

# Our people

## Leadership development and people management

Treasury is responding to opportunities identified through the Treasury Capability Blueprint and to the 2018 Working for Queensland Survey results to equip its employees with contemporary leadership skills. By reviewing its leadership development offerings, Treasury will have access to a 'pipeline' of leaders which will allow for succession and business continuity planning across the organisation.

### Great Leaders Program

Treasury, in partnership with Queensland University of Technology, is in its fifth year of offering the Great Leaders Program (GLP) to emerging leaders. Treasury celebrated the graduation of 12 participants from 2018 and introduced 12 new participants to the 2019 program. Since GLP began, 43 employees have completed the program. The Capability Blueprint identified an opportunity to evaluate GLP, which will be conducted in 2019.

### Managers' Development Program

During the year, Treasury introduced the Managers' Development Program (MDP), which will commence in 2019–20. MDP will provide current and potential managers with practical and fundamental frontline management skills which are essential to delivering Treasury's objectives. The program will be supported by online modules and specialist sessions developed by inhouse corporate subject matter experts.

## Building a healthy, safe and resilient workforce

Treasury is committed to the health, safety and wellbeing of its employees. With more than 95 per cent of staff completing the annual whole-of-government employee satisfaction survey, it is able to analyse potential psychosocial and other risk factors and offer supportive health and wellbeing programs and activities for employees, such as:

- + the 'Be healthy, be safe, be well' strategy and the Keep Queenslanders Healthy priority of the government's *Our Future State – Advancing Queensland's Priorities* plan
- + mental health training for people leaders. Interactive workshops help managers and supervisors develop effective skills to deal with mental health matters such as depression and anxiety in the workplace. This training provides valuable insights for employees and managers on the best approaches and likely outcomes – building confidence, skills, strategies and tools to ensure staff are supported, safe and productive at work.
- + a whole-of-department resilience program, to create a more productive workforce and one that can better respond to challenges both at work and at home. The program has 10 separate dimensions including relationships, problem-solving and physical health

- + workplace support services have been expanded and promoted to include personal counselling, manager hotline services, and lifestyle (physical health and wellbeing) coaching.
- + a workplace ergonomics program, which together with an increasing adoption of flexible work arrangements, minimises the potential for injury and illness at the workplace. The department's Workers Compensation claims remain low compared to similar organisations.
- + end-of-trip facilities for cyclists, runners and walkers at Treasury's 1 William Street workplace. Many employees actively engage in walking and running groups and Treasury encourages team participation at community events such as the Darkness to Daylight run.

## Flexible options for work/life balance

The Public Service Commission's three-year Human Capital strategic roadmap established agile and flexible working as a strategic imperative for the Queensland public sector. These qualities are key to creating an innovative and diverse workforce, capable of responsive service delivery.

Flexible work practices help support employees' wellbeing, and improve overall productivity and performance. Treasury embraced the Commission's Flexible by Design framework, and has employees accessing a range of flexible work arrangements, such as:



- + adjusting hours of work with flexible start and finish times
- + working compressed hours
- + job sharing and working part-time
- + accessing family and breastfeeding rooms in the workplace
- + changing their place of work
- + taking leave at half pay.

Employees use these arrangements to help manage their life circumstances including parenting and other caring responsibilities, and transitioning to retirement.

Treasury actively promotes the ways flexible work practices are being used through employee communication channels. Managers and employees are encouraged to discuss flexible work options, and develop a team culture where working flexibly is the norm.

## Early retirement, redundancy and retrenchment

During the period, one employee received a redundancy package at a cost of \$141,000.

## Ethics and values

Treasury has incorporated the Queensland public service values into its business model:

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

These values are at the heart of Treasury's identity as a workforce, and employees' ability to deliver the government's commitment to backing jobs for Queenslanders.

Treasury is guided by the Code of Conduct for the Queensland Public Service in its work as a public sector agency. The code is based on the four 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.

During induction, all new starters receive training in the principles, as set out in the code.

When required, messaging and training about elements of the code are reinforced with existing employees. Instruction around the code and ethical behaviour will be part of the Managers' Development Program. Read more about this initiative on page 18.

In 2018, Treasury participated in the review of the code, and an updated version is expected to be available in the second half of 2019.

Employees have access to a range of resources (policies, procedures, guidelines and factsheets) so they can model appropriate behaviour inside and outside work. In 2019, Treasury will review its policy framework to ensure it aligns with contemporary public sector and community expectations and acknowledges the *Human Rights Act 2019*.

Treasury also has a focus on managing and addressing conflicts of interest, the receipt of gifts and benefits and fraudulent behaviour and is planning training for all employees around the code and ethics.

## Our workforce at a glance

At the end of the year, Treasury's workforce comprised:



<sup>1</sup> Includes Treasury employees outsourced to Motor Accident Insurance Commission and Nominal Defendant. Represents employees active and paid at 30 June 2019.

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## Workforce composition

	Number	% of workforce <sup>2</sup>
Men	464	45
Women	567	55
Permanent separation rate	57	6.28
Aboriginal and Torres Strait Islander peoples	8	0.78
People from non-English speaking backgrounds	150	14.55
People with disability	28	2.72
Women in middle and upper management (AO7–AO8) <sup>3</sup>	116	50
Women in senior officer and senior executive service positions (SO–CEO equiv) <sup>4</sup>	46	41.82
Women in senior executive service positions (SES–CEO equiv) <sup>5</sup>	14	30.43
Average annual earnings by men (nominal salary) <sup>6</sup>	\$106,767	
Average annual earnings by women (nominal salary) <sup>6</sup>	\$95,626	

<sup>2</sup> Percentage of total workforce or demographic cohort

<sup>3</sup> Represents 11.25 per cent of total workforce

<sup>4</sup> Represents 4.46 per cent of total workforce

<sup>5</sup> Includes SES, S122 and CEO equivalent roles

<sup>6</sup> Nominal salary based on full-time earnings for each gender – correct at 30 June 2019

## Total staff by gender classification

