

# Our people

## Workforce profile

Queensland Health employed 75,172.22 full-time equivalent (FTE) staff at the end of 2014–15. Of these, 10,460.56 FTE staff were employed by and worked in the department, including 4028.50 FTE staff in the Queensland Ambulance Service.

The remaining 64,711.66 FTE staff were either:

- engaged directly by Hospital and Health Services (HHSs)
- employed by the department and contracted to HHSs under a service agreement between the Director-General and each HHS.

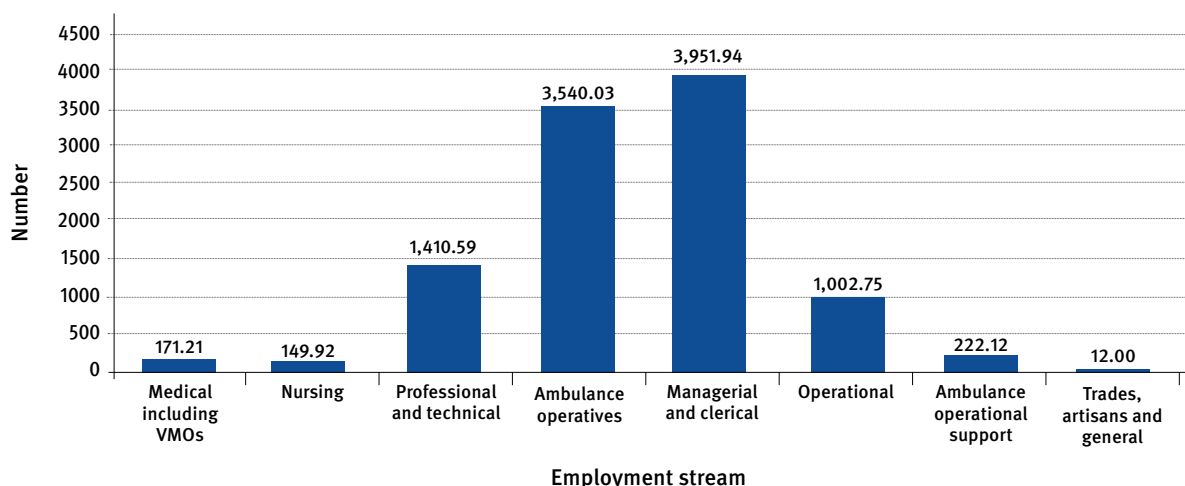
Approximately 37.78% of staff working in the department are managerial and clerical employees and 33.84% are ambulance operatives.

In 2014–15, the average fortnightly earnings for staff working in the department was \$3217.37 for females and \$4270.84 for males.

The department's separation rate for 2014–15 was 4.64% and describes the number of FTE permanent employees who separated during the year as a percentage of FTE permanent employees.

**Table 9: Department of Health workforce profile—appointment type and gender**

2014–15 FTE staff	Permanent	Temporary	Casual	Contract	Total
Female	4,357.16	930.68	38.86	89.33	5,416.03
Male	4,199.13	663.57	63.01	118.82	5,044.53
Total	8,556.29	1,594.25	101.87	208.15	10,460.56



**Figure 4: Department of Health workforce profile—employment stream**

## Recruitment services

### Recruit for Fit

In 2014–15, a new recruitment model—*Recruit for Fit*—was introduced to ensure the department attracts and assesses candidates based on:

- organisational and role fit
- the department’s success factors (communication, collaboration, change management, influencing, capability development, performance and innovation)
- public service values.

Under the new model, managers are provided with a single point of contact (centralised recruitment team) and receive ongoing assistance from a specialist throughout the recruitment lifecycle. During the financial year, 92 staff were employed under the new model.

### e-Recruitment system

The department adopted enhanced capability of the e-Recruitment system—*Springboard*—to ensure online applications are simple and easy to submit. During the reporting period, the department made one executive and 91 non-executive offers of employment.

### Pre-employment screening

Pre-employment screening processes for the department were further refined and streamlined, including system enhancements to support pre-employment criminal history checking. During 2014–15, the department undertook 2032 criminal history checks, four aged care checks and two corrective services checks. Eleven applicants were identified as potential risks and required further review regarding employment suitability.

### Employee on-boarding

An on-boarding program was introduced to support all new department employees. This incorporated a new online learning module, intranet page with tools to support line managers, and employees and a one-day face-to-face orientation session delivered to new staff within the first month of their employment.

## Fitting in with the team



A new recruitment model—*Recruit for Fit*—was implemented to attract and recruit the right talent based on role and organisation fit.

In December 2014, a project team was established to:

- design the recruitment model and supporting educational material
- create new Queensland Health intranet webpages
- enhance the e-Recruitment system—also known as *Springboard*
- facilitate hiring manager information sessions.

The new model has resulted in greatly reduced time between job applications and hire.

The department will continue to develop strategic recruitment services to meet future workforce needs, with *Recruit for Fit* as the foundation framework.



## Employee opinion survey

The department participated in the whole-of-government 2014 *Working for Queensland employee opinion survey*, achieving an overall survey response of 55%.

The 2014 survey results:

- were used to measure effectiveness of workforce improvement strategies implemented in response to the 2013 survey results
- saw an increase across all measures (from the previous year) of workplace climate, including agency engagement, job engagement and job satisfaction

- identified organisational leadership, job empowerment, and learning and development as key drivers of employee engagement for the department.

Initiatives implemented to respond to the survey results include:

- further delivery of programs designed to enhance the skills of executives, leaders and supervisors as part of the *Leadership development strategy*
- development of leader profiles to articulate the behaviours expected of all leaders and enhance organisational leadership.

In April 2015, the department participated in the 2015 survey, achieving a response rate of 64%. Survey results will be available in July 2015 and will inform the development of initiatives aimed towards improving the workplace climate of the department.

## Flexible work arrangements

The department values the contribution of workers with family responsibilities and is committed to supporting employees in achieving a work-life balance through a range of flexible working options and leave provisions, including:

- part-time work
- job sharing
- purchased leave
- special leave
- parental leave
- work and breastfeeding (including lactation) breaks
- carer's leave
- telecommuting
- flexible working hours.

The department has 1647 part-time employees and more than 86.75% of these are females.

Flexible work arrangements form part of the department's response to provide a supportive and safe workplace for employees affected by domestic and family violence. The expectation that requests for flexible work options from employees experiencing domestic violence are to be supported by managers has been included in associated policy and guidelines.

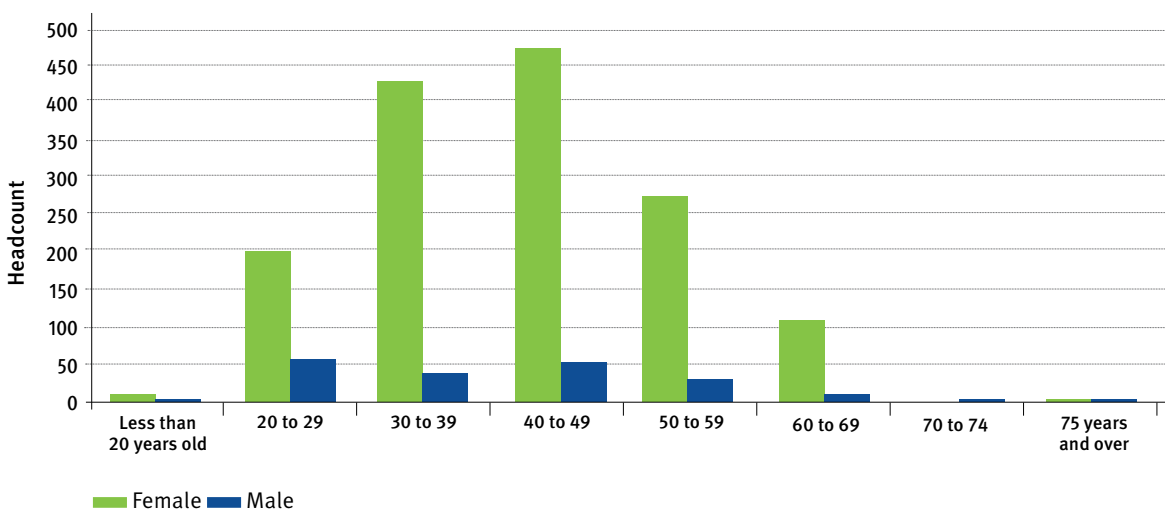


Figure 5: Department of Health part-time employment

## Leadership development

### Leadership development strategy

The department has continued to implement its *Leadership development strategy* to improve the leadership capability of executives, leaders and supervisors across the organisation.

The strategy responds to results from:

- the *Working for Queensland employee opinion survey* which identified leadership as a key driver of employee engagement and an opportunity for improvement
- a staff consultation process, aimed at improving organisational culture, which identified leadership capability as a key action item.

During the reporting period, the department implemented 13 new development programs for executives, leaders and supervisors, which focus on four key priority areas:

- performance management
- change management
- communication
- process improvement.

A multi-day core development program was also delivered to each leadership level, focusing on ensuring a strong foundation of leadership skills across the department.

A total of 104 executives, 476 leaders and 730 supervisors from the department accessed at least one development opportunity under the strategy in 2014–15, and 92% agreed or strongly agreed the content delivered was practical and relevant.

### Leader profiles

The department developed *Leader profiles* for supervisors, leaders and executives that identify current and desired behaviours of leaders at all levels within the organisation. The profiles were customised for the department and were used as tools to define, understand and drive leader performance. The profiles were launched in December 2014 and were implemented across the department, with 360 degree surveys rolled out in January 2015 to assess leader behaviours.

## Diversity and inclusion

The department has a renewed commitment to promoting and applying the principles and values of diversity and inclusion across its workforce and management practices. Diversity and inclusion recognises and values the diversity that exists within our workforce and workplaces and provides an inclusive environment, where:

- people are attracted to work
- employees can perform to the best of their capabilities
- all employees are treated fairly and respectfully.

The *Queensland public sector inclusion champions of change* group was formed to build more constructive and inclusive workplaces, with directors-general from participating agencies, including the department, committed to leading diversity and inclusion in the public sector.

The department has developed and implemented local strategies, including the:

- establishment of a *Department of Health Women's Network*—a pathway for inspiration, change and equality—to inform and support the department to progress towards a more inclusive workplace. The *Women's Network Steering Committee* will oversee the network's activities, and:
  - identify barriers and challenges women experience when endeavouring to progress into more senior roles
  - provide advice to the department on steps that may improve organisational leadership, recruitment, work and family, and advocacy to embed diversity and inclusion into the workplace
  - convene and promote networking and development opportunities for aspiring women leaders, including but not limited to forums, lectures, workshops and mentoring
  - provide development program opportunities to all classification levels across the department
  - establish sub-committees to coordinate specific initiatives.
- inaugural *Aspiring Women Leaders' Summit* which was held on 13 May 2015. The summit provided a platform for inspiration, strategies and practical skills for aspiring women leaders. It brought together a number of world class female and male executives to present on their experiences addressing gender imbalance, as well

as identifying the barriers and challenges faced by women in the department. More than 520 people attended the summit with survey results indicating an average overall satisfaction rating of 9 out of 10.

- *Aspiring Women Leaders' pre-summit workshop* which was held for senior leaders to discuss the barriers and challenges faced by women aspiring to senior leadership positions, and to receive tools, tips and tricks to assist with career progression.

## Prescribed employer

Through amendment of the Hospital and Health Boards Regulation 2012, eight HHSs were prescribed as employers, effective 1 July 2014. This is a key milestone in transforming our health system by providing increased local decision-making and accountability for HHSs.

The *Hospital and Health Boards Act 2011* provides for the Director-General to be responsible for statewide employment and industrial relations. The Director-General remains responsible for setting the terms and conditions of employment for all Queensland Health employees, including remuneration and classification structures, and negotiating enterprise agreements. This ensures equitable pay and consistent conditions for the health workforce and supports seamless mobility of employees across the health system. Employment terms and conditions including pay, superannuation and fringe benefits tax remain unchanged.

## Directives

Under the *Hospital and Health Boards Act 2011*, the Director-General may issue health employment directives about the conditions of employment for health service employees.

A health employment directive was issued to facilitate senior medical officer participation in private practice for an interim period from 1 July 2014 until the revised senior medical staff employment and private practice frameworks were implemented from August 2014.

Two health employment directives remained in place throughout 2014–15 outlining the employment framework and terms and conditions for senior medical staff.

## Review of human resource policies

A review of human resource policies, in consultation with key stakeholders, continued throughout 2014–15 with a further 23 policies reviewed and republished to increase clarity and consistency of application of employee entitlements and conditions.

## Industrial relations framework

The department embarked on a number of industrial relations activities, relating to organisational change, modernisation of industrial awards and the introduction of new employment conditions.

From 1 July 2014, eight HHSs became prescribed as employers in their own right. This changed the dynamic for consultative arrangements across Queensland Health from a central to a devolved model. Significant support and guidance continues to be provided to those HHSs to ensure strong and positive relations are maintained with unions to support the delivery of health services to Queenslanders.

The department engaged with unions to support the Queensland Industrial Relations Commission (QIRC) in the modernisation of awards covering Queensland Health employees. A modern award—the *Health Practitioners and Dental Officers (Queensland Health) Award – State 2014*—was made for health practitioners and dental officers in recognition of the specialised nature of the work performed by these employees.

Changes to employment arrangements for senior medical staff were made in line with government policy. Planning and negotiations also commenced during 2014–15 for replacement certified agreements for health practitioners and dental officers, and medical staff.

Amendments to the *Industrial Relations Act 1999* introduced in Parliament in May 2015:

- paved the way for a return to collective bargaining arrangements for senior medical staff
- provided access to the QIRC for industrial matters which was not previously available
- removed the concept of high income guarantee contracts for senior medical staff.

## Building a sustainable medical workforce

The department is responsible for numerous programs which support the development of a sustainable medical workforce for Queensland, including the annual statewide recruitment campaigns for interns and resident medical officers to enable efficient recruitment by HHSs.

A total of 705 interns and 4346 resident medical officers were appointed to positions for 2015. The number of resident medical officer positions increased by 121 in 2015 (4225 in 2014). While intern positions in 2015 remained at the same level as the 2014 clinical year, 57 international students of Queensland medical schools were selected to an intern position (36 in 2014).

In addition, the department supported networked vocational training pathways for intensive care, adult medicine, paediatrics and child health, geriatric medicine, and palliative medicine. The vocational training pathways are statewide initiatives designed to:

- improve capacity and quality of training
- provide a fair and transparent approach to the selection and allocation of trainees to hospital
- provide efficiency in recruitment, selection and allocation processes
- support and promote the provision of effective and equitable educational and training activities.

Each pathway provides centralised oversight of the selection of trainees and defined hospital and term placements in order to meet individual training requirements determined by the relevant college.

## International medical graduates

The department provided information, programs and support for international medical graduates (IMGs) who were employed by HHSs, and staff that assist doctors to progress through the Australian Medical Council examination process. The department also assisted IMGs to integrate into professional practice in Queensland by upskilling their English language, communication skills, and cultural appropriateness suitable for professional practice in Australia.

The department acknowledges the valuable contribution the international medical workforce provides to Queenslanders.

## Early retirement, redundancy and retrenchment

During 2014–15, nine employees working for the department received redundancy packages. Employees who did not accept an offer of redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements. At the conclusion of this period, and where it was deemed that continued attempts of ongoing placement were no longer appropriate, employees yet to be placed were terminated and paid a retrenchment package. During the period, one employee received a retrenchment package. The total cost of redundancy and retrenchment packages was \$601,698.89.

The government has now released its job security policy which includes no forced redundancies and a commitment to a government workforce.