

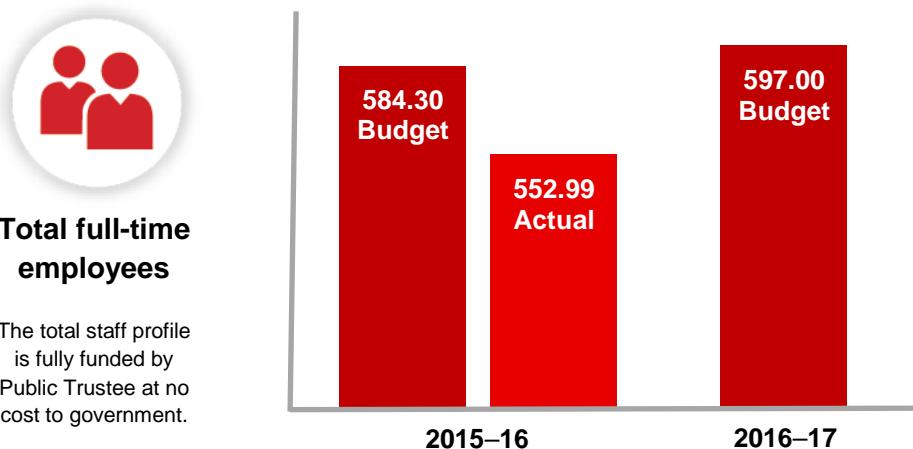
# Governance – human resources

## Workforce planning and performance

Our staff 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 (FTE) staff establishment is 552.99 (as per Minimum Obligatory Human Resources Information report for the quarter ending 30 June 2016). The Public Trustee employs over 584 staff as headcount, which is also referenced in this report. The following table provides a comparison between actual and budgeted FTE for the current period and an estimate for 2016–17.

### Staffing



For 2015–16, the permanent retention rate was 89.93 per cent and the separation rate was 10.07 per cent.

Our Capability Development Plan 2013–16 provides a range of strategies for ensuring we have an engaged workforce that is capable of delivering on the core objectives of the organisation. During 2015–16 we continued to progress the priorities identified in that plan. A new workforce plan will be developed in 2016–17 to align to our new Strategic Plan 2016–2020.

A range of people and capability development strategies and initiatives were implemented in 2015–16 including the:

- continuous improvement and review of online mandatory compliance training
- procurement of the Leadership and Management Development program for approximately 100 managers and supervisors to be delivered in collaboration with QUT from early 2017
- ongoing provision of level one technical training for 48 trust officers
- delivery of level two technical training for 77 senior and principal trust officers
- scoping of an investments and tax foundational skills training program to be developed and delivered in 2017
- delivery of writing skills training to 350 employees during August to December 2015
- delivery of a Wills and Enduring Power of Attorney Accreditation program to 55 trust officers
- continuation of the Queensland public service values implementation
- continuing availability of the Study and Research Assistance Scheme and other training and development opportunities to staff.

Key policy updates included the launch and introduction of the Domestic and Family Violence Policy – Supporting Employees, in compliance with the Public Service Commission Directive 4/15, support for employees affected by domestic and family violence. This policy was complemented by an e-learning program (*Recognise, Respond, Refer: Domestic Violence and the Workplace*), which served to provide further resources for staff.

In addition, key policies that were reviewed in 2015–16 included the Recruitment and Selection Policy and Framework, as well as Employment Screening – specifically criminal history and other due diligence checks. The aim of these reviews was to ensure compliance with legislative requirements, as well as having a robust framework in relation to recruitment and employment screening practices.

A Workplace Health and Safety (WH&S) audit was conducted in 2014–15, to ensure compliance under the work health and safety legislation and statutory obligations, as well as the *Australian Standard 4801: Occupational health and safety management systems (AS4801)*, and relevant codes of practice. The final report was received in 2015–16 and a project resource has been brought on board to specifically address the recommendations in the report. As part of the action items, the WH&S Policy has been revised, due for release in 2016–17.

Our key focus areas for 2016–17 for workforce development are:

- developing organisational leadership
- introducing effective change management practices across the workforce
- providing training programs and resources
- focusing on talent management, including developing a recognition program
- further embedding our organisational values through a commitment to improved communication
- continuing to streamline our recruitment and employment screening processes
- improving performance management systems
- continuing to improve our workplace health and safety framework, policies and processes
- further enhancing workforce and dashboard analytics and reporting to target hotspots and formulate workforce strategies.

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

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No redundancy, early retirement, or retrenchment packages were paid during the 2015–16 financial year.