

Our people



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 full-time equivalent establishment is 606.39 (as per the Minimum Obligatory Human Resources Information report for the quarter ending 30 June 2019). The Public Trustee employs over 630 staff as headcount.

For 2018–19, the permanent separation rate was six per cent. Some of the strategies we have in place to proactively retain employees include a structured onboarding program to maximise integration of new employees into the Public Trustee, structured training programs for customer facing staff, access to flexible work arrangements (such as part time return to work programs following parental leave) and supervisor and leadership development options to support career development. Performance Planning and Development discussions provide opportunities for managers to engage with employees by providing feedback, supporting skills development and career growth.

Workforce development

Work commenced in 2018 – 2019 on the development of a Strategic Workforce Plan to ensure our workforce is best positioned to deliver on our *Strategic Plan 2016–2020* and other internal change initiatives.

A review of our current workforce state and profile was undertaken as well as a review of our Client Experience and Delivery Workload Model. Work is continuing internally to progress our workforce planning, which will be ongoing over the next 12 months.

A range of people and capability development initiatives were delivered over the last year to ensure that our employees are supported in our changing work environment, including:

- addressing workforce demand through Attraction, Recruitment and Selection initiatives: reviewing and modernising advertising; updating and revitalising job descriptions; and coaching conversations with selection panels on process and selection techniques
- increasing our employee capability through workforce learning and development initiatives: continuing improvements to our mandatory and refresher compliance training; supporting and delivering the annual leadership conference; and developing specific training for supervisors and managers
- promoting flexible work practices and resourcing through policy and local practices: reviewing human resource frameworks, policy and guidelines; encouraging flexible local work practices in line with Public Service Commission directives and local resourcing requirements; and raising awareness and understanding of everyone's roles and responsibilities to promote a flexible work environment
- improving engagement and retention through workplace culture initiatives: participation in the Working for Queensland Survey and engagement in the Survey Workshops; continual improvement of our corporate orientation based on employee feedback; and approval and

development of our Employee Wellness Program.

Key systems were reviewed in 2018–19 with the finalisation and acquittal of all recommendations from the external Work Health and Safety audit, as well as the completion of the Work Health and Safety Management System. Embracing this system demonstrates 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.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the 2018–19 financial year.