

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 and Office of Industrial Relations' policies and directives.

The workforce profile full-time equivalent establishment is 599.77 (as per the Minimum Obligatory Human Resources Information report for the quarter ending 30 June 2020). The Public Trustee employed 638 employees as headcount.

In 2019–20, the permanent separation rate was 8.88 per cent.

During 2019-20 there was a focus on workforce planning and resourcing for regional offices and the development of short term talent pools. A strategy was implemented to attract suitable entry level candidates with life experience and an affinity towards supporting service delivery in regional offices. Short term talent arrangements are in place for regions outside of south east Queensland. Further work is planned to address requirements within south east Queensland.

Some of the strategies we have in place to proactively retain employees include a structured on-boarding program to maximise integration of new employees into the Public Trustee, structured training programs for customer facing employees, 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.

The Public Trustee has a strong history of promoting gender diversity with the overall gender profile comprising 75 per cent female and 25 per cent male employees. This gender profile exists across all levels of the Public Trustee with the ELT consisting of 70 per cent female and 30 per cent male members.

On 6 March 2020, International Women's Day, the Public Trustee held a diverse workforce panel to discuss the theme #EachforEqual supporting a gender equal world. Our celebration offered staff an opportunity to hear from our panel members about their professional and personal experiences of equality and what it means for them, how they work to raise awareness and take action, as well as celebrate the amazing achievements of the women we work with. The Public Trustee is proud of its workforce diversity.

A key strategy in positioning the Public Trustee for the future of work involved development of the first stage of the learning journey and career map for customer facing employees. This work was undertaken to provide insights to future learning requirements and further support the Customers First initiatives.

The learning map encompasses eight weeks of structured orientation, online and face to face learning for new frontline employees. Online learning materials are progressively being updated to align with changes in legislation and contemporary business requirements including the addition of online Human Rights Act training being added to the suite of new starter learning materials.

Technical training, supervisor and leadership development is also incorporated into the learning journey and career map.

Supervisor development programs continued in 2019-20. These courses are designed for supervisors in the levels of AO4-AO6 and target capability development for new and existing supervisors.

Preliminary work on a new strategy to implement the Lead4Queensland assessment, based on Queensland Public Sector Leadership Competencies, was also progressed.

Development of employees is linked to the Performance Planning and Development framework which provides a mechanism for employees and their manager to set priorities, outline required behaviours and discuss development and career interests. Employees may access a range of opportunities to progress development including mobility through secondments within the Public Trustee or the broader Public Service, undertaking tertiary study, on the job learning and participation in projects.

Further flexibility and support for work life balance is demonstrated in the Public Trustee's significant part time workforce. A total of 74 employees work part time which equates to 11.76 per cent of the workforce.

Apart from access to flexible work arrangements, employee well-being has been promoted through the Employee Wellbeing Program which is built around six key areas of social, physical, financial and emotional well-being, healthy eating, cancer screening and a number of supporting campaigns.

The industrial and employee relations framework incorporates an active approach to consultation with employees and unions. Seven regular Agency Consultative Committee meetings were conducted throughout the year in addition to two extraordinary meetings.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the 2019–20 financial year.