

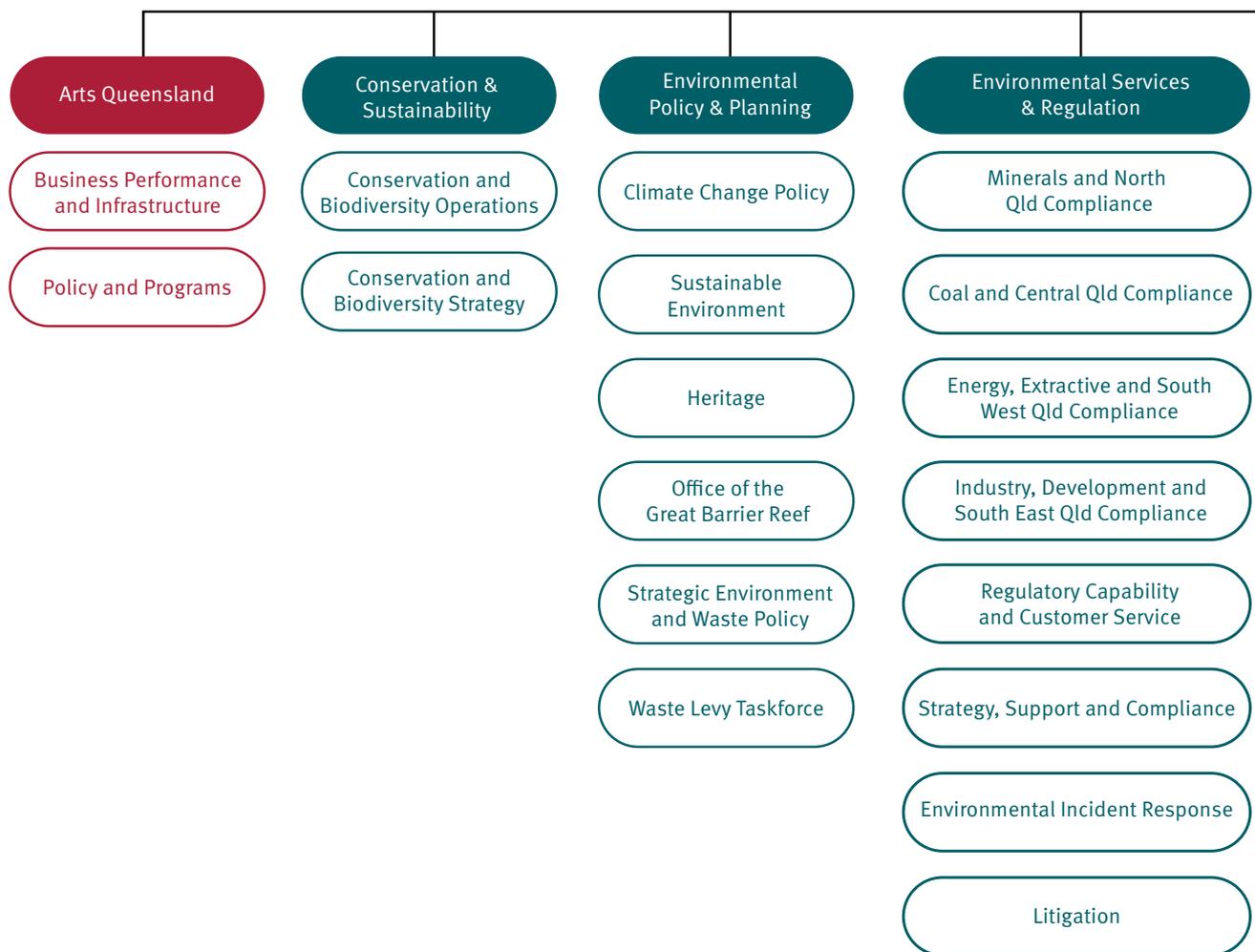
Creating a foundation for our department

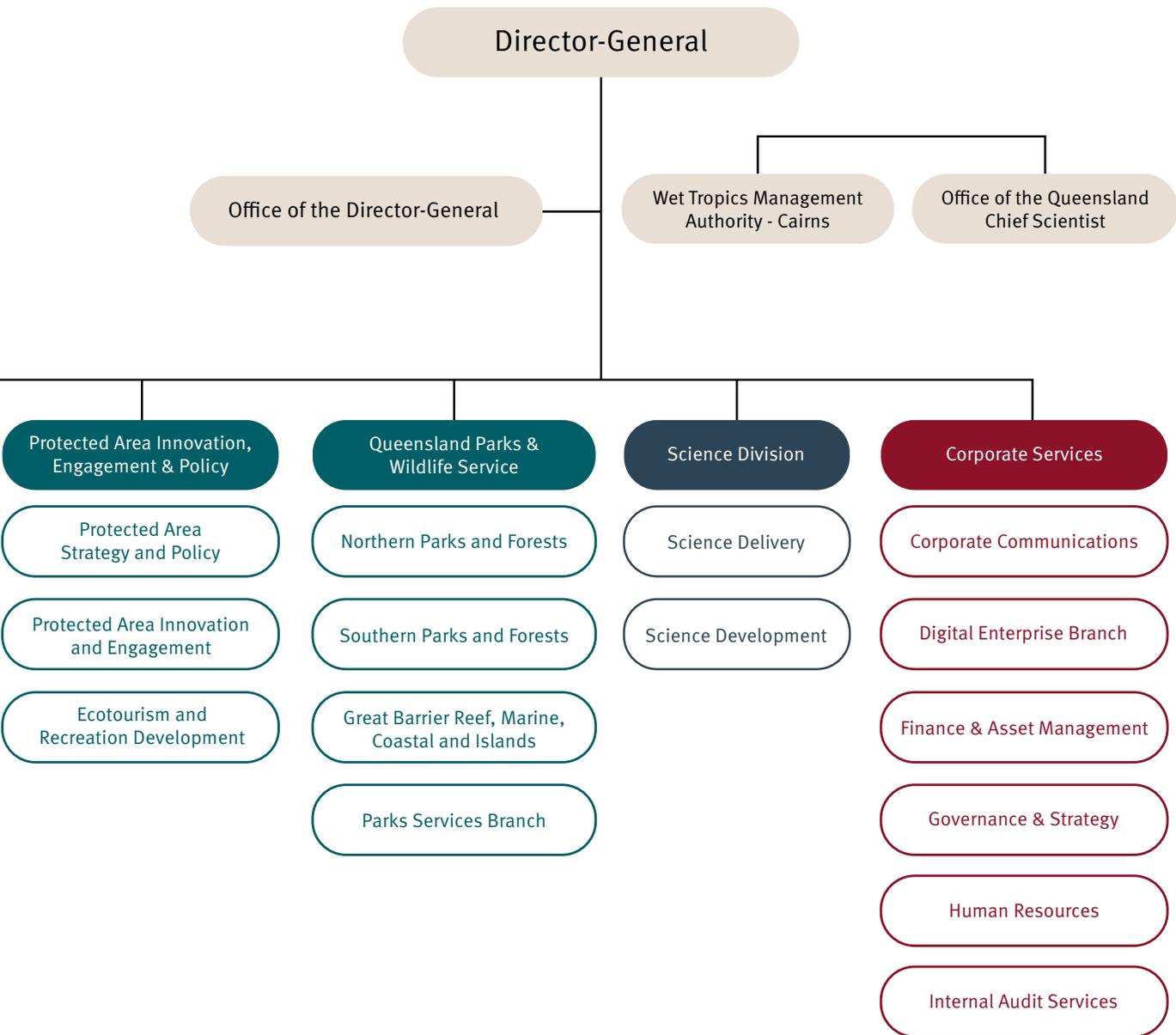
Our organisation structure

Our department was created in December 2017. It brings together core functions, focused on managing the health of our environment, managing our parks and forests, protecting our natural, cultural and

heritage values; and promoting the development of and engagement with, science, heritage and the arts.

The diagram below details our organisational structure during the period 13 December 2017 to 30 June 2018.





Corporate governance

The department has established governance arrangements to set its direction and oversee performance.

These arrangements are set out in the department's corporate governance framework, which has its foundations in the Australian National Audit Office *Public Sector Governance* guides and *Australian Standard AS 8000–2003 Good Governance Principles*. It has strong alignment with the Queensland Government Performance Management Framework and the Queensland Audit Office's *Leading Accountability – Governance*.

The department obtains information about its operational and financial performance through its performance management framework, governance structure and financial systems.

Ethics and accountability

The department is committed to ensuring that all staff are aware of the importance of ethics in achieving strong, effective governance and accountability. Ethics and accountability are integrated into a range of strategies, plans, systems, policies, procedures and ethics-focused training that promote a culture of integrity. For example:

- the Code of Conduct for the *Queensland Public Service 2011* is the standard for ethical behavioural expectations
- it is mandatory for all staff to complete the online Code of Conduct training module at induction and each year after that as a refresher
- fraud and corruption awareness training is also mandatory at induction, and a refresher must be completed regularly
- all staff are expected to make decisions ethically and impartially, and the process must be transparent and accountable
- policies and procedures are in line with the Code of Conduct ethics, principles and values, which support staff to undertake their roles in an impartial and apolitical manner
- the focus of ethical behaviour is to provide quality services in a timely, effective and ethical manner
- a dedicated Ethics intranet page, with a range of ethics resources, is available for managers and staff to use in team meeting discussions
- how to report alleged wrongdoing by employees is available to the public on the department's website, along with information on other accountability mechanisms such as right to information, complaints handling, the role of the Queensland Ombudsman, and judicial review.

In 2018–19, the department will continue to integrate ethics into policies, processes and systems to ensure it is meeting best practice standards.

Organisational performance

The department's strategic goals and performance indicators are delivered through its service areas—Environmental Protection Services; Species and Ecosystem Protection Services; Heritage Protection Services; National Parks; Science; and Arts Queensland. To support the strategic plan, divisional business plans identify service priorities each year. Quarterly performance reports enable the department to monitor its progress against its stated objectives.

Governance committees

These groups and committees are the core of the department's governance arrangements. They ensure that the department has a clear direction, operates efficiently and fulfils its legislative responsibilities. They oversee all major activities and areas of decision making:

- Executive Leadership Team
- Finance committee
- Audit and Risk committee
- Strategic HR sub-committee
- Health and Safety Strategy group
- Digital Investment sub-committee
- Policy and Legislative Strategy sub-committee
- Compliance and Regulatory Strategy group.

Executive Leadership Team

The Executive Leadership Team (ELT) ensures the effective management and administration of the department, working together to ensure optimal outcomes in line with the department's strategic priorities.

The ELT's role is to:

- ensure departmental activities align with, and achieve, government priorities and strategic objectives

- prioritise resources and capabilities to facilitate outcomes and deliver key programs and strategies
- provide strong leadership, direction and guidance to the department.

In supporting the Director-General to comply with corporate governance responsibilities, the ELT's responsibilities also include:

- providing sound decision making and leadership for the department and reinforcing key ELT messages to management teams and staff
- providing leadership and oversight of the department's strategic initiatives, policy issues and service delivery challenges, including strategic risks
- establishing strategic priorities and overseeing the development, implementation and monitoring of the department's Strategic Plan
- ensuring departmental activities, service standards and key projects align with, and focus on, strategic and operational objectives
- ensuring the effective and efficient performance of the department in achieving strategic and operational objectives
- providing oversight of the department's Corporate Governance Framework and the work of the ELT sub-committees
- setting direction for the department's safe working environment, culture and values, and exemplifying the values and behaviours expected of all employees.

Finance committee

The DES Finance committee commenced on 21 March 2018 when its terms of reference were tabled and ratified.

The committee's role is to:

- provide governance over the department's financial resources and make recommendations to the Director-General on a range of financial issues
- develop the department's financial strategies, review and coordinate the allocation of operating and capital budgets
- have the primary monitoring role over the department's performance against fiscal targets

- strive to maintain a financially astute departmental culture, fully committed to the principles of sound financial management.

The DES Finance committee met four times during the reporting period, while the former EHP Finance committee met three times prior to its dissolution. Key activities included monitoring the department's financial position and reserve balances, and advising on the 2018–19 operating and capital budget allocations.

Strategic HR sub-committee

The Strategic HR sub-committee ensures a strategic whole-of-department focus in relation to human resource management that is in alignment with the business direction of the department. The sub-committee also assists the department to discharge its duties under the *Queensland Public Service Act 2008* and other legislative requirements.

The Strategic HR sub-committee considers matters that are of significant importance to the whole department, including (but not limited to):

- the department's people direction and annual priorities
- strategic workforce planning
- organisational design and associated changes
- department-wide change management impacts
- leadership and management development
- organisational culture
- recruitment, engagement and retention strategies
- organisational capability planning and development
- performance management recognition and reward programs
- diversity, equity and inclusion initiatives—workplace health and safety and wellbeing
- employee relations
- legislation directives and policies
- internal innovation capability initiatives
- initiatives to support the development of a digitally capable workforce.

The sub-committee meets every six weeks.

Health and Safety Strategy Group

The Health and Safety Strategy Group forms part of the department's Workplace Health and Safety (WHS) governance arrangements. The group also assists the department to discharge its duties under the *Work Health and Safety Act 2011* (WHS Act). This is achieved by:

- assisting the department to meet legislative obligations in relation to health and safety
- developing and reviewing the department's Work Health and Safety Management System, which includes policies, procedures and programs, as part of a focus on continuous improvement
- promoting communication and consultation on health and safety matters between the department's management and its employees
- assisting to ensure risks to workers health and safety are managed as far as reasonably practicable
- assisting in resolving health and safety issues
- supporting the integration of the safety strategy into each division
- reviewing and endorsing WHS materials post consultation
- reviewing critical incident briefings
- reviewing and evaluating WHS system performance reporting.

The group meets bi-monthly or as otherwise determined by the Chair.

Digital Investment sub-committee

The Digital Investment sub-committee provides strategic leadership and ongoing governance of the department's portfolio of digital and ICT investments.

This is achieved by:

- ensuring appropriate controls and governance exist over programs and projects managed within the department
- managing cybersecurity risk, ensuring appropriate controls are in place in accordance with the department's risk appetite

- approving the department's digital strategies and objectives in support of the strategic plan
- assessing and determining investment priorities for departmental digital programs, projects and ICT service activities, based on alignment of value with achievement of strategic objectives
- reviewing performance of the portfolio of digital programs and projects to ensure progress is appropriate, risks and issues are identified and addressed, and benefits are identified and monitored
- endorsing and monitoring departmental policies, standards and guidelines for ICT and information management-related issues
- providing assurance that service performance standards of ICT operation are efficient, effective and economical, meeting the business requirements of the department and its divisions or units
- establishing supporting governance entities, (e.g. Digital Innovation Boards) and digital/ICT working groups as required.

The sub-committee meets bi-monthly or as otherwise determined by the Chair.

Policy and Legislative Strategy sub-committee

The Policy and Legislative Strategy sub-committee reports on government policy and legislation strategy and development, review and implementation processes, and ensures that departmental policy and legislation development is of high quality, is exemplary in government, and defensible to the community and stakeholders. This sub-committee ensures a whole-of-department approach is undertaken during policy and legislation development. The sub-committee is driving a three-year strategy for departmental policy and legislative activity, and will advocate for a departmental standard for policy and legislation.

The sub-committee meets monthly.

Compliance and Regulation Strategy group

The Compliance and Regulation Strategy group ensures a consistent and best practice approach to compliance and regulation across the department. The group provides responsive and proactive advice on innovative and evidence-based approaches to compliance. It works to identify synergies and collaborations across the department to create or enhance efficiencies and ensure consistency in the compliance and regulation space, and will use develop this knowledge to develop into a roadmap for future compliance frameworks. It will also strive to identify opportunities for digital innovation and automated approaches that will enhance efficiencies and potentially lead to a reduction in the regulatory burden for our stakeholders.

The sub-committee meets monthly.

Audit and Risk committee

The Audit and Risk Committee (ARC) was established by the Director-General, the accountable officer for the department, as required by section 35(1) of the Financial and Performance Management Standard 2009 (the Standard).

The former EHP ARC Charter 2017–18 was endorsed by the ARC Chair on 25 September 2017, and was approved by the former Director-General on 20 November 2017. Following the formation of the new department, a new DES ARC was appointed. The ARC Charter 2017–18 was approved by the Director-General on 7 March 2018, and endorsed by the ARC Chair on 22 March 2018, constituting terms of reference as required by section 35(2) of the Standard.

The role of the ARC is to provide independent assurance and assistance to the Director-General on:

- risk, control and compliance frameworks
- external accountability responsibilities as prescribed in the relevant legislation and standards
- the department’s integrity framework.

The ARC is directly responsible and accountable to the Director-General. In discharging its responsibilities, the committee has the authority to:

- conduct or authorise investigations into matters within its scope of responsibility
- access information, records and personnel of the department for such purpose
- request the attendance of any employee, including executive staff, at committee meetings
- conduct meetings with the department’s internal auditors and external auditors, as necessary
- seek advice from external parties, as necessary.

The former EHP ARC met three times during 2017–18, including a special meeting to review the department’s annual financial statements. The DES ARC has met twice since the committee was established.

ARC membership (1 March 2018 – 30 June 2018)

The ARC comprises the following members as appointed by the Director-General. They were remunerated for their services as follows:

- Marita Corbett is the Chair of the committee and is a partner with BDO. She was appointed to the position of Chair on 1 March 2018, and her term is due to finish in March 2021. As the Chair of the committee, Marita is entitled to be paid \$3000 (GST exclusive) per meeting to prepare for and attend up to five meetings per annum. This is subject to a maximum of \$15,000 (GST exclusive) per calendar year.
- Peter Dowling is an independent external member of the committee. Peter was appointed to the committee on 1 March 2018, and his term is due to finish in March 2021. As an external member of the committee, Peter is entitled to be paid \$600 (GST exclusive) per meeting to prepare for, and attend, up to five meetings per annum. This is subject to a maximum of \$3000 (GST exclusive) per calendar year.

- Karen Prentis is an independent external member of the committee. Karen was appointed to the Committee on 1 March 2018, and her term is due to finish in March 2021. As an external member of the committee, Karen is entitled to be paid \$600 (GST exclusive) per meeting to prepare for, and attend, up to five meetings per annum. This is subject to a maximum of \$3000 (GST exclusive) per calendar year.

The board was collectively responsible for long-term performance and business success of the BCP. Its role was to provide leadership and set the strategic direction of the partnership to enable its goals and objectives to be met.

EHP ARC membership (1 July – 12 December 2017)

During the reporting period of 1 July – 12 December 2017, the former EHP ARC comprised the same members as the DES ARC. They were appointed by the former EHP Director-General, under the same remuneration conditions.

Business and corporate partnership

The Business and Corporate Partnership (BCP) delivers corporate services and business programs to support four partnering Queensland Government departments to deliver on their priorities. The focus of this model is to ensure economies of scale, service integration, consistent service delivery, scalability, flexibility and responsiveness.

The BCP operates through three corporate hubs embedded in the departments of Agriculture and Fisheries; Natural Resources, Mines and Energy; and Environment and Science. Each hub is managed by a Head of Corporate, who is responsible for delivering a set of core services (to the host agency) and a selection of cooperative services (to all four partnering agencies).

As at 30 June 2018, the BCP board comprised the Directors-General of the departments of Agriculture and Fisheries; Innovation, Tourism Industry Development and the Commonwealth Games; Natural Resources, Mines and Energy; and Environment and Science; as well the three Heads of the Corporate Hubs.

Accountability and risk management

Internal audit

Internal Audit Services (IAS) provides an independent, objective assurance function to the Director-General in discharging responsibilities under section 78 of the *Financial Accountability Act 2009*.

Its functions include:

- development of an internal audit charter
- planning the internal audit program
- reporting of internal audit issues
- managing the relationship with external audit
- supporting the Queensland Audit Office (QAO) with its annual external audit of agency financial statements.

These functions are provided to this department and three other Queensland Government departments under the BCP.

IAS operates in accordance with the Internal Audit Annual Plan, a risk-based plan endorsed by the ARC and approved by the Director-General. During 2017–18, it delivered its role and responsibilities in line with the Internal Audit Charter and conformed to the *Audit Committee Guidelines* issued by Queensland Treasury.

IAS assists the ARC to obtain independent assurance on its responsibilities including risk management, internal controls, financial statements, internal and external audit matters, improved governance and operational effectiveness and efficiency, and other audit processes. The internal audit function is independent of management and the external auditors.

In 2017–18, IAS:

- completed the following reviews in line with the former *Environment and Heritage Protection 2017–18 Strategic Internal Audit Plan* (July 2017):
 - » Appointment of CSS Conservation Officers and Delegation of Statutory Powers
 - » Warning Notices and Letters
 - » Information Protection Security Review
 - » CSS Use of Firearms—Qld Police Service
- commenced the following reviews in line with the former *Environment and Heritage Protection 2017–18 Strategic Internal Audit Plan* (July 2017):
 - » Corporate Card Expenses Review
 - » Cyber Mapping Review
- completed the following audit reports in line with the former *Department of National Parks, Sport and Racing 2017 Internal Audit Annual Plan, 1 January 2017 to 31 December 2017* after the MoG changes of 12 December 2017:
 - » QPWS Management of Marine Vessels and Fleet
 - » QPWS Management of Terrestrial Vessels.

External scrutiny

Independent scrutiny of government performance can be carried out by a number of entities, which may publish reports on the operations or performance of a department. Significant external audits and reviews undertaken during 2017–18 are detailed below:

Queensland Audit Office—Follow-up of Report 15: 2013–14 Environmental regulation of the resources and waste industries (Report 1: 2017–18) (Tabled 19 September 2017)

In 2013–14, QAO concluded that EHP was not fully effective in its supervision, monitoring and enforcement of environmental conditions. It also concluded that the department was not effectively managing financial assurance. This unnecessarily exposed the State to liability and the environment to harm. Nine recommendations were made and accepted by the department, including recommendations to improve planning and reporting on environmental compliance activities and the recovery of fees and costs, as well as how financial assurance was calculated and collected.

In the follow-up report, QAO examined the status of the nine recommendations and whether changes had addressed the issues originally raised. QAO determined that the department had gone to considerable effort and had fully implemented seven of the nine recommendations. The two recommendations not implemented had, to a large extent, been overtaken by the government's proposed changes to the financial assurance scheme. QAO noted that EHP had moved from a reactive compliance activity program to more proactively targeting high-risk sites for inspection. It determined that the department was better placed to target its strategies, operations and resources to maximise compliance and effectively detect non-compliance.

The department, DNRME and Queensland Treasury are working on a strategy to transfer all financial

assurance information and holdings for resource activities to a new scheme managed as per the requirements of the new Mineral and Energy Resources (Financial Provisioning) Bill 2018. The legislation is expected to commence during 2018–19.

Queensland Audit Office—Fraud risk management (Report 6: 2017-18) (Tabled 15 February 2018)

In 2017–18, the QAO assessed if agencies appropriately identified and assessed fraud risks, and applied appropriate risk treatments and control activities to adequately manage their exposure to fraud risks. QAO concluded that none of the agencies audited were effectively managing fraud risk, leaving themselves potentially exposed to fraud. Findings from two previous QAO reports had not been applied by the audited agencies, and gaps in governance, fraud identification, detection and prevention were still being observed. While the audit did not specifically relate to the department, QAO found issues that related to public sector agencies as a whole and made recommendations accordingly.

QAO recommended that departments:

- self-assess against better practices listed in the report to improve fraud control policies and plans and make sure accountabilities and responsibilities for fraud control are clear
- integrate fraud risk management systems and procedures within existing enterprise risk management frameworks
- monitor, through governance forums, their exposure to fraud risk and the effectiveness of their internal controls to mitigate risks.

The department plans to initiate a fraud and corruption risk assessment process in 2018–19. This will identify divisional risk profiles and the department's overall risk of fraud and corruption, and mitigate identified risks as required. The results will be reported to the ELT and ARC.

Queensland Audit Office—Confidentiality and disclosure of government contracts (Report 8: 2017–18) (Tabled 20 February 2018)

In 2017–18, QAO examined the use of confidentiality provisions in Queensland Government contracts. It also assessed whether departments met contract disclosure requirements. The Department of Environment and Science was one of five departments included in the audit scope. QAO was unable to assess the extent and appropriateness of the use of confidentiality provisions in Queensland Government contracts due to the contract registers of all audited departments lacking sufficient information.

QAO recommended that departments:

- meet all mandatory requirements set out in *Procurement Guidelines – Contract Disclosure*
- improve their contract registers or contract management systems to ensure a complete record of all awarded contracts.

The department’s response to the audit report, dated 22 January 2018, indicated that, subject to the release of the updated disclosure guidelines, all mandatory requirements will be met. The department also intends to improve its contract registers or contract management systems to ensure complete records are maintained of contracts awarded. It is anticipated that implementation will occur by end 2018.

Risk management

The department continues to enhance and strengthen its risk management practices. Its risk management framework aligns with the *AS/NZS ISO 31000:2009 Risk Management Principles and Guidelines*, and includes appropriate governance arrangements, policy and procedures, and quarterly risk reporting and analysis.

Its challenges are highlighted in the strategic plan and are maintained in an enterprise risk register covering both operational and strategic risks. Risks are reviewed regularly to monitor the progress of risk treatments and the efficiency of controls.

Control self-assessments

The department uses control self-assessments as a first-line system of checks and balances for business areas to safeguard against fraud and financial misconduct. They complement the audits of high-priority systems, assets and processes undertaken by IAS or the QAO by providing less intrusive internal controls suitable for monitoring frequently used, low-risk systems, assets and processes. This contributes to the effectiveness of the department’s risk management and governance processes.

Legislative Compliance Framework

The department ensures it complies with its legislative responsibilities through the application of its *Legislative Compliance Framework*. This framework identifies legislation for which the department has compliance responsibility, assigns primary responsibility for ensuring compliance with each Act, and provides a process for reporting on legislative compliance, including broad criteria to be followed if a breach of legislative responsibilities is identified.

Recordkeeping

A comprehensive Records Management Framework is in place for the department, which is compliant with the *Public Records Act 2002*, the *Public Service Act 2008* and the relevant Information Standards. The recordkeeping framework includes appraisal and disposal programs, a suite of recordkeeping policies, management of legacy paper records (both internal and off-site), digitisation disposal policies, the digital delivery of legacy records, a functional electronic document and records management system, records training and support, records appraisal of business systems, and an active program of transfers to Queensland State Archives.

The digital recordkeeping approach is addressing the key components of integrity, accessibility, security and continuity. The focus is on the development of a managed environment to support compliance and best practice recordkeeping. New tools are being introduced to support business areas in digital recordkeeping and staff are encouraged to maximise the use of digital records in business processes.

The department has a number of corporate electronic document and records management systems and over 250,000 documents were captured into the eDocs system. Records Management is continuing to appraise new business systems to provide recordkeeping requirements to be incorporated, and recordkeeping considerations continue to be addressed in the decommissioning of business systems. Work has commenced for the targeted digital capture of high-value records and the preservation of digital corporate memory.

The records of the department are covered by a number of approved retention and disposal schedules, and documented processes for records disposal are in place. Time-expired records have been identified for disposal, and 572 boxes of hard copy files have been securely disposed of. Permanent records have been identified and 17 boxes of hard copy records have been transferred to Queensland State Archives.

Information systems

The department continues to operate, maintain and develop a number of critical information systems to support its services, including:

- fire, pest and asset maintenance management systems for forest and national park estates
- the FLAME system which is the Fire management system for National Parks
- Long Paddock provides seasonal climate and pasture information to the grazing community. The site provides access to rainfall and pasture outlooks, and tools to support land management decision making and planning for land holders, educational institutions, consultants and extension officers. During the reporting period, Long Paddock was redeveloped and refreshed to make use of the cloud computing environment
- Water Tracking and Electronic Reporting System (WaTERS), which improves tracking of regulated activities by allowing approval holders to regularly submit their monitoring data electronically using a secure web portal. A range of data can be submitted, but typically data relates to water storage quality, treatment performance, release quantity and quality, or environmental condition.
- Satellite image archive, contains satellite imagery of the state that has been collected and maintained for over 20 years to create a core resource for decision makers. This primary information is used to develop further value-added information products such as land use maps, the groundcover index, and fire scar maps.
- Queensland Heritage Register, list of places that have cultural heritage significance to the people of Queensland
- Littering and Illegal Dumping Online Reporting System, a web- and mobile-enabled application that allows members of the public who have witnessed a littering incident from a vehicle or vessel, or discovered an illegal dumping incident, to report it to the department
- Connect, an online workflow solution to streamline licensing, permitting and authorities processing
- corporate systems for managing correspondence, finances and human resources
- the departmental intranet and internet, which provide information and services to employees (intranet) and external customers (internet).

People management

Workforce profile

Our department employs a diverse range of talented people who work together to see the environment, science and the arts enrich the lives of Queenslanders. We strive to create workplaces where diversity is celebrated, health and safety is important, the wellbeing of employees is our priority and career development is encouraged.

As at 30 June 2018, we employed 2,982 full-time equivalent (FTE) employees, of which 81.2% were employed on a permanent basis*.

Due to the impact of machinery-of-government changes on the department, a separation rate is not able to be calculated for the 2017–18 report.

Workforce planning

The department is committed to strategic workforce planning, and to implementing strategies to ensure it continues to attract and retain, a workforce that is inclusive, diverse, engaged, agile and high performing to meet future strategic priorities and address emerging needs to ensure our future success. To meet the challenges of the future the department is focused on a number of key areas including:

- talent acquisition
- maximising performance
- building capabilities needed for the workforce of the future
- leadership and management development
- development of a diverse and inclusive culture
- employee health and wellbeing.

**The FTE figure reflects the Minimum Obligatory Human Resource Information (MOHRI) collected and reported by the Queensland Public Service Commission as at 30 June 2018. As at the final pay period, the department recorded actual FTE staffing numbers of 2,996.*

Talent acquisition

Onboarding

All new employees undertake an induction process which is designed to:

- ensure a smooth transition into the department and the work environment
- provide information on employment conditions and entitlements
- help new starters understand the responsibilities and behaviours expected of them by the Queensland Government and the department
- provide an understanding of the function and operations of the department as well as the business group or work unit.

New employees are required to take part in a number of online courses as part of the induction process including:

- Introductory Onboarding module
- Code of Conduct (mandatory)
- Emergency Safety (mandatory)
- Workplace Health and Safety
- Fraud and Corruption Awareness (mandatory)
- Privacy Awareness
- Domestic and Family Violence Awareness.

In addition to the online training, some corporate induction sessions were held for new employees across the state. The sessions showcased the work of the department and provided an opportunity for new employees to hear from senior leaders and receive information about employee benefits, union membership, superannuation and career development.

Career pathway programs

The department supports a range of career pathway programs that are critical to ensuring the department has the right people with the right skills into the future. The department recruited eight graduates from a range of disciplines into the 2018 graduate program. The program is a structured leadership development program with exciting, challenging and rewarding opportunities.

Work placement opportunities were also provided for 12 university students as part of their degree requirements. These students came from a range of disciplines including environmental management and law. The placements provided students with opportunities to apply their knowledge and skills, gain valuable workplace experience, and highlight the challenging careers available in the department.

Case study

A step in the right direction

Creating the Aboriginal and Torres Strait Islander Gap Year Program was another important step towards building a diverse department that reflects the community we serve.

The Gap Year student program supports the ongoing career goals of Aboriginal and Torres Strait Islander high school graduates. Participants had the opportunity to participate and gain experience in a wide range of work tasks, and experience field trips with professionals in the conservation and environmental management fields.

In 2017, two participants completed the program and made valuable contributions while gaining a head start on their careers. Jeanon and Ned have both commenced university studies, and the department is currently exploring opportunities to support these participants.

We're excited to welcome another intake of four participants as we continue to support Aboriginal and Torres Strait Islander high school leavers.

“Overall the program has been nothing short of an amazing and positive experience. Working alongside colleagues who are experts in their field, learning and experiencing everyday firsthand what they do and the opportunities that come with their position in the workplace, has encouraged me to aim higher than I've ever imagined. Being fresh out of high school I had no intentions of immediately beginning university because I had no idea on what I wanted to study or what I wanted to achieve in the future, though being a part of the program has now given me a new vision to strive for.”

Jeanon Maka, 2017 participant



Field trip with the DES Land and Sea Ranger Unit, travelling from Cairns to Mapoon in Queensland's Cape York Peninsula

Maximising performance

Planning for performance

All employees are encouraged to participate in performance and development processes throughout the year. Managers and their staff are strongly encouraged to have regular and meaningful conversations regarding employees' achievements and development needs.

The department has a range of tools and support mechanisms to assist managers and employees to have meaningful conversations about development. Employees are encouraged to consider a range of development options, including on-the-job training, relieving, short-term projects, coaching and mentoring, as well as participation in formal training activities.

Ethical behaviour and the Code of Conduct—it's not just about what we do, but how we do it

Ethical behaviour is essential to robust public sector integrity and accountability. The department's expectation is that all employees demonstrate high ethical standards and values in accordance with the Code of Conduct. These standards and values are underpinned by the ethics principles set out in the *Public Sector Ethics Act 1994*:

1. integrity and impartiality
2. promoting the public good
3. commitment to the system of government
4. accountability and transparency.

To ensure all employees are aware of the expected behavioural standards, all new employees are required to complete Code of Conduct training at the point of induction. Refresher training occurs at regular intervals.

In support of the Code of Conduct training and to further promote ethical workplace behaviour, face-to-face information sessions on appropriate workplace behaviour have also been delivered to employees. The sessions are designed to assist employees to identify inappropriate behaviour in

the workplace in accordance with the standards, values and principles, as well as identifying who has responsibility for addressing the behaviour and the ways in which it can be addressed.

Building capability

The department supports staff to develop the critical skills needed for their roles, and to undertake development opportunities to assist in their career development. The department coordinates and delivers a broad range of training and development opportunities for our staff. These opportunities support the 70:20:10 model of learning and development, and cover a range of technical, leadership and management development, business and interpersonal skills.

Employees also have access to a range of other opportunities including further education, conferences and seminars.

Staff have also made use of a range of on-the-job development opportunities through self-directed learning, stretch projects and higher duties arrangements.

During the reporting period, the department continued to address workforce attraction and retention through the Ranger Development Framework and the implementation of the accredited training program for rangers.

Leadership and management development

The department continues to ensure that talent is identified and succession needs are met through developing leadership and management capabilities of our employees. We do this through offering a number of leadership development programs.

The **Emerging Leaders Program** is focused on building leadership capability of our high-performing AO7–SO leaders. In 2017–18, 21 leaders participated in the program, including 360-degree capability assessments, face-to-face group workshops, individual and peer coaching, and delivering workplace projects to support their learning.

The **LEAD program** is designed for employees with or without team responsibilities to build foundational leadership knowledge and skills. The program uses a combination of face-to-face training, online learning, coaching and on-the-job activities to help employees build knowledge and skills in working with people, self-awareness and driving outcomes in the workplace.

People Matters is a two-day, hands-on development program that equips emerging leaders with foundational leadership skills to support their journeys into management. The program covers important skills such as building confidence in managing people, performance and change, and managing recruitment and selection. During the reporting period, 42 employees completed the program.

A diverse and inclusive culture



We are working to create a workplace that is inclusive of difference of thought and life experience so we truly reflect the communities in which we live and serve. Developing an inclusive culture that supports diversity has been a key strategy for the department.

This strategy is supported by a range of other strategic plans including the *Cultural Capability Action Plan*, *Reconciliation Action Plan* and *Disability Service Plan*.

The department has a number of Employee Resource Groups, made up of staff who identify or have an interest in diversity, are well underway. These groups are supported by senior leaders who act as champions.

Some of the groups key achievements during the reporting period include:

- publishing a *Respectful Language Guide*
- supporting participation in NAIDOC week
- hosting regional and Brisbane-based events to increase awareness and understanding of issues impacting on employees experiencing disability
- celebrating Multicultural Month with a particular focus on the South Sea Islands
- celebrating Queensland Women’s Week through shared stories and hosting an International Women’s Day panel discussion on the topic #PressforProgress—a strong call to motivate and unite friends, colleagues and whole communities to think, act and be gender inclusive
- acknowledging generational diversity with a series of activities, including a survey to explore how best to engage our generationally diverse workforce, sharing information about generational experiences and the future of work, and delivering workplace activities to harness the experience of our people
- supporting employees to participate in the annual Pride March in 2017 and promoting significant dates including IDAHOBIT Day and Transgender Day of Visibility.

Women in Leadership mentoring program

During the reporting period, the department launched a new gender equity in leadership initiative—a Women in Leadership mentoring program. This program matched 20 mentoring pairs, with both men and women leaders mentoring emerging and future women leaders. This program included mentors from all levels of leadership in the department who focused on building confidence, capability and capacity in emerging leaders.

Taking a stand against domestic and family violence

Not now, not ever. We're putting an end to domestic violence.

In May 2018, our department commenced working towards achieving White Ribbon Workplace Accreditation, which focuses on preventing violence against women. The Executive Leadership Team made a pledge to stand up, speak out and act to prevent domestic and family violence, support affected employees and contribute to the elimination of violence against women.

The department recognises that domestic and family violence is a workplace issue that can impact an employee's safety, wellbeing, attendance and performance at work.

During Domestic and Family Violence Prevention Month (May 2018), the department:

- was represented at a number of community events, including the National Day to Remember Candle Lighting Ceremony at Kangaroo Point on 2 May
- fielded a corporate team at the Australian CEO Challenge Darkness to Daylight event on 23–24 May
- promoted a fundraising event to support a community organisation providing services to those who are experiencing domestic and family violence.

The department raised funds to assist in combatting domestic and family violence, namely:

- \$2832.85 for gift vouchers for two women's shelters through holding a Hi-VIS day in October 2017
- \$1720 for Australia's CEO Challenge through our participation in the 2018 Darkness to daylight Challenge.

We will continue to educate our managers, supervisors and employees on how we can support those who are affected by domestic and family violence.

Flexible working arrangements

Flexible working arrangements are a key enabler for supporting staff in the workplace. In the 2017 Working for Queensland Survey, more than half the respondents reported positively about their ability to access and use flexible work arrangements. Since then, the department has been working to implement the Public Service Commission's Flexible by Design framework.

The department undertook to simplify its flexible work policy and procedure to enable employees to easily navigate the full range of flexible work options. The range of flexible work arrangements available to staff supports a diverse workforce and enables employees to balance work and personal demands.

The department aims to achieve cultural change through a focus on challenging assumptions and myths about flexible work through education and support for managers and employees. Some of the initiatives delivered during the reporting period included:

- awareness sessions for teams and managers
- challenging senior executives to adopt flexible work in a six-week challenge
- encouraging all employees to think about working flexibly on the annual Flexible Work Day celebration
- ensuring information about flexible work is provided in job advertisements, during induction and throughout the employment cycle.

Health, safety and wellness—it's not just actions, it's an attitude!

During 2017–18, our focus on managing risks in the workplace increased. A review of the Safety Strategy was completed to align with the whole-of-government *Be healthy, be safe, be well* framework. A new safety behaviour initiative, aimed at injury prevention was launched and continues to build momentum across the department.

Key initiatives implemented during this period included:

- launching the department's safety behaviour and injury prevention initiative—the Safe 7. This evidence-based initiative comprises seven key behaviours that influence incident occurrence, severity and corrective outcomes. The Safe 7 initiative draws employees' focus to their behaviours, thoughts, beliefs and attitudes regarding their own safety and the safety of others in the workplace.
- enhancing our positive safety culture by hosting the Director-General's Safety Behaviour Awards and a Health and Wellness Expo during Work Safe Month (October 2017)
- further developing our medical injury and illness case management model to ensure all employees are supported when dealing with work or non-work related psychological or physical concerns
- strengthening the skills and capability of our safety personnel by hosting the Annual Safety Network Workshop with a focus on risk mitigation, incident investigations and recordkeeping
- continuing our Wellness program, ensuring employees have access to flu vaccinations, mental health awareness sessions, quit smoking support, nutritional information, financial fitness seminars and corporate memberships for gyms and health insurance
- offering support services to all employees and their families to support people affected by domestic and family violence and working towards White Ribbon Accreditation.

In 2018–19, we will continue to strengthen our commitment to providing a safe working environment, reducing exposure to physical and psychological risks and promoting positive safety behaviours both in the workplace and at home.

Industrial and employee relations framework

The *Industrial Relations Act 2016* (IR Act) provides a framework for cooperative industrial relations and sets out the minimum employment standards for employees. The *Public Service Act 2008* applies in conjunction with the IR Act, and prescribes arrangements and responsibilities specific to public service employees. There are also a number of associated industrial instruments which detail employee conditions:

- *Queensland Public Service Employees and Other employees Award—State 2015*
- *Parks and Wildlife Employees Award—State 2016*
- *General Employees (Queensland Government Departments) and Other Employees Award—State 2015*
- *Civil Construction, Operations and Maintenance General Award – State 2016.*

The *State Government Entities Certified Agreement 2015* is the only certified agreement that applies to employees of the department. The agreement expires on 31 August 2018, requiring a replacement agreement to be negotiated in 2018.

The department engages with employees and their representatives through the Agency Consultative Committee. The Workforce Relations and Safety Unit within Corporate Services has responsibility for overall management of industrial relations in consultation with business areas. The unit is also responsible for liaising with central agency departments, such as the Office of Industrial Relations and the Public Service Commission, in relation to whole-of-government matters, including enterprise bargaining, directives, industrial instruments and legislative changes.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid during the reporting period.