

Helen Gilmore

From: Nicola Busch
Sent: Tuesday, 2 February 2021 11:11 AM
To: Russell Bowles; Nicola Busch
Subject: Leadership approach to flexibility

Follow Up Flag: Follow up
Flag Status: Completed

Categories: Nicola



To all QAS Leaders, Supervisors and Managers

As you would all be aware, throughout 2020, as an organisation, we focused significantly on workplace culture. We placed emphasis on communicating our expectations to our employees and, in particular through QAS RESPECT, the Fair and Inclusive Practice Network, and the centralisation of flexible work applications, we clearly defined our values and expectations for the QAS culture. As a public service entity and professional health organisation, our culture is not defined by our individual values, rather there are clear priorities, strategies, directions, policies and legislation, the public sector must adhere to.

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Today, I want to again define my expectations around flexibility: Creating a flexible workplace that allows employees to be considered as individuals will prove to be a necessity as we strive to meet the complex challenges that will face health systems in the years ahead. There is no future for the QAS that does not revolve around flexible work for our workforce. In fact, we will be better able to meet our operational needs going forward if we take into account all the diverse requests of our employees and allow rosters to be designed around them. We continue to receive a wide variety of shift pattern requests, including many night only requests.

The Industrial Relations Act states that every employee has the right to request a flexible work arrangement and that anything less than a full approval can only occur on reasonable grounds. The Act does not impose an obligation on an employee to negotiate or be flexible with us, but rather challenges the workplace to find a way to make the actual request work. In championing flexible work, we all will see better employee-employer relationship, decreased absenteeism and enhanced engagement.

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placed under different conditions or treated adversely due to applying for a request, which they are lawfully making and which we, as an organisation, are actively supporting them to make.

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We are in the midst of this journey and we need to remember that policies and procedures relating to the management of employees are of equal importance to our clinical management; directions in this space cannot be ignored or resisted on personal objections or bias to past practices. Thank you for your support, collaboration and role in championing a respectful, flexible, fair and inclusive workplace. I look forward to seeing you innovatively contributing to our flexibility journey.

Regards

Russell Bowles ASM
Commissioner | Queensland Ambulance Service | Department of Health



Helen Gilmore

From: Nicola Busch
Sent: Tuesday, 2 February 2021 11:15 AM
To: Russell Bowles; Nicola Busch
Subject: DRAFT email - LASN Manager approach to flexibility

Follow Up Flag: Follow up
Flag Status: Completed

Categories: Nicola



To All LASN Managers

Throughout 2020, as an organisation, we have focused significantly on workplace culture. Multiple initiatives were implemented, clearly defining our values and vision for the QAS.

I have attached an email I will be sending to all supervisors and managers later today reiterating again my expectations regarding our workforce culture, particularly in the flexibility space. I recognise that this journey to increasing flexibility has, and will continue to be surprising/confronting, for some of this cohort. Arguably, it will be particularly difficult for those who continue to focus on what was, as opposed to what needs to be.

When I look ahead to the future of health systems, there is much that is uncertain. However, I am confident that flexibility is not only here to stay but it is an imperative that will enable us to meet the increasing challenges in the years ahead.

I expect that through your perseverance, and clear consistent messaging that you will be able to bring your team along on this journey and ensure that their professional conduct always supports the values, beliefs, and priorities of the organisation. We cannot continue to allow personal values to negatively impact on the QAS culture or accordingly, our strategy in this space. Supervisors and managers set the tone for our workforce and we need our team working together to improve culture and organisational performance in this space.

Finally, I remind you that as you work on this, you must particularly focus on ensuring that there is no element of discrimination of workers based on their flexible work status. A flexible work request is a lawful request under the Industrial Relations Act but, more than that, it is something we are actively supporting and, thus we will not continue to force changes in conditions based on the request. Whilst I realise this stance means that you are required to immediately cease a number of practices that have been in existence, such as frequently changing the start station for flexible workers when we do not for others, correcting our path now is not optional:

- It will ensure we meet our legal obligations and properly protect a rapidly increasing portion of our demographic.
- It will set us on the correct trajectory to build a healthy organisational culture where we demand a respectful environment for each and every staff member.
- It will provide the stimulus to concurrently embed flexibility into core rostering systems throughout the State.

The QAS's future lies in flexibility. I have faith in your ability to make your team partners in embedding flexibility and seeking innovative solutions to meet our workforce's needs. Please speak to myself, the Deputy Commissioner's or my team, if you have questions or would like further clarity on our future in this space.

Regards

Russell Bowles ASM
Commissioner | Queensland Ambulance Service | Department of Health



RTI RELEASED

Helen Gilmore

From: Russell Bowles
Sent: Tuesday, 2 February 2021 4:27 PM
To: QAS LASN Managers
Cc: QAS COSE
Subject: LASN Manager approach to flexibility

Follow Up Flag: Follow up
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Commissioner | Queensland Ambulance Service | Department of Health



RTI RELEASE

Helen Gilmore

From: Russell Bowles
Sent: Tuesday, 2 February 2021 5:03 PM
To: Russell Bowles
Cc: QAS LASN Managers; QAS COSE
Subject: Leadership approach to flexibility

Follow Up Flag: Follow up
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RTI RELEASE

Helen Gilmore

From: Russell Bowles
Sent: Tuesday, 2 February 2021 5:18 PM
To: Russell Bowles
Subject: Leadership approach to flexibility

Follow Up Flag: Follow up
Flag Status: Completed

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RTI RELEASE

Helen Gilmore

From: Russell Bowles
Sent: Tuesday, 2 February 2021 5:41 PM
To: Russell Bowles
Subject: Leadership approach to flexibility

Follow Up Flag: Follow up
Flag Status: Completed

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RTI RELEASE

Helen Gilmore

From: Dee Taylor-Dutton
Sent: Wednesday, 3 February 2021 8:56 AM
To: Russell Bowles
Subject: RE: LASN Manager approach to flexibility

Follow Up Flag: Follow up
Flag Status: Completed

Categories: Nicola

Good message.

Regards

Dee



Dee Taylor-Dutton ASM

Deputy Commissioner, Statewide Operations
 Queensland Ambulance Service | Department of Health
 Emergency Services Complex, Cnr Park & Kedron Park Roads, Kedron Q 4031
 GPO Box 1425, Brisbane Q 4001
 T: 07 3635 3732
 E: dee.taylor-dutton@ambulance.qld.gov.au | www.ambulance.qld.gov.au
 V: dtaylordutton@video.dcs.qld.gov.au | <https://twitter.com/QASDeputyDTD>



The Queensland Ambulance Service acknowledges the traditional owners and custodians of the land and seas, and pays respects to Elders, past, present and emerging.



*Not Now.
 Not Ever.
 Together.
 Working to
 end Domestic
 and Family
 Violence*

From: Russell Bowles <Russell.Bowles@ambulance.qld.gov.au>
Sent: Tuesday, 2 February 2021 4:27 PM
To: QAS LASN Managers <QASLASNMANAGERS@ambulance.qld.gov.au>
Cc: QAS COSE <QASCOSE@ambulance.qld.gov.au>
Subject: LASN Manager approach to flexibility



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Commissioner | Queensland Ambulance Service | Department of Health



Helen Gilmore

From: Kelly-Anne McGruer
Sent: Thursday, 4 February 2021 9:03 AM
To: Russell Bowles
Subject: RE: LASN Manager approach to flexibility

Follow Up Flag: Follow up
Flag Status: Completed

Categories: Nicola

Hey,

Is it okay to send this to some of the FIPNs? Some conversations that I think it will help with

From: Russell Bowles <Russell.Bowles@ambulance.qld.gov.au>
Sent: Tuesday, 2 February 2021 4:27 PM
To: QAS LASN Managers <QASLASNMANAGERS@ambulance.qld.gov.au>
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Helen Gilmore

From: Russell Bowles
Sent: Monday, 15 February 2021 4:34 PM
To: QAS OIC St George; QAS OIC Injune; QAS OIC Dirranbandi; QAS OIC Charleville; QAS OIC Mitchell; QAS OIC Surat; QAS OIC Cunnamulla; QAS OIC Roma
Subject: FW: Leadership approach to flexibility

Good Afternoon

Apologies you did not receive this email sooner as it appears as though not all distribution lists have worked correctly, please see below email sent to QAS supervisors on flexibility.

Regards

Russell



Russell Bowles

Commissioner
 Queensland Ambulance Service | Department of Health
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To all QAS Leaders, Supervisors and Managers

As you would all be aware, throughout 2020, as an organisation, we focused significantly on workplace culture. We placed emphasis on communicating our expectations to our employees and, in particular through QAS RESPECT, the Fair and Inclusive Practice Network, and the centralisation of flexible work applications, we clearly defined our values and expectations for the QAS culture. As a public service entity and professional health organisation, our culture is not defined by our individual values, rather there are clear priorities, strategies, directions, policies and legislation, the public sector must adhere to.

I recognise that some of the work in this space may come as a surprise or, as some have unfortunately reported, be confronting. This is particularly the case for those who focus on what was, as opposed to what needs to be. The QAS seeks a respectful, flexible, fair and inclusive culture. We value our workforce and we want to meet their needs as individuals; this in turn will allow them to better care for our patients. There should be no confusion around this or your requirement as supervisors and managers to deliver on your responsibilities in this space and support the QAS strategy.

Today, I want to again define my expectations around flexibility: Creating a flexible workplace that allows employees to be considered as individuals will prove to be a necessity as we strive to meet the complex challenges that will face health systems in the years ahead. There is no future for the QAS that does not revolve around flexible work for our workforce. In fact, we will be better able to meet our operational needs going forward if we take into account all the

diverse requests of our employees and allow rosters to be designed around them. We continue to receive a wide variety of shift pattern requests, including many night only requests.

The Industrial Relations Act states that every employee has the right to request a flexible work arrangement and that anything less than a full approval can only occur on reasonable grounds. The Act does not impose an obligation on an employee to negotiate or be flexible with us, but rather challenges the workplace to find a way to make the actual request work. In championing flexible work, we all will see better employee-employer relationship, decreased absenteeism and enhanced engagement.

Our current flexible workers have been willing to recognise their needs as individuals and ask the QAS for roster patterns that enable them to bring their better selves to work; they are actually pioneering our way forward as their requests allow us to more fully understand our workforce's needs and design our future around them. It is incumbent on you as supervisors and managers to ensure these workers remain a part of the team. They are in no way to be placed under different conditions or treated adversely due to applying for a request, which they are lawfully making and which we, as an organisation, are actively supporting them to make.

I remind you again, as a leader, supervisor or manager, it is your responsibility to act in accordance with both the government and the QAS priorities and initiatives. The QAS is going to continue to embed flexibility across rostering systems to ensure all employees can have input into how they are rostered.

We are in the midst of this journey and we need to remember that policies and procedures relating to the management of employees are of equal importance to our clinical management; directions in this space cannot be ignored or resisted on personal objections or bias to past practices. Thank you for your support, collaboration and role in championing a respectful, flexible, fair and inclusive workplace. I look forward to seeing you innovatively contributing to our flexibility journey.

Regards

Russell



Russell Bowles

Commissioner

Queensland Ambulance Service | Department of Health

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Helen Gilmore

From: Nicola Busch
Sent: Thursday, 25 February 2021 12:47 PM
To: Russell Bowles
Cc: Kelly-Anne McGruer
Subject: FW: Update | FWA Summary Report 25 February 2021
Attachments: FWA Application Summary Report 25.02.21.pdf

Importance: High

Follow Up Flag: Follow up
Flag Status: Completed

Categories: Nicola

Hi Russell

Further to our recent discussion, the attached shows a summary of FWA applications received to date noting not all are new, but renewals of pre-existing agreements.

We've been averaging 52 per week since the centralisation process started.

Please do not hesitate to contact me should you require any further information or wish to discuss.

Regards



Nicola Busch

Acting Director
 Executive Services | Office of the Commissioner
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 GPO Box 1425 Brisbane Q 4001
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From: Renee Kane <Renee.Kane@ambulance.qld.gov.au>
Sent: Thursday, 25 February 2021 11:48 AM
To: Kelly-Anne McGruer <Kelly-Anne.McGruer@ambulance.qld.gov.au>; Conor Fardon <Conor.Fardon@ambulance.qld.gov.au>; Claire Pass <Claire.Pass@ambulance.qld.gov.au>; Laura Wheeler <Laura.Wheeler@ambulance.qld.gov.au>; Nicola Busch <Nicola.Busch@ambulance.qld.gov.au>; Melissa Blackmore <Melissa.Blackmore@ambulance.qld.gov.au>; Vicki Puplett <Vicki.Puplett@ambulance.qld.gov.au>
Subject: Update | FWA Summary Report 25 February 2021
Importance: High

Hello,

Please find attached the updated FWA Summary Report for the 25 February 2021.

A total of **634 FWA Applications**.

New interesting fact I worked out... we received on average **52 FWA Applications a week** since going live on 4 December 2020.

Could someone please check with K-A whether she needs this printed and handed to her in a meeting which started at 11.30am. I tried K-A!!!

Thanks Conor for your help with M/F!!!

Cheers Renee



Renee Kane

Senior HR Consultant (Mon-Thurs)

Fair and Inclusive Practice Unit | Office of the Commissioner

Queensland Ambulance Service | Department of Health

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The Queensland Ambulance Service acknowledges the traditional owners and custodians of the land and seas, and pays respects to Elders, past, present and emerging.



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Helen Gilmore

From: Nicola Busch
Sent: Tuesday, 23 March 2021 8:26 AM
To: Russell Bowles
Subject: FW: Updated | FWA Summary Report - 22 March 2021
Attachments: FWA Application Summary Report 22.03.21.pdf

Categories: Nicola

FYI

From: Renee Kane <Renee.Kane@ambulance.qld.gov.au>
Sent: Monday, 22 March 2021 5:59 PM
To: Kelly-Anne McGruer <Kelly-Anne.McGruer@ambulance.qld.gov.au>; Nicola Busch <Nicola.Busch@ambulance.qld.gov.au>
Subject: Updated | FWA Summary Report - 22 March 2021

Hey team,

Please find the updated FWA Summary Report for 22 March 2021.

Interesting:

- 924 total applications
- 644 FWA have been approved in full
- 62 applications on average, received a week. (In January 2021, we were receiving on average 33 applications a week).
- 523 are new arrangements

Cheers Renee

PS: Please note Male/Female hasn't been updated this report, as this needs to be done manually.

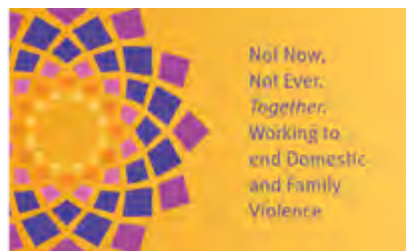


Renee Kane

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*Not Now,
 Not Ever.
 Together,
 Working to
 end Domestic
 and Family
 Violence*

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RTI RELEASE



Flexible Work Arrangement (FWA) Application Summary Report

As of 4.00pm Monday 22 March 2021

924 Total FWA Applications received via Mach Form
16.6% of QAS workforce (5564 head count)

On average
62 applications
have been
received per week
(15 weeks since live)

Mincor = 914 entries

FWA decisions:

No.	Decision
644	Approved
52	Partially approved or subject to conditions
7	Refused
36	FWA Applications withdrawn: <ul style="list-style-type: none">3 FWA Applications withdrawn after approved2 FWA Applications withdrawn after partial approval

FWA MINCOR system update:

No.	Status
584	Finalised FWA Arrangements
330	FWAs currently with LASN/ Business Unit/ OOC/ HR Services

FWA decisions provided within legislative timeframes:

No.	Status
809	Yes (Met or is currently meeting external timeframes of 21 days FWA and 14 days Parental Leave)
105	No (Exceeded external timeframes of 21 days FWA and 14 days Parental Leave)

FWA internal timeframes:

No.	Status
729	On Time (Met or is currently meeting internal timeframes of 14 days FWA and 9 days Parental Leave)
186	Overdue (Exceeded internal timeframes of 14 days FWA and 9 days Parental Leave)
29	FWA extensions requested

Mach Form = 924 applications

Employees are applying under*:

No.	QAS HR Procedure
853	Flexible Work Arrangement
94	Parental Leave (Return to work part-time following parental leave. This also applies if extending/altering an existing arrangement and your child/children are under school age.)

* Some employees selected both

Employees have requested:

No.	Arrangement Type
523	New flexible arrangement
107	Continuation of an existing arrangement <i>(new field added January 2021)</i>
192	Modify an existing arrangement permanently
15	Modify an existing arrangement temporarily (less than 3 months)
85	Modify an existing arrangement temporarily (more than 3 months)
2	Other

Type of FWA requested*:

No.	FWA Type
319	Flexible Part-time
452	Flexible Full-Time
57	Job-Share
24	Telecommuting
55	Compressed Hours
99	Flexible Shifts
133	Specified Hours <i>(new field added January 2021)</i>
21	Phased/Transition to Retirement

* Some employees selected multiple types

Who is applying:

No.	Position
676	Advanced Care Paramedic/Paramedic
16	Officer in Charge
27	Critical Care Paramedic
98	Emergency Medical Dispatcher
28	Patient Transport Officers
79	Other

Gender breakdown:

No.	Position
X	Female
X	Male

Is the request due to a health condition?

No.	Response
43	Yes <i>(new field added January 2021)</i>
865	No
16	Unknown

Applications per LASN:

No.	LASN/Central Office
1	LASN 01 Cape York TSNP
54	LASN 02 Cairns and Hinterland
3	LASN 03 North West
21	LASN 04 Townsville
7	LASN 05 Mackay
2	LASN 06 Central West
32	LASN 07 Central Queensland
26	LASN 08 Wide Bay
4	LASN 09 South West
39	LASN 10 Darling Downs
106	LASN 11 Sunshine Coast
74	LASN 12 West Moreton
116	LASN 13 Metro North
222	LASN 14 Metro South
57	LASN 15 Gold Coast
102	LASN 16 OpGen
27	Corporate and Statewide Services
3	Office of the Commissioner
16	Office of the Medical Director
12	Statewide Operations

Current employment arrangement*:

No.	Work Pattern
537	Rotational shift roster
397	Specified work hours

*Some employees selected both



Flexible Work Arrangement Application Summary Report

As of 10.30am Thursday 25 February 2021

634 Total Flexible Work Arrangements (FWA) Applications received
10.4% of QAS workforce (5571 head count)

Average of
52 applications
received per week
(12 weeks since live)

FWA decisions:

No.	Decision
436	Approved
22	Partially approved or subject to conditions
3	Refused
15	FWA Applications withdrawn

FWA system update:

No.	Status
329	Finalised FWA Agreements
304	FWAs currently with LASN/Business Unit/OOC

FWA decisions provided within legislative timeframes:

No.	Status
604	Yes (Met or is currently meeting external timeframes of 21 days FWA and 14 days Parental Leave)
30	No (Exceeded external timeframes of 21 days FWA and 14 days Parental Leave)

FWA internal timeframes:

No.	Status
536	On Time (Met or is currently meeting internal timeframes of 14 days FWA and 9 days Parental Leave)
98	Overdue (Exceeded internal timeframes of 14 days FWA and 9 days Parental Leave)
21	FWA extensions requested

Employees are applying under*:

No.	QAS HR Procedure
580	Flexible Work Arrangement
69	Parental Leave (Return to work part-time following parental leave. This also applies if extending/altering an existing arrangement and your child/children are under school age.)

* Some employees selected both

Employees have requested:

No.	Arrangement Type
334	New flexible arrangement
80	Continuation of an existing arrangement (new field add January 2021)
142	Modify an existing arrangement permanently
12	Modify an existing arrangement temporarily (less than 3 months)
64	Modify an existing arrangement temporarily (more than 3 months)

Type of FWA requested*:

No.	FWA Type
256	Flexible Part-time
281	Flexible Full-Time
41	Job-Share
19	Telecommuting
47	Compressed Hours
82	Flexible Shifts
71	Specified Hours (new field add January 2021)
13	Phased/Transition to Retirement

* Some employees selected multiple types

Who is applying:

No.	Position
414	Advanced Care Paramedic/Paramedic
9	Officer in Charge / Operations Centre Supervisor
18	Critical Care Paramedic
73	Emergency Medical Dispatcher
16	Patient Transport Officers
104	Other

Gender breakdown:

No.	Position
360	Female
270	Male

Is the request due to a health condition?

No.	Response
31	Yes (field add January 2021)
592	No
11	Unknown

Applications per LASN:

No.	LASN/Central Office
0	LASN 01 Cape York TSNP
39	LASN 02 Cairns and Hinterland
3	LASN 03 North West
13	LASN 04 Townsville
3	LASN 05 Mackay
2	LASN 06 Central West
24	LASN 07 Central Queensland
20	LASN 08 Wide Bay
2	LASN 09 South West
23	LASN 10 Darling Downs
79	LASN 11 Sunshine Coast
45	LASN 12 West Moreton
73	LASN 13 Metro North
162	LASN 14 Metro South
26	LASN 15 Gold Coast
73	LASN 16 OpCen
23	Corporate and Statewide Services
3	Office of the Commissioner
12	Office of the Medical Director
9	Statewide Operations

Current employment arrangement*:

No.	Work Pattern
354	Rotational shift roster
290	Specified work hours

**Some employees selected both*