcomes.

A workforce planning audit was undertaken across DSITIA in preparation for the development of a five-year strategic workforce plan.

During the past 12 months DSITIA's workforce reduced by 18.75%. To ensure delivery of the recommendations in the *Queensland Commission of Audit report* capability needs will significantly change in the business areas where divestment is occurring.

## Employee performance management

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In 2012–13, DSITIA launched a new *Employee Performance Management Framework*, which aligns with the Queensland Public Service Commission's (PSC) *Directive 21/10: Employee performance management*. The framework outlines six key components of employee performance management, including employee induction/onboarding, probation, performance and development planning, rewards and recognition, management of unsatisfactory performance and discipline.

Supporting this framework is the DSITIA *Performance and Development Planning (PDP) Policy* which articulates the responsibility of managers and their employees to ensure that annual performance and development agreements (PDA) are conducted.

The PDP approach reflects the whole-of-government requirement to include the balanced scorecard approach to senior officers (SO) and staff at A08/PO6 classification levels to ensure there is alignment with the SES and CEO performance and development frameworks.

The balanced scorecard approach analyses performance across four different perspectives:

- financial
- stakeholder and outcomes
- internal business
- learning and growth.

All permanent staff, new starters, staff on probation and temporary staff (excluding agency staff and contractors) who are employed with DSITIA for six months or greater participate in performance and development planning processes.

## Industrial and employee relations framework

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DSITIA's *Industrial and Employee Relations Framework* is based on the framework established by the PSC.

The department maintains effective relationships with key stakeholders through a proactive approach to consultation and conflict management at both industrial and workplace levels. This has resulted in minimal disputation and no days lost to industrial action.

The department, in consultation with the PSC, successfully negotiated the new CITEC Certified Agreement 2012. DSITIA representatives continue to support the PSC in their work to progress the negotiations for the new Core Certified Agreement.

## Work-life balance

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The implementation of DSITIA HR policies has included a number of policies that promote work-life balance and offer a variety of flexible working arrangements.

Arrangements that are available to DSITIA staff to assist in improving their work-life include telecommuting, part-time work, job-share, compressed hours, cultural leave, staggered start and finish times, purchased leave, parental leave, accumulated time, aggregated/averaging ordinary hours of week, time off in lieu and leave for caring purposes.

The department continues to offer employees and their immediate families with access to confidential, professional counselling to assist with the resolution of issues that may impact on their work or quality of life.

Staff also have access to a variety of informative resources around maintaining good health and wellbeing.

## Leadership and management development

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DSITIA is committed to supporting leadership development at whole-of-government and whole-of-agency level and will continue to participate in the PSC's endorsed programs, which include:

- Queensland University of Technology Emerging Leaders Program
- Australia and New Zealand School of Government (ANZSOG) Executive Fellows Program and Executive Masters of Public Administration Program.

To reinforce a committed and coherent approach across our leaders DSITIA has instituted senior leaders forums. The leaders forum will enable DSITIA to ensure leaders have clarity on the business direction, discuss and provide input on a range of strategic issues and collaborate and share ideas in the interest of improving our business and practices.

DSITIA will also continue to develop its managers using a management development approach that incorporates whole-of-government benchmarks as provided through the PSC's Practical People Management Program. This program has been recently revamped to focus more strongly on building a performance culture across the sector and within DSITIA.

During 2012–13, a number of programs have been and will continue to be provided to managers both face-to-face and through e-learning that help to refresh and/or to build capability in:

- implementing the DSITIA performance management approach
- leading and managing change
- fundamentals for positive workplaces
- conversations for high performance
- managing stress and building resilience.

## Workplace health and safety

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Workplace health and safety is a high priority for the department.

In 2012–13, DSITIA:

- developed and published the *Workplace Health and Safety Plan 2013–2015*
- conducted an internal self-assessment audit to assist officers to determine their level of compliance with the relevant workplace health and safety legislation
- implemented a range of health and wellbeing initiatives including:
  - ✓ Live Well program
  - ✓ Flu Vaccination program
  - ✓ Walking Challenge program
  - ✓ Skin Cancer Prevention sessions
  - ✓ Weight Watchers at Work
  - ✓ Healthy Heart program delivered by the Heart Foundation
  - ✓ Men's Health sessions
  - ✓ information to support World No Tobacco Day – World Health Organisation
  - ✓ corporate private health insurance memberships
  - ✓ participation in the 2013 Corporate Games

- implemented the Safety Health and Environment (SHE) software program which provides an online reporting system for injuries and hazards across the department
- facilitated the Early Intervention Centre (EIC) to provide early assistance and support to workers who are ill or injured, and to managers in dealing with such workers
- continued to offer an employee assistance service (EAS), a confidential and professional service available to all employees and their families to help them deal with work and life issues
- developed the DSITIA Influenza Pandemic Plan in partnership with the DSITIA Disaster Preparedness team
- published a range of information to support the department and its employees during flood recovery.

### ***Carers (Recognition) Act 2008***

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All new employees undertake the department's induction which includes information on the department's Disability Services Plan and the relevant legislation including the *Carers (Recognition) Act 2008*. The department recognises the importance of carers.

Within the department, Smart Service Queensland administers the Carer Business Discount Card scheme and the Companion Card program on behalf of the Department of Communities, Child Safety and Disability Services. The Carer Business Discount Card provides eligible carers with discounts from participating businesses in recognition of their contribution to the people they care for and the community.

Carers were consulted in the development of this scheme and Smart Service Queensland continues to actively recruit businesses across Queensland to support carers through voluntary participation in the scheme.

The Companion Card program supports people with a disability to have the same opportunities for participation and recreation as other community members. It promotes fair ticketing for people with a disability who need the significant assistance of a companion to attend activities and venues in their communities.

Supporting initiatives include the following:

- a Child Care Referral Service is available to assist employees to locate and secure child care anywhere in Australia
- an Aged Care Referral Service is available to assist employees who have the responsibility of caring for their elderly relatives. The referral service provides staff with advice, information and appropriate referrals
- a range of flexible work options are available in the department, including telecommuting
- the department also participated in a whole-of-government flexible work practices program
- employees have the option to request extra leave through the Purchased Leave Policy.

### **Other whole-of-government plans/ specific initiatives**

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DSITIA has developed a three-year people strategy that provides a vision of how the department will ensure effective delivery of the department's and government's goals through the capability, professionalism and performance of our people.

The DSITIA People strategy is aligned to the DSITIA *Strategic plan*, PSC cultural renewal priorities and the recommendations from the Queensland Commission of Audit report.