

OUR PEOPLE

TRANSFORMING OUR PEOPLE FOR TOMORROW

In fulfilling its responsibilities to Queenslanders, Treasury must continue to develop frameworks that attract private sector investments and support job creation. This requires a focus on developing workforce skills and capabilities.

The One Treasury: Agency Excellence Reform Program is Treasury's long-term cultural program, designed to strengthen its client focus, adopt a more strategic partnering approach with agencies, and be more collaborative as 'One Treasury'. This program involves making changes to structure, culture and work practices to evolve as a more responsive, client-centric organisation.

In 2017–18, this included:

- building networks and strategic partnerships for shared goals
- strengthening workforce culture around clear values and cultural pillars
- capability development initiatives which build the strategic thinking and transformational capabilities of Treasury's leaders.

Performance Excellence focuses on the achievement of objectives, providing for regular reviews which ensure that Treasury delivers results at the operational, strategic, and individual level. To measure individual employee performance, the iPerform system was introduced, and has been used to outline employee objectives, identify development needs, and document regular employee-manager discussions.

This leader-led approach ensures individuals and the team are aligned to a consistent organisational direction.

Today's work environments are continually changing. To adapt, Treasury needs to create and share information throughout the organisation at a faster pace to enable effective decision making.

In the coming year, Treasury will embark on the Public Service Commission-driven Capability Blueprint project. This is a whole-of-government program which will involve a detailed analysis of organisational strength in the key areas of leadership, strategy and delivery, and the identification of opportunities for improvement.

OUR WORKFORCE AT A GLANCE

At the end of the year, our workforce comprised:



* Includes Treasury employees outsourced to Motor Accident Insurance Commission and Nominal Defendant. Represents employees active and paid at 30 June 2018.

WORKFORCE COMPOSITION

	Number	% of workforce ¹
Men	464	45.00%
Women	567	55.00%
Permanent separation rate (excluding Office of Industrial Relations)	63	6.11%
Aboriginal Peoples and Torres Strait Islander Peoples ⁶	8	0.78%
People from non-English speaking backgrounds	160	15.52%
People with disability ⁶	26	2.52%
Women in middle and upper management (AO7–AO8) ²	120	52.17%
Women in senior officer and senior executive service positions (SO-CEO equivalent) ³	46	43.81%
Women in senior executive service positions (SES-CEO equiv) ⁴	16	37.21%
Average annual earnings by men (nominal salary) ⁵		\$103,682
Average annual earnings by women (nominal salary) ⁵		\$93,655

1 Percentage of total workforce or demographic cohort

2 Represents 11.64 per cent of total workforce

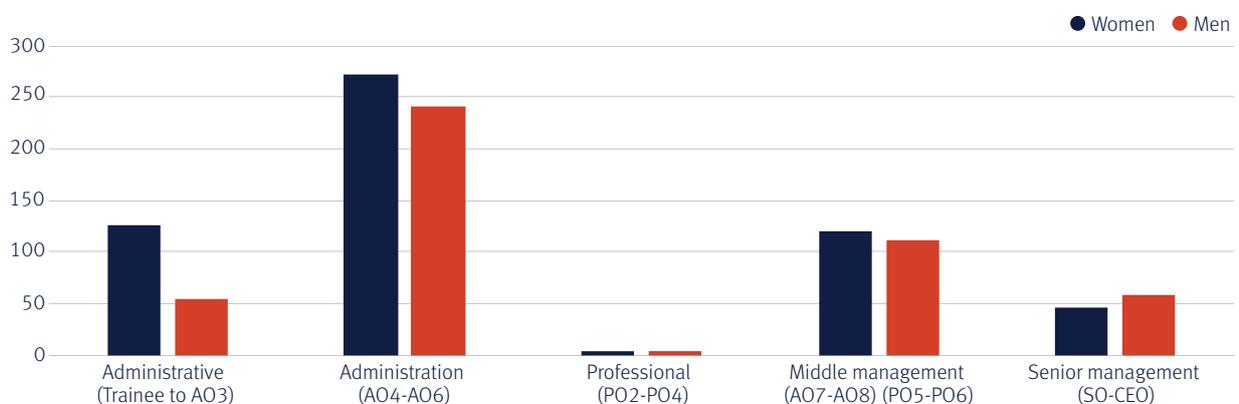
3 Represents 4.46 per cent of total workforce

4 Includes SES, S122 and CEO equivalent roles

5 Nominal salary based on full-time earnings for each gender – correct at 30 June 2018

6 The data against disability and ATSI is self-reported by employees so may be significantly under-reported

TOTAL STAFF BY GENDER AND CLASSIFICATION



EARLY RETIREMENT, REDUNDANCY AND RETRENCHMENT

During the period, one employee received a redundancy package at a cost of \$81,000.

OUR PEOPLE

INVESTING IN OUR NEXT GENERATION OF LEADERS

To uphold the standards of the organisation, Treasury must invest in the future of its people. This is achieved through empowering them to be diverse and innovative thinkers, to be brave and to seek new and better ways of doing things through challenging old practices. Development programs provide a supportive start for new graduates, and give employees an opportunity to expand their professional knowledge and prepare to lead with impact.

The GRADStart program continues to be a highly regarded and effective program for attracting and developing talent. In 2018, the Australian Association of Graduate Employers ranked Treasury 17 on the list of top graduate employers in Australia, up from 45 in 2017. This year the program welcomed 12 graduates, including two scholarship holders, who completed a scholarship program during their final year of study.

Treasury's Great Leaders Program develops emerging leaders, individuals who have demonstrated professional success and commitment to Agency Excellence through delivering a comprehensive and tailored professional development program, developed in partnership with Queensland University of Technology.

In March 2018, Treasury celebrated the graduation of 11 participants, and welcomed 14 new participants into the program. Individual participants and their leadership qualities were promoted to internal audiences and through social media to model ideal leadership qualities to other employees, and to position Treasury as an employer of choice.

During the year, Treasury became a Recognised Employer Partner with CPA Australia. This means that relevant experience, training and development provided inhouse meets CPA Australia's exacting professional development requirements.

A FLEXIBLE, AGILE, AND HARMONIOUS WORKFORCE

The Public Service Commission's 3-year Human Capital strategic roadmap, released in 2017, found agile and flexible working 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 flexible work arrangements on both a formal and ad-hoc basis. Examples of flexible work options for employees' access include:

- adjusting their 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, so they can work remotely
- taking leave at half pay.

Employees can access these arrangements to help them manage their life circumstances including parenting responsibilities, 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.

In 2018–19, Treasury will continue to promote flexible work practices to help make those practices part of organisational culture and thinking. This will help ensure workplaces match the expectations of both current and future employees.

Treasury is committed to providing professional and harmonious workplaces for employees. Treasury's Consultative Committee incorporates management, employee, and union representatives. The committee regularly meets with representatives of the Together Queensland union to discuss current and emerging workplace issues which may affect the employment and welfare of employees. In 2018–19, the committee will continue to negotiate for a replacement certified agreement covering Treasury employees.

OUR COMMITMENT TO ENDING DOMESTIC VIOLENCE

This year the Queensland Government continued its efforts to change the culture and attitudes of Queenslanders towards domestic and family violence and to free communities of it all together.

At the end of 2017, Treasury received White Ribbon Australia workplace accreditation, which recognised efforts to eliminate domestic violence and to support employees affected by violence.

In 2017–18, Treasury continued to pursue this issue by:

- improving awareness and education by promoting White Ribbon Day and Domestic and Family Violence Prevention Month campaigns, including the Queensland Government's Bystander campaign which encouraged all Queenslanders to 'Do something'

- training over 90 per cent of people managers and supervisors, so they can respond to the impacts of domestic and family violence and enhance respectful relationships in the workplace
- supporting employees' participation in the Darkness to Daylight challenge to help bring the issue of domestic violence into the public arena.

2018–19 will see the continuation of Treasury's commitments as a White Ribbon Australia accredited workplace and to educate employees about respectful relationships and behaviours, promote gender equality, and support employees affected by domestic and family violence.

BUILDING A HEALTHY, SAFE, AND RESILIENT WORKFORCE

Treasury is committed to the health, safety, and wellbeing of its employees.

In October 2017, the Office of Industrial Relations in conjunction with the Public Service Commission, delivered the Queensland public sector Be healthy, be safe, be well framework. Treasury has modelled a strategy to support this framework, which is centred around being proactive and putting people first.

One of Treasury's primary challenges in the age of accelerating 'disruption' is developing employees' mental health resilience.

This means educating people about the struggles those with mental health issues face, breaking down the stigma, and encouraging and supporting people to seek help early.

Treasury enhances awareness of mental health through employee communication channels, delivering holistic health and wellbeing support, promoting initiatives such as R U OK (are you OK?) Day, and offering counselling through the employee assistance provider.

A DIVERSE, INCLUSIVE, AND RESPECTFUL WORKPLACE

As an agency committed to outcomes for all Queenslanders, it is important that the Treasury workforce represents the communities it serves, inclusive of different ages, gender identities, races, cultures, sexualities, and those with disabilities and family responsibilities.

The Diversity and Inclusion Employee Network, as well as the Executive Leadership Team, champion gender equity, all abilities, workplace support for domestic and family violence, Indigenous employment, cultural diversity, LGBTIQ+, and generational diversity, which are the themes of the Treasury Inclusion and Diversity Strategy.

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Throughout the year across Treasury's Health, Wellbeing and Diversity calendar of events, employees are educated about the value of diversity and inclusion in communities, through alignment with state, national, and international events including:

- celebrating International Women's Day and Queensland Women's Week
- participating in activities to end domestic and family violence such as the Darkness to Daylight run and White Ribbon Day
- building respectful relationships with Aboriginal peoples and Torres Strait Islander peoples in National Reconciliation Week and celebrating their achievements during NAIDOC Week
- encouraging employees to 'bring their whole self' to work through Wear It Purple Day
- demonstrating the abilities of people with a disability through Disability Action Week
- embracing all generations in the workforce.

To support the diverse needs of employees, the 1 William Street workplace includes private facilities which allow working mothers to express and employees to care for their dependents. Private rooms for prayer are also provided.

LIVING OUR VALUES

Treasury has incorporated the Queensland public service values into its cultural pillars, which drive its business model:

Values

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

Cultural pillars

- Client centricity
- Collaboration
- Collective responsibility
- Continuous improvement

These values are at the heart of Treasury's identity as a workforce, and how employees are able to deliver economic growth for Queensland's economy and improve the wellbeing of all Queenslanders. Treasury puts customers first through being client centric, employees empower themselves and unleash potential through collaboration, they show courage through taking collective responsibility, and they put ideas into action through continuous improvement.

Treasury upholds the Code of Conduct for the Queensland Public Service, the blueprint for its work as a public sector agency. 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 when required messaging about the code is reinforced with existing employees. Treasury also publishes resources to help employees model ideal professional behaviour, manage conflicts of interest, and appropriately engage in community or charitable activities in the workplace.

In 2018, Treasury will participate in a review of the Code of Conduct, with a view to a new code in late 2018.