

# Governance – human resources

## Workforce planning and performance

Our employees are employed under the *Public Service Act 2008* and related industrial instruments aligning with Queensland Public Service Commission policies and directives.

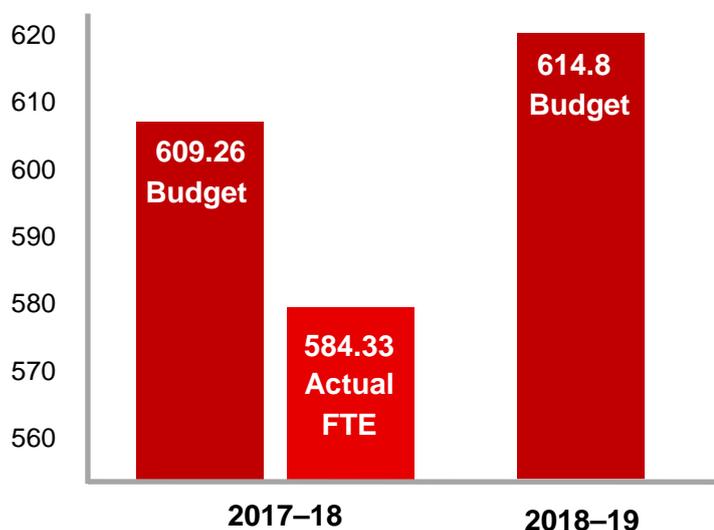
The workforce profile FTE establishment is 584 (as per the Minimum Obligatory Human Resources Information report for the quarter ending 30 June 2018). The Public Trustee employs over 609 staff as headcount. The following table provides a comparison between actual and budgeted FTE for the current period and an estimate for 2018–19.

## Staffing



### Total full-time staff

The total staff profile is fully funded by the Public Trustee at no cost to Government.



For 2017–18, the permanent retention rate was 85.31 per cent and the separation rate was 15.69 per cent. Strategies are in place to proactively manage employee turnover for the organisation.

Work has commenced on the development of a Strategic Workforce Plan to ensure the workforce is best positioned to continue to deliver on our *Strategic Plan 2016–2020* and into the future.

A range of people and capability development strategies and initiatives were implemented in 2017–18 including the:

- development and delivery of the *Evolving Business Capability Conference 2017* to 96 middle and senior managers. This professional development conference focused on creating innovative thinkers and evolving capabilities in an evolving digital environment that encouraged new ways of delivering services aligned with the *Strategic Plan 2016–2020*
- continuous improvement and review of the online mandatory compliance training
- delivery of the Corporate Orientation program delivered every eight weeks to new employees
- delivery of the Leadership and Management Development Program to the second cohort of 27 middle managers commencing in February 2018. This program was developed in partnership with and delivered by QUT

- development and delivery of a technical induction program for 81 employees
- delivery of Level 1 and Level 2 Technical Training to 46 employees
- delivery of a Wills and Enduring Power of Attorney Accreditation Program to 92 employees
- continuing availability of SARAS and other training and development opportunities to employees
- continued implementation of the Queensland Public Service values across the organisation.

We continue to implement talent acquisition and management strategies, to maintain the appropriate skills and capabilities we need in order to ensure quality client service is delivered.

Attracting and retaining an engaged, empowered and flexible workforce remains a key priority for the Public Trustee including valuing diversity and a culture that supports our organisational priorities.

Key policies that were reviewed in 2017–18 include the Work Health & Safety Policy and Procedure which we updated to demonstrate our commitment to providing and maintaining a safe and healthy work environment for all employees, contractors, visitors and clients. Safety and incident prevention has been a focus and an integral part of our responsibilities.

Our key focus areas in 2018–19 for workforce development are:

- developing organisational leadership
- progressing the development of a Strategic Workforce Plan
- introducing effective change management practices across the workforce
- providing training programs and resources
- further embedding our organisational values
- continuing to streamline our recruitment and employment screening processes
- improving performance management processes and systems
- continuing to improve our workplace health and safety framework, policies and processes
- further enhancing workforce and dashboard analytics and reporting to help augment and link the Public Trustee workforce data with trends within the organisation and benchmarking with whole-of-Government workforce data.

## **Early retirement, redundancy and retrenchment**

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No redundancy, early retirement or retrenchment packages were paid during the 2017–18 financial year.