

Organisational Sustainability

To achieve its goals, the department acknowledges the need to be a capable and accountable organisation. DEIR has a strong focus on its people with an emphasis on:

- attracting and retaining a diverse and skilled workforce
- developing our skills and knowledge
- increasing our understanding and application of the organisation's values.

Another important element of sustainability is systems – in particular we are working to strengthen our frameworks and systems for knowledge and information management, business improvement and resource management.

People

Under the department's workforce management planning, DEIR seeks to be:

- an attractive workplace – able to attract and retain the right people
- a capable workplace – where staff have the capacity to meet client demands
- a safe and healthy workplace – to be a fair and sustainable organisation
- a productive workplace – where employees can make a difference.

As at 30 June 2008, the department employed 1010.63 staff (full-time equivalents) with temporary employees (excluding trainees) accounting for 7.9% of staff.

People Capability Program

This year DEIR commenced its People Capability Program. This integrated program focuses on attracting and developing a workforce that ensures that the department is a sustainable and accountable organisation. A key element of the program is developing capability frameworks to cover all levels of staff including: the Executive Business Team (EBT); managers of managers; managers of others; and managers of self. The frameworks will explicitly support the department's values and strategic direction. Competencies applicable to each role are being identified and will be matched to developmental programs, which will commence with a comprehensive induction process. The capability framework will be reflected in position descriptions and will form the basis for selection and performance appraisal. Managers will be coached in using the framework to improve performance.

The People Capability Program includes a strong focus on attraction and retention. Activities to improve attraction and retention during 2007-08 include:

- completion of research to identify key factors influencing attraction and retention of Workplace Health and Safety Queensland (WHSQ) and Electrical Safety Office (ESO) staff (this information will be used to enhance future recruitment and retention strategies)
- implementation of the Work and Life by Design program to encourage DEIR's experienced staff to continue working for the department, this initiative includes:
 - workshops with managers
 - phased retirement workshops for staff over 54 years of age
 - a series of health initiatives including health seminars and health assessments
 - financial planning workshops
- a comprehensive review of the department's recruitment and selection processes.



Following the delivery of this program, the number of staff over 55 who are accessing flexible work arrangements has increased from 11.4% in 2006-07 to 37.4% in 2007-08.

Future initiatives include a revised performance management process for DEIR staff; enhanced processes for recruitment and selection and new learning and development initiatives to support competency development.

Equity and diversity

The department has a diverse and gender-balanced workforce and is continuing to work towards achieving whole-of-government equal opportunity employment targets.

The department's Diversity and Equity Plan outlines goals, targeted strategies and performance indicators to integrate diversity in its workforce. The department provides support networks and mentoring for: people of non-English speaking backgrounds, people with a disability, Aboriginal and Torres Strait Islander people, women and young people.

The department has substantial representation of Aboriginal and Torres Strait Islander staff across classification levels. DEIR has made consistent improvements in the representation of Women in Management - Middle and Upper Management category, with currently 32.15% women in this category. People with a disability represent 7% of the department's staffing.

Health and well-being

During the year the department continued to promote health and well-being for staff as a cornerstone to building future capability and ensuring corporate sustainability. During the year staff took advantage of subsidised flu vaccinations, quit smoking programs, health assessments and a range of health improvement activity programs, including lunchbox education sessions on health and wellbeing topics.

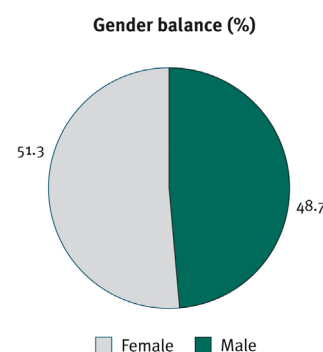
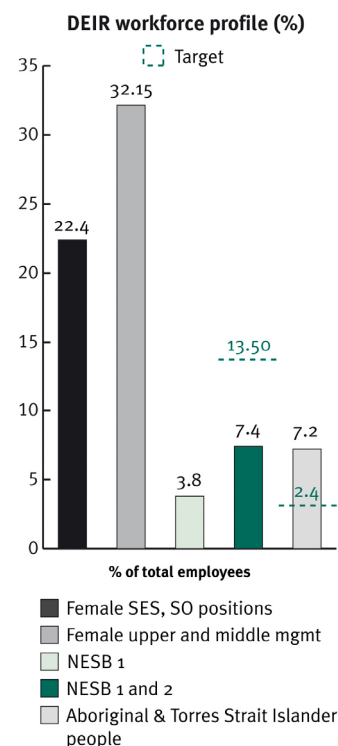
The department continued to offer professional counselling services through the Employee Assistance Service, intensive case management (Early Intervention Strategy) for psychological injury and stress, and management training in the identification and managing of psychological injury and stress.

The department values an individual's right to work without fear of harassment or unlawful discrimination. The department has, in accordance with the Queensland *Anti-Discrimination Act 1991*, a zero tolerance for harassment or unlawful discrimination of any sort. The department is committed to dealing with harassment and offers various avenues for advice, support and action.

The department recognises the challenges employees face in managing their work, family and lifestyle responsibilities; and offers staff a variety of initiatives to improve work and life balance. Flexible work practices available to DEIR staff include: part-time work, job sharing, leave without pay, accumulated time, and special responsibility leave for caring purposes. Other initiatives to support employees within DEIR to achieve work-life harmony include paid and unpaid parental leave, flexible starting and finishing times, and the option of negotiating additional leave (with a pro rata reduction in salary). At 30 June 2008, 10.45% of staff were accessing reduced hours arrangements, up from 6.65% in 2007.

Workplace health and safety

The department is committed to protecting all employees from the risks of injury or illness in the workplace. Managers at all levels are responsible and accountable for



managing workplace risk (including identification, analysis, assessment and treatment of exposures that could adversely affect the operational performance of areas under their control) and ensuring compliance with relevant acts, regulations and standards.

Learning

This year the department continued programs and services to support learning and development.

The department continued to deliver a comprehensive induction for new starters. This includes a face-to-face induction presentation and comprehensive induction and employment information available through the department's intranet site. New staff are also encouraged to participate in the department's two-day Leadership Development Program. This program, available to all staff, focuses on developing self-awareness, influencing skills, and understanding of theoretical models that underpin leadership. The department also offers a Management Development Program that supports managers to enhance their people management skills.

In addition to the general induction processes, the department provided specialised programs for new staff working as inspectors (16 week program) and staff who join the department as part of the DEIR Graduate Development Program (12 month program). Each program includes both on and off the job training components.

To enhance the technical skills of inspectors working with the Electrical Safety Office, Private Sector Industrial Relations and Workplace Health and Safety Queensland, the department delivered a range of in-house in-service development programs. The department maintained its status as a Registered Training Organisation and continued to deliver a curriculum derived from the National Workplace Inspection competency standards (part of the Public Service Training Package). This intensive and comprehensive training affirms the department's commitment to quality service outcomes.

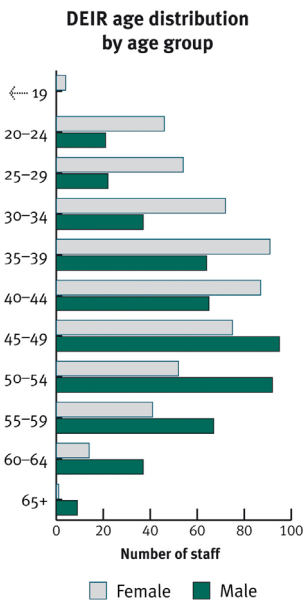
The department continues to offer the Diploma of Government (Workplace Inspection) to staff. In 2007-08, seven staff were awarded the Diploma of Government (Workplace Inspection). DEIR also offers staff the opportunity to enrol in an Advanced Diploma of Government (Management).

In addition to technical skills associated with inspectorate activity, the department offers staff access to a range of skills development programs in areas such as writing skills and policy development skills. Staff undertaking further study may be offered assistance through the Study and Research Assistance Scheme (SARAS).

Promoting ethical conduct

The department's Code of Conduct promotes core public sector values of respect for the law and system of government, respect to persons, integrity, diligence, economy and efficiency in accordance with the *Public Sector Ethics Act 1994*. The Code was developed in consultation with employees of the department, in addition to those organisations or groups which represent their interests.

During 2007-08 the department developed and piloted an Ethics Awareness Strategy which will provide all new recruits with an ethics induction. In addition, all existing staff will participate in ethics induction over the next three years.



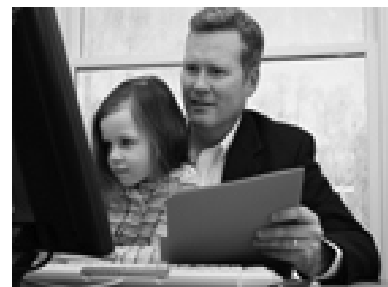
Whistleblowers Protection Act 1994 – Public Interest Disclosures (s31)

The department has guidelines available to all departmental staff about the protection of whistleblowers and the investigation of public interest disclosures. The department as both a matter of duty and policy actively supports the *Whistleblowers Protection Act 1994*. The Act's principal objective is to promote the public interest by protecting people who disclose unlawful, dangerous, negligent, or improper conduct affecting the public sector and public health and safety. In 2007-08 there were five public interest disclosures under the *Whistleblowers Protection Act 1994*. One public interest disclosure was substantially verified in the same period.

Business systems

Budget and resource management

The department's financial management systems are designed to ensure that resources are managed responsibly and in accordance with the relevant financial legislation, standards, policies and procedures and are applied to maximise service delivery. The department's budget and resource management is overseen by the Executive Business Team. The Director-General is also advised by the Audit Committee (see page 65 for report). For details about the department's financial performance please read the Financial Summary (page 20) and the full financial statements (page 102)



Business improvement

The DEIR Business Improvement Strategy 2007-11 seeks to ensure that the department reviews its business systems and processes to promote effectiveness and innovation. The following priority areas for business improvement over the next three years include:

- knowledge management
- service delivery performance
- policy development and community engagement
- internal government processes.

The department continued its commitment to improving its knowledge management capability. Work continued in the specific areas of:

- delivering on compliance to Information Standard 40: Recordkeeping
- functional appraisal
- review of the departmental DRM Thesaurus and File Plan
- metadata standard development.

This work contributed to the overall implementation of an electronic document and record management solution, further strengthening the department's compliance with contemporary information management standards, protocols and practices.

Information and communication technology

The ICT Business Systems Board guides the department's investment in information and communications technology in accordance with the *Information and Communications Technology Resources Strategic Plan 2007-11*. The plan is a framework for planning, implementing and managing DEIR information and communication technology resources. The ICT strategy aims to: