

# Our people





# Pursuing excellence

Our people remain Treasury's greatest strength. We are committed to the ongoing development of our workforce to ensure we are best placed to achieve our vision to grow the Queensland economy and improve the wellbeing of all Queenslanders. In 2016–17 we embarked on a transformational change journey – the Agency Excellence program – to further strengthen the skills, capability and focus of our people to support complex challenges and opportunities facing the Queensland Government.

An organisational restructure in August 2016 marked the start of this journey with the creation of new groups which clearly emphasise our intention to:

- ◆ partner with our government agency clients to better support government objectives for jobs, the economy, services and communities
- ◆ take a longer term view of key risks and opportunities, informed by better use of data
- ◆ bring together our economics and fiscal coordination efforts.

We have also deployed new programs, systems and processes which will help our people develop the capability and culture to support our Agency Excellence objectives. Specifically our agency-facing groups have developed a partnership approach comprising practical steps to build a clear understanding of clients' needs so we are better placed to support innovative policy and service improvements.

We have developed a Performance Excellence Framework which refreshes our approach to strategic and operational planning, as well as individual performance planning. This will ensure our vision and purpose is reflected in the day-to-day work of employees at all levels of our organisation.

## A changing workplace and environment

In late 2016 Treasury's Brisbane-based people moved from several offices to co-locate for the first time in the new 1 William Street building. Open plan floors and shared team spaces have increase the collaboration and mobility of our workforce. A new physical environment is not the only change experienced by our workforce. In 2017 the Public Service Commission released its 10 Year Capital Outlook and 3 Year Human Capital strategic roadmap to highlight future changes to the public sector's work, workers and workforce.

The unprecedented pace and scale of societal change will affect our workforce in different ways, including the emergence of a multigenerational workforce. Older generations will work longer and newer generations will enter the workforce with high degrees of technical literacy and a more mobile attitude to career development.

Our Agency Excellence program and a new approach to strategic planning will help us optimise our response to these changes. We also empowered our people to build their own capability and thought leadership through a pro bono speaker series. In 2016–17 this featured Dr Irena Yashin-Shaw sharing insights on leading in the innovation age, and Dr Terry Fitzsimmons discussing gender parity.

## Living by our ethics and values

While our workforce and workplace continues to change, our commitment to our ethics and values remains steadfast. As reported on page 10, Treasury adheres to the Queensland public service values which guide our behaviour and the way we do business:

- ◆ customers first
- ◆ ideas into action
- ◆ unleash potential
- ◆ be courageous
- ◆ empower people.

We uphold the *Code of Conduct for the Queensland Public Service*, which is our blueprint for our work as public officials. It is based on the ethics principles outlined in the *Public Sector Ethics Act 1994*:

- ◆ integrity and impartiality
- ◆ promoting the public good
- ◆ commitment to the system of government
- ◆ accountability and transparency.

All new starters receive Code of Conduct training, and we reinforced messaging about the code with existing staff when required. We also publish a number of resources to help our people model ideal professional behaviour, including guides on appropriate use of social media, managing conflicts of interest, and community or charitable activities in the workplace. In the year ahead, we will release a procedure to address corrupt conduct, and continue to train our people to identify, minimise and deal with workplace bullying.

# Health, wellbeing and diversity

## A diverse and inclusive workplace

Treasury is committed to ensuring our workforce reflects the communities we serve including representation of women, people from different ages, races, cultures, sexualities, gender identities and those with disabilities and family responsibilities. In 2016–17 we launched a new Diversity and Inclusion Strategy and established a Diversity and Inclusion Network (read more on page 33) to strengthen employee advocacy for key initiatives that support our desired workplace culture.

A Gender Equity Strategy was also developed to specifically support our commitment to equal representation of men and women in our workforce, from our graduates through to our senior and executive levels. We are taking active steps to achieve this including ensuring equal representation of male and female candidates in our 2017 graduate intake and our 2016 Great Leaders development program. We have also introduced flexible work strategies to acknowledge the rights of both women and men to balance family and community life more successfully, such as job sharing; part-time employment; working at home and paid and unpaid leave arrangements for new and expectant parents.

In 2017 we launched a new Indigenous scholarship program, which includes financial support for study, paid work placements and entry to our graduate program upon completion of tertiary studies. This is part of our ongoing commitment to improving employment outcomes and career development for Aboriginal and Torres Strait Islander people.

## Domestic violence as a workplace issue

The Queensland Government, as the state's largest employer, is well placed to influence the culture and attitudes of Queenslanders towards domestic and family violence (DFV). To join this challenge, Treasury has 'signed on' to become a White Ribbon accredited workplace. This is a clear statement to our workforce, clients and stakeholders that we believe violence of any form is unacceptable, and that we will support people who are experiencing DFV.

As part of this process, our employees have been encouraged to make a clear commitment to embodying respectful relationships in the workplace and to support employees affected by DFV:

- ◆ Our employees have undertaken training in 2016–17 and will complete further training in 2017–18.
- ◆ We have put in place policies and procedures to promote gender equality and support employees experiencing DFV.
- ◆ Forty-one of our employees made their support for people experiencing DFV public by participating in the Darkness to Daylight challenge run in May.
- ◆ In early 2017, our Executive Leadership Team signed the Not now, Not ever declaration to end DFV in Queensland.

## Health, safety and wellbeing

Treasury maintains a commitment to a workplace that promotes employees' health, safety and wellbeing.

During 2016–17, we experienced just five lost time injuries, one less than the previous year. This result excludes Treasury's Office of Industrial Relations which is covered by the Department of Justice and Attorney-General's (DJAG) WorkCover policy.

Our commitment to safety extends to the mental health and wellbeing of our employees. We do this through ongoing provision of an employee assistance counselling service, manager assistance hotline and through hosting a calendar of annual events, including R U OK Day, to raise awareness and understanding of mental health. In 2017 we will launch mental health first aid tools to assist managers and human resources officers respond to critical incidents early and effectively.

For more information on our statewide responsibilities for work health and safety, read the Office of Industrial Relations' report from page 61.

# Our workforce in numbers

At 30 June 2017, our workforce comprised:



## Workforce composition

	Number	% of workforce <sup>4</sup>
Men	873	46.73%
Women	995	53.27%
Aboriginal and Torres Strait Islanders	23	1.23%
People from non-English speaking backgrounds	250	13.38%
People with disability	40	2.14%
Women in middle and upper management(AO7 – AO8) <sup>2</sup>	211	51.21%
Women in senior officer and senior executive service positions (SO-CEO equiv) <sup>3</sup>	62	41.01%
Women in senior executive service positions (SES-CEO equiv) <sup>5</sup>	20	33.90%
Average annual earnings by men (nominal salary) <sup>6</sup>		\$101,200
Average annual earnings by women (nominal salary) <sup>6</sup>		\$91,341

<sup>1</sup> Includes Treasury staff outsourced to the Motor Accident Insurance Commission and the Nominal Defendant. Represents employees who are active and paid in the final pay of 2016–17 financial year.

<sup>2</sup> Represents 11.30 % of the total workforce

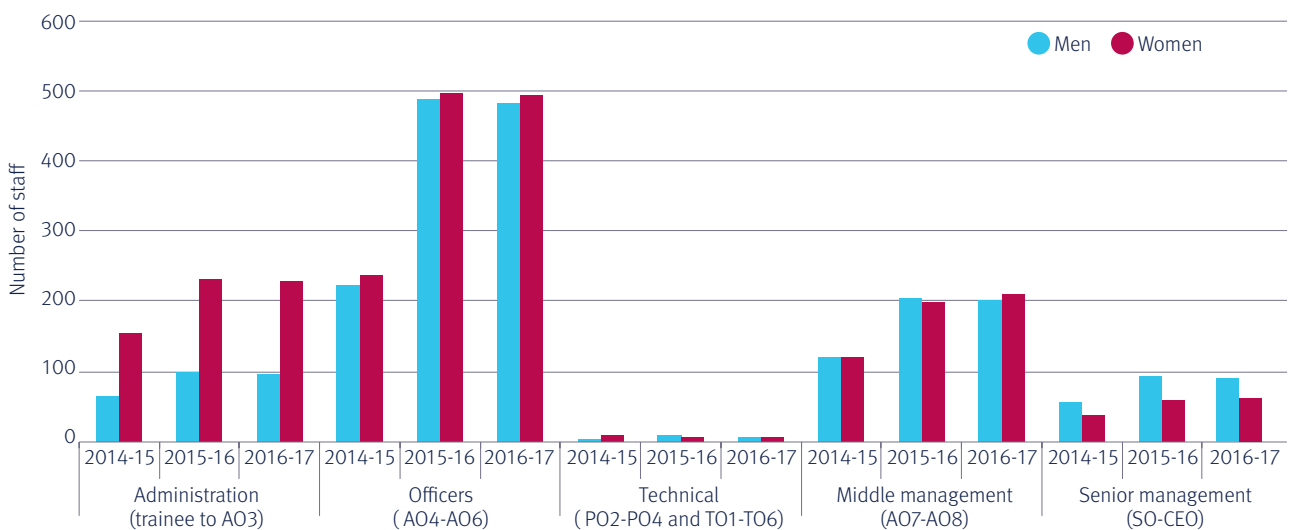
<sup>3</sup> Represent 3.32 % of the total workforce

<sup>4</sup> Percentage of total workforce or demographic cohort

<sup>5</sup> Includes SES, Section 122 and CEO equivalent roles and includes Queensland Industrial Relations Commission

<sup>6</sup> Nominal salary based on full-time earnings for each gender – correct as at 30 June 2017

## Total staff by gender and classification



## Early retirement, redundancy and retrenchment

During 2016–17, 13 employees received redundancy packages at a cost of \$1.55 million. Of these, 12 were from the Office of Industrial Relations which underwent a restructure including the reduction of five operating regions into three. An additional voluntary redundancy was also accepted by an employee of the Queensland Government Statistician's Office. 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. No employees received retrenchment packages during 2016–17.

# Our values in action

## A flying start

Treasury's GRADStart graduate program is recognised as an industry-leading program which attracts and engages high performing graduates to build Treasury's current capability and future leadership pipeline. In 2017 we were named amongst the top 50 graduate employers in Australia by the Australian Association of Graduate Employers.

In 2016–17 Treasury welcomed 10 new graduates, two of which had successfully completed a scholarship program with Treasury in 2015–16. We also awarded an Indigenous scholarship, which includes financial support for study, paid work placements and entry in our graduate program upon completion of tertiary studies.

Treasury's Office of the State Actuary continued its sponsorship of Queensland's only actuarial program at Bond University. State Actuary Wayne Cannon presented Bond University's top actuarial student Nikki Cornwell with the 2017 prize. In addition, the Office has continued its second year of internships offering work experience for Bond University actuarial students. One intern has been successful in applying for a graduate position with the Office due to start in the second half of 2017.

We also continued our scholarship program for the University of Queensland's Bachelor of Occupational Health and Safety Science degree. This year the Office of Industrial Relations has four high performing students participating in the scholarship program which provides financial assistance and vacation work placement. Two students are completing their final year of study and will be eligible for one year's work with Work Health and Safety Queensland.



## Developing great leaders

Treasury welcomed twelve outstanding employees into its Great Leaders Program (GLP) for 2017. Now in its third year, Great Leaders has been developed with QUT to draw together leading business and neuroscience insights to coach future leaders to realise their potential. Past graduates have formed a leadership network to support each other with continuing development.

Treasury also encourages its people to participate in the Public Service Commission's leadership development opportunities which support professional growth of team leaders and supervisors through to executives.

## Saying 'no' to family violence

The 2017 Darkness to Daylight challenge saw 41 Treasury employees join a team with the Public Service Commission and Department of the Premier and Cabinet to take part in the overnight fun run.

Darkness to Daylight raises awareness and funds to support victims of domestic and family violence and was a great chance to also shine a light on Treasury's White Ribbon workplace accreditation commitment.



## Valuing an inclusive workplace

In 2017 Treasury launched its first Diversity and Inclusion Network making a highly visible commitment to ensuring our workplace reflects the communities we serve. This network includes employee advocates from across the business who will actively build support for events and initiatives that make sure all employees feel comfortable to be themselves at work.



## Big ideas from the BiiG Network

BiiG – Business Improvement and Innovation in Government – is a Queensland public sector network hosted by Treasury.

BiiG helps connect public servants with a passion for doing things differently through the application of innovative projects.

Anyone can join this growing community, which strives to stimulate new ideas, and bring people and ideas together to support innovative practice across all areas of government. At the Public Sector Futures Conference in Mackay in May, delegates looked at "Designing our future" and helped each other make sense of the rapidly changing economic, demographic, societal and technological trends shaping our future in Queensland regions.

