

# Governance – human resources

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## Workforce planning and performance

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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 Public Trustee continues to adhere to the Queensland Government direction regarding attraction, recruitment and selection. This includes continuing our commitment to managing our vacancies in line with the Queensland Government's Savings and Debt Plan for economic recovery. We continue to advertise our roles, promoting inclusivity, diversity in the workplace while ensuring a capable workforce.

Our budgeted establishment for 2020-21 was 636.9 full-time equivalents (FTE). During this year and as per our commitment to the Queensland Government Savings and Debt Plan, our FTE for the quarter ending 30 June 2021 was 578<sup>2</sup> (as per the Minimum Obligatory Human Resources Information [MOHRI] reporting). Our headcount was 610 employees.

In 2020-21, the permanent separation rate was 8.4% reduced from 2019-20 (as per the MOHRI reporting). More than 35% of Public Trustee employees have greater than 10 years' service and more than 13% have been with the Public Trustee for 20 years or more.

The Public Trustee supports its employees' work-life balance through flexible work arrangements such as part-time agreements and working from home options.

- In early 2020 new ways of working from home were introduced and improvements have continued in 2021 in response to COVID-19. Regular communications to employees have also been streamlined with weekly COVID-19 updates, Weekly Wraps from the Public Trustee/CEO and the introduction of Teams for our virtual and online meetings.
- Our communication has focused on desk setup and ergonomics, managing work and breaks at home, engagement strategies for managers and their teams as well as sharing information about mental health support and employee wellbeing. In 2021, the Public Trustee aligned with whole of Government directives to encourage employees to return to the workplace as well as continuing to leverage working from home arrangements. Employees continue to work from home, supported by their managers, with a focus on wellbeing and safety in their home office.
- Further flexibility and support for work-life balance is demonstrated in the Public Trustee's significant part-time workforce. A total of 74 employees are undertaking "flexible by design" part-time arrangements which equates to 11.76 % of the workforce.

The Public Trustee's industrial and employee relations framework incorporates an active approach to consultation with employees and unions. Six regular Agency Consultative Committee meetings were conducted throughout the financial year with five extraordinary meetings, some of which were undertaken virtually via teleconference.

Reduced customer contact hours, implemented as part of the Public Trustee's COVID-19 response, have continued for all face-to-face and telephone-based services, including the Welcome Desk call

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<sup>2</sup> MOHRI FTE date for fortnight ending 18 June 2021.  
The Public Trustee Annual Report 2020–21

centre. Email access and self-service options remain available channels for customer communication and transactions outside of the reduced customer contact hours. With normal operating hours retained, these managed customer contact hours have allowed staff more time to focus on administrative work to support our customers. This has also provided an opportunity to improve our productivity and efficiency and more time for coaching and training activities.

Over the last 12 months, learning and development in the Public Trustee has focused on programs to enhance the technical capability of our staff as well as raising employees' self-awareness and self-care. Changes in our legislative obligations has required employees to expand their knowledge and skills as they continued to provide our diverse customer groups with support and guidance and incited new ways for the Public Trustee to support our employees.

- Workshops focused on Debrief and Support and Managing Customer Aggression were delivered to frontline employees through a specialist external provider. The workshops refreshed our employees' knowledge and increased skills in responding to escalated customer incidents as well as focusing on the de-escalation process, post-incident debriefing, and self-care.
- A pilot program also launched in the Cairns, Townsville and Mackay regions, providing onsite group and individual facilitated coaching by qualified psychologists. These sessions were designed to support staff post-incident while providing an opportunity for employees to engage and practice the debriefing process.
- Technical webinars commenced in March 2021, delivering learning sessions to staff across the state on specific technical topics and areas of complexity.
- Through August to November, frontline employees attended a full day workshop to implement the Public Trustee's seven-step Structured Decision-Making Framework to embed understanding of our obligations under the *Guardianship and Administration Act 2000* and the *Human Rights Act 2019*. Corporate and non-frontline employees also participated in a tailored Structured Decision-Making workshop to ensure that all employees understood the importance of the Framework to their roles.
- Workshops for supervisors were also held throughout May 2021. These workshops were created to build the skills of our current and emerging leaders across the supervisor cohort in Customer and Experience Delivery and Corporate business areas. The focus was on self-knowledge, managing a small team, organisational perspective as well as management, leadership, and communication skills.
- Corporate Orientation sessions continued where required through the COVID-19 pandemic, with new starters undertaking their onboarding experience with their managers and supervisors. Mandatory eLearning modules were also undertaken as part of the new starter local induction and like 2019-20, this included the online Human Rights training from the Queensland Human Rights Commission.

These activities were delivered in addition to the annual refresher mandatory eLearning modules for all employees. These refresher modules include Workplace Health and Safety, Code of Conduct and Workplace Behaviours, Information Privacy and Cybersecurity Awareness.

Important cultural initiatives have emerged from the Customers First Agenda. These initiatives have focused on a continuous improvement culture while empowering our employees and sharing knowledge to transform the way customer services are delivered.

One of these initiatives has been the inaugural Employee Awards for Excellence which was held in December 2020 to recognise the exceptional work of individuals, initiatives and teams across the office. The Awards were focused on the Public Sector Values, our key cultural attributes and actions undertaken by our employees who provided exceptional support and service to our customers. The Awards were also aligned to the Public Trustee's strategic objectives around leadership and fostering a culture of integrity, empowerment, and continuous learning.

Staff-driven initiatives, such as the Community of Practice for Will and Enduring Powers of Attorney Checkers developed in 2021 with monthly online meetings, have facilitated employees across the state to share stories and helpful ideas, resolve issues and develop comradery.

The Public Trustee formally commenced the White Ribbon Workplace Accreditation program in June 2021 demonstrating our promise to provide our employees with both a physical and psychological safe workplace. This accreditation is an initiative under our Safe Workplaces program and shows our commitment to delivering on our Customers First Strategy.

Held quarterly, Public Trustee Town Hall meetings have provided ongoing accessibility for all staff in a multi-channel form of communication via live stream, messenger, and teleconferencing. The Town Halls serve as a successful way for staff to connect with one another from around the state and provide a forum for staff to ask questions directly to our Chief Executive Officer and other leaders on initiatives and projects in the Public Trustee.

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

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No redundancy, early retirement or retrenchment packages were paid during the 2020–21 financial year.