

Public Safety Business Agency people

Strategic workforce planning and performance

Workforce profile for the Public Safety Business Agency

1,029 – actual head-count. Note: This figure is based on actual occupants of positions (i.e. taking account of temporary movements between agencies) in line with the Coaldrake methodology.

969.47 – actual paid number of full time equivalent (FTE) calculated using the whole-of-government Minimum Obligatory Human Resources Information (MOHRI)

5.2 per cent permanent separation rate for the period 1 July 2020 to 30 June 2021. The permanent separation figure is at 30 June 2021. Temporary and casual employees are excluded from this calculation.

Progressing action plans during 2020-2021

The PSBA was committed to fostering a diverse and inclusive workplace culture. In support of this commitment, the PSBA:

- participated in events, activities and celebrations which supported inclusion, diversity and equity in the workplace
- promoted flexible working arrangements
- featured inclusion and diversity awareness at corporate induction programs
- partnered with other agencies and contributed to whole-of-government communities of practice to share information, leverage resources and build knowledge and capability across the sector.

The PSBA collaborated with the public safety agencies to provide research and analysis as well as development and implementation support to facilitate the completion of agency specific workforce strategies and plans.

Staff development

The PSBA was committed to the development of staff and worked to actively enhance workforce capability by encouraging personal growth and learning in a supportive workplace environment.

During 2020-2021, the PSBA utilised its e-platform to develop the capabilities of its workforce and encouraged the ongoing use of its self-directed learning product. Knowledge and information sessions were provided on a range of offerings such as infrastructure architecture, virtual collaboration and supporting change management.

Youth engagement

During the reporting period, in response to the Queensland Government's *Moving Ahead Strategy 2016–2022*, the PSBA delivered a youth employment initiative designed to build workplace diversity across culture and age, while positively impacting regional economic development. This initiative identified key priorities to assist the economic participation of Aboriginal people and Torres Strait Islander people across Queensland.

This youth engagement initiative was designed to employ apprentices in regional locations and provide them with an opportunity to gain a long-term career in a stable and ongoing industry. To ensure sustainability of the program, the initiative incorporated a workplace and apprentice support service for participants.

Performance management

The PSBA was committed to embrace a positive performance management approach across the agency and incorporated key developments legislatively and within industrial relations during the 2020-2021 period. The PSBA also encouraged regular and constructive communications between managers and staff. This involved a wholesale revision of existing performance documentation and the introduction of the Leadership Competencies for Queensland (LCQ) behavioural framework, in line with the approach adopted by the Queensland public sector. The PSBA participated in various whole-of-government community of practice groups to develop resources to support LCQ based performance and behaviours.

Domestic and Family Violence support

In 2020-2021 the PSBA has continued its commitment to the prevention of Domestic and Family Violence (DFV). The PSBA promoted a culture of zero tolerance to violence against women, espoused the importance of respect, gender equity and equality, and provided support for those affected by DFV.

The agency was actively involved in the Queensland public sector Multi-Agency Implementation Group, which provided a forum to collaborate on the delivery of an integrated sector approach to DFV workplace reform.

During 2020-2021 the PSBA participated in several events and initiatives to promote gender equity and the prevention of violence against women, including the Queensland Government's White Ribbon Day Event and the Darkness to Daylight virtual challenge 2020.

Working for Queensland Survey

The PSBA participated in the Queensland Government's 2020 *Working for Queensland Survey* which provided employees with the opportunity to share their views and opinions about a wide range of workplace factors. An overall response rate of 66 per cent was achieved.

With a view to understanding results, detailed analysis of the survey results was undertaken within each PSBA division. Additional work was undertaken to identify components of the PSBA survey results that showed significant positive increases at a whole of agency level and to identify factors that contributed to this success as well as identifying key focus areas for improvement.

NAIDOC events 2020

The PSBA was involved in a variety of NAIDOC (National Aborigines and Islanders Day Observance Committee) working groups and communities of practice to celebrate the diverse cultures of the Aboriginal and Torres Strait Islander community.

During 2020-2021 PSBA actively encouraged staff to pay their respects to the achievements of Australia's First Nations People and affirmed PSBA's commitment to recognising and celebrating the significant benefits Indigenous people and their culture provide.

Community recovery

The PSBA worked alongside other Queensland public sector departments and entities as part of a surge workforce to support Queensland communities adversely affected by natural disasters and the COVID-19 health pandemic. PSBA employees were mobilised to provide assistance to connect people with information and support services to ensure their social, emotional and physical wellbeing and to strengthen community resilience. During 2020-2021, 35 PSBA registered employees supported the community recovery effort across Queensland.

Employee assistance

The PSBA was committed to fostering a supportive workplace environment that assisted employees to achieve an effective, healthy balance between work and life activities. The agency offered employees and their immediate family members assistance by providing information and services from Benestar, an employee assistance provider, to enable employees to effectively manage their professional and personal wellbeing.

In association with Benestar, PSBA provided additional change management support to staff during 2020-2021 regarding the disestablishment of PSBA and the subsequent transition of staff and functions to the QPS and QFES. This included online and face to face sessions with Benestar representatives who provided employees with professional, independent coaching and strategies aimed at strengthening their emotional, physical and financial wellbeing.

Health and wellbeing

During 2020-2021 the PSBA continued its commitment to provide a work environment that was free from harm, promoted a positive safety culture and continuously improved the health, safety and wellbeing of the workforce. In response to risks and occurrence data pertaining to injury and illness, numerous health and wellness information campaigns were promoted including bowel cancer awareness, exposure to heat and mental health care.

The PSBA also focused on the early and safe return of ill and injured employees to meaningful and productive work. An injury management kit was developed which supported the agency with early intervention and consistent injury management mitigation practices. The PSBA contributed to the Public Service Commission's Recovery at Work Pilot which provided placement opportunities

across the sector to recovering employees outside their home agency. The PSBA hosted a number of employees within this pilot program.

The PSBA introduced Absence Management Committees that met monthly to oversee workforce absence and developed management initiatives to resolve issues around workplace rehabilitation, attendance and productivity.

Workplace health and safety

Workplace Health and Safety was a key strategic priority for the PSBA. A safety champions program was implemented for the second consecutive year in 2020. This program recognised managers, employees and teams who excelled in safe work practices and supported return to work processes.

During the 2020-2021 period, PSBA continued the redesign of safety and wellbeing policy documentation, notably Risk Management, Fatigue Management, Consultation Management and Incident Reporting and Investigation. During the reporting period a number of safety alerts were distributed throughout the agency providing information on topics such as rehabilitation and return to work processes, measles and shingles alerts, managing COVID-19 in the workplace, PSBA Code of Conduct, Managing Exposure to Heat, Asbestos Awareness, Stroke and Heart Attack Signs, National Safe Work Month, Mental Health Awareness Month, Be Street Wise, R U OK? and Creating Healthy and Safe Work Stations.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid during the period 1 July 2020 to 30 June 2021.

Employee relations

The PSBA provided industrial and employee relations services to the PSBA, the QPS, QFES and the Office of the IGEM and conducted negotiations with the relevant unions representing employees across the public safety agencies. This included agency specific negotiations with relevant unions, general interpretation of legislative and industrial instruments, grievance investigations, and representation at various industrial tribunals.

During the transition phase, preparing for the disestablishment of the PSBA, relevant unions were consulted and information and advice was provided to all staff to ensure they were informed supported throughout the disestablishment process.