

OUR PEOPLE

Empowering our people, now and into the future

Our people are Treasury's greatest strength. That is why 'empowering our people' remains a strategic priority for our organisation. In 2015–16 Treasury continued to deliver a range of established programs to attract, retain and develop our people. We also embarked on a larger scale transformation earmarked for 2016–17. The One Treasury: Agency Excellence Reform Program will ensure Treasury's structure, culture and ways of working are aligned to best meet the evolving needs of our clients and stakeholders. It will target the expertise of our people towards the priority objectives for the Queensland Government by emphasising a partnering approach to how we engage with line agencies. Strong relationships across government, deep sectoral knowledge and clear, strategic goals for key policy areas will ensure we achieve our purpose to grow the Queensland economy and improve the wellbeing of all Queenslanders. Agency Excellence will also leverage improved workflows enabled by the open floorplan of the 1 William Street building to which Treasury will relocate in late 2016.

Building capability

Developing future leaders

In 2015–16 we delivered our second Great Leaders Program, welcoming 12 employees into the professional development program. Great Leaders, developed in partnership with Queensland University of Technology, draws on leading insights from business and neuroscience to coach high performing employees to realise their leadership potential. We also encouraged our people to make use of the Public Service Commission's leadership development opportunities which support professional growth of team leaders and supervisors through to executives.

Working as a leadership team

As well as developing individuals as leaders, we focused on developing our senior executives as a leadership team. A quarterly Senior Leadership Team (SLT) forum was introduced during the year, bringing together Treasury's top 55 executives to learn more about department-wide priorities and discuss opportunities to support the ongoing transformation of Treasury. These forums will continue in 2016–17 as our SLT works together to refine and implement the Agency Excellence transformation.

Challenging our thinking

Innovation remains an important focus for Treasury and in 2015–16 we introduced a pro bono speaker series to expose our workforce to thought leaders from diverse fields. Dr Stefan Hajkiewicz, from CSIRO's Data 61, shared insights on emerging global megatrends. These are gradual yet powerful trajectories of change that demand attention today. Successful business woman Margie Seale, non-executive director of Telstra Corporation and former CEO of Random House Australia, also addressed Treasury employees. She discussed the challenge of driving a customer focus by 'eating your own dog food', as tech companies have come to call the practice of standing in your customers' shoes. The series will continue in 2016–17 to inspire innovative thinking from our people.

Striking a balance

We want our workforce to reflect the Queensland communities we exist to support. Cultural diversity and gender diversity are two areas under the spotlight for Treasury.

Cultural diversity

In 2016–17 Treasury will explore ways to employ more Aboriginal and Torres Strait Islander people in our workforce. This will focus on adapting our strategies for graduates, scholarships and vacation employment. Focusing on early career attraction is considered critical to influence students to choose a finance or economics path they may not have otherwise considered.

Gender parity

In 2015–16 Treasury looked critically at the issue of gender parity. While our workforce gender balance is evident up to middle management level, there are fewer women than men in senior officer and senior executive service positions. We now have a dedicated Women's Reference Group, chaired by Deputy Under Treasurer Mary-Anne Curtis, to address this issue. The group consulted with employees throughout the year to identify perceived career barriers for women. As a result, initiatives are being developed to promote flexible work practices, increase visibility of senior women and support management of career pauses including maternity leave. These initiatives will continue to roll out in 2016–17.

will be supported to learn about different aspects of our business over their 12 month program. We also awarded three GRADStart scholarships, which included financial support for study, paid work placements and entry in our graduate program upon completion of tertiary studies.

We also continued our scholarship program for the University of Queensland's Bachelor of Occupational Health and Safety Science degree. Since 2010 the Office of Industrial Relations has awarded five high performing students with financial assistance, a vacation work placement and one year's work with Work Health and Safety Queensland. Investing in our graduates is key to developing Queensland's next generation of thinkers and leaders. Each year we review our program to consider the evolving needs of our organisation and students' preferences for early career development.

Achieving high standards

Our graduates vote us top employer

In 2016 the Australian Association of Graduate Employers ranked Treasury 29th in its list of the 75 best graduate employers in Australia. This means our graduates believe our GRADStart program is one of the best in the country.

In 2015–16 Treasury welcomed 39 new graduates who

Our workforce at a glance

At the end of the year, our workforce comprised:

1,876
people

1,802.94
full-time
equivalent
staff

245
part-time
staff

Includes staff in Motor Accident Insurance Commission and the Nominal Defendant. Represents employees active and paid in final pay of 2015–16 financial year.

OUR PEOPLE

Living by our ethics and values

As reported on page 6, Treasury adheres to the Queensland public service values which guide our behaviour and the way we do business. These values are:

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

Furthermore 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 existing staff will next receive refresher training in late 2016. In addition to the Code of Conduct, we published 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 doing 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, safety and wellbeing

Treasury manages the health and safety of its employees through the Work Health and Wellbeing Strategy. This strategy incorporates traditional work health and safety approaches and integrated human resource strategies to decrease exposure to harm and continuously improve in organisational health management. In 2015–16 we implemented a range of activities including rehabilitation and return to work case management, flu vaccinations, resilience and anti-bullying training, and information sessions on health, fitness and wellbeing.

Treasury has expanded accountabilities for safety across government and Queensland since the Office of Industrial Relations joined the department in 2015. This has lifted the profile of workplace safety across the department with all Treasury staff encouraged to support key events including a breakfast with safety ambassador Shane Webcke to kick off Safe Work Month in October 2015. In 2015–16 Treasury recorded six lost time injuries, a decrease from seven in 2014–15. The Office of Industrial Relations was still covered by the Department of Justice and Attorney-General (DJAG) WorkCover policy in 2015–16 and its safety performance is therefore reported as part of the DJAG Annual Report.

Family violence: not now, not ever

As the state's largest employer, the Queensland Government has the ability to engage its widespread workforce to influence culture and attitudes that underpin violence in our community. As such, Treasury supports the Queensland Government's Not Now, Not Ever campaign aimed at tackling family and domestic violence. Across Treasury, awareness raising and training programs were delivered in 2015–16. Employees also showed their personal commitment to ending domestic and family violence by supporting the Darkness to Daylight challenge run in May. Under Treasurer Jim Murphy joined 50 other Treasury employees taking part in the overnight event which made a public show of support for those experiencing family violence.

Workforce composition

	Number	Percentage of workforce ⁽³⁾
Men	891	47.49%
Women	985	52.51%
Aboriginal and Torres Strait Islanders	24	1.28%
People from non-English speaking backgrounds	238	12.69%
People with disability	27	1.44%
Women in middle and upper management (AO7 - AO8) ⁽¹⁾	198	49.13%
Women in senior officer and senior executive service positions (SO-CEO) ⁽²⁾⁽⁴⁾	58	41.13%
Average annual earnings by men (proportional salary)		\$97,007
Average annual earnings by women (proportional salary)		\$82,662
Redundancy ⁽⁵⁾	1	\$41,268.11

⁽¹⁾ Represents 10.55% of total workforce.

⁽²⁾ Represent 3.09% of total workforce.

⁽³⁾ Percentage of total workforce or demographic cohort.

⁽⁴⁾ Includes judiciary appointed to Queensland Industrial Relations Commission.

⁽⁵⁾ No retrenchments were paid during the period.

Total staff by gender and classification



We make a difference – at work, in the community

Are Janine and Simon our future leaders?

Janine Inglis and Simon Fraser know who they are and where they need to go to reach their career goals. Both were handpicked for our second Great Leaders Program, our high quality, purpose-built leadership development program created with the QUT Graduate School of Business.



A loud and clear statement about domestic violence

Treasury's people joined their colleagues and leaders across government – including Under Treasurer Jim Murphy – in the Darkness to Daylight challenge in May 2016. They all ran in a public show of support for those experiencing family violence.





Planning for tomorrow today

At the Infrastructure Sustainability Council of Australia's annual sustainability conference in October 2015, Treasury Fiscal Director David Jackson made a case for incorporating the wellbeing of future generations in today's resource decisions. "Making the right decisions now means we can accommodate the needs of current and future generations," David explained.

Outstanding community spirit

Treasury graduate Kate Moynihan received an Australia Day Achievement Medallion for her vital work for the Australian Cervical Cancer Foundation. Kate was recognised for her work in visiting local secondary schools to educate students on preventing and treating cervical cancer, and on safe sexual behaviour.



Scholarship the key to Matt's success

For Master of Economics graduate Matt Kelly, a Treasury GRADStart Scholarship was the key to a long-held goal. "Since starting my degree I have wanted to work at Treasury, and I want to take advantage of every opportunity I get here," Matt explained.