

Human resources

Strategic workforce planning and performance

Workforce profile data

	FTE
Total FTE for QFES	3,665.68

Notes:

1. The FTE (full-time equivalent) figure is calculated using the MOHRI (Minimum Obligatory Human Resource Information) aligned methodology.
2. MOHRI FTE data is as at fortnight ending 17 June 2022.
3. Due to the on-call nature of auxiliary firefighters they are represented as 0.1 of an FTE.

The increase of 256.71 FTE staff from 30 June 2021 (3,408.97) to 17 June 2022 was predominantly as a result of the 2020 Government Commitment to recruit additional paid firefighter positions to strengthen Queensland's frontline emergency response for fire and emergency services. The FTE transferred to QFES following the disestablishment of the PSBA also attributed to the FTE variation.

Target group data

Workforce profile data	Number (headcount)	Percentage of total workforce unless otherwise indicated
Gender		
Woman	1,084	19.89
Man	4,363	80.07
Non-binary	<5	<5
Diversity groups		
Women	1,084	19.89
Women in leadership roles	12	17.9 <i>Percentage of the total leadership cohort</i>
Aboriginal peoples and Torres Strait Islander peoples	125	2.29
People with disability	79	1.45
CALD – Born overseas in mainly English-speaking country	57	1.05
CALD – Born overseas in mainly non-English speaking country	12	0.22
CALD – Speak a language at home other than English including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages	154	2.83

Notes:

1. Data is as at fortnight ending 17 June 2022 as per MOHRI reporting.
2. Percentage of total workforce and percentage of the leadership cohort is calculated on active paid headcount.
3. CALD—Culturally and Linguistically Diverse.
4. Women in leadership roles are considered those positions that are Senior Officer and equivalent and above. For QFES this includes Chief Executive Officer, Senior Executive Service, Senior Officer, Section 122 *Public Service Act 2008* Senior Executive Service/Senior Officer equivalent, and Chief Superintendent (FSCSI) classifications.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QFES staff during 2021–22.

Strategic Workforce Planning Framework

The first *QFES Strategic Workforce Plan 2021–2024* was approved by BoM on 27 August 2021. The plan supports the Queensland Government's *10-year human capital outlook*, the department's strategic plan and *Strategy 2030*. The plan details the department's:

- workforce future outlook
- workforce profile
- values
- workforce environment
- strategic workforce activities.

The department also developed a Strategic Workforce Planning Framework that was approved by BoM in December 2021, inspired by the Public Service Commission's framework, to match its service delivery with organisational strategy. The framework outlines a number of steps, objectives and activities to improve planning, increase collaboration, better understand workforce reporting and invest in human resource data and analytics from a strategic workforce approach.

The strategic workforce plan will be subject to an annual review, with the next iteration occurring in 2022–23. The review will reflect the changing workforce environment and its impact on QFES' strategic workforce demands and opportunities.

QFES resourcing

The QFES Establishment, Resource and Vacancy Management Committee (the committee) continues to provide enhanced governance of vacancy and position management for the department's resource allocations to meet whole-of-government requirements. The committee ensures there is a strategic and evidence-based view across the department, so that resources are directed to priority areas. The committee processes are reviewed on an ongoing basis to ensure enhanced alignment with the Strategy and Budget Committee, with the committee providing the resourcing requirements to implement the Strategy and Budget Committee's strategic decisions.

Attraction and recruitment

The QFES recruitment attraction campaign ALL IN. ALL FRONTS. is designed to attract new members to the workforce and promote QFES as an employer of choice. The department's website contains detailed information on a variety of career and volunteer roles, a tool to help members of the public find a role that suits their skills and experience, and a range of videos featuring QFES members.

The department offers a diverse range of careers and roles across numerous disciplines including firefighting personnel, emergency management experts, scientists, building fire safety engineers and communication officers through to personnel in finance, budgeting, staff welfare and building design. Attraction techniques and activities for employment are focused on increasing diversity and attracting and engaging the best candidates possible.

Through ALL IN. ALL FRONTS. the department showcases the many roles and careers available for both paid and volunteer positions. QFES' goal is to highlight the many roles within the department as rewarding and attractive careers to entice a larger number of candidates.

QFES employs a blind selection methodology in the firefighter recruitment process, whereby all personal and identifiable information such as name, age and gender are redacted ensuring all applicants are selected for offer of employment purely based on merit. Candidates successful in a recruitment process where all entry standards and requirements are the same for everyone; regardless of gender, age or background; ensures future recruit firefighters possess and are acknowledged by their peers as having the requisite skills and ability to completely perform the role of a QFES firefighter. The current requirements of the firefighter recruitment assessments reflect the minimum standards required of all operational firefighters on entry, regardless of gender, age or background.

ALL IN. ALL FRONTS. can be accessed at www.qfes.qld.gov.au

Employee performance management framework

Personal achievement and development plans ensure regular informal and formal reviews that promote constructive communication, reflecting positive performance management principles to assist the employee to meet and exceed work performance expectations. Electronic personal achievement and development plans are available to staff utilising the Performance and Goals module in the Nexus platform.

QFES has a wide range of flexible work options to encourage staff to have a balance between their work and personal life including job-sharing, telecommuting and flexible leave options. The department continues to review the arrangements for flexible work practices to ensure it continues to improve as a contemporary workplace.

QFES values, supports and promotes the recognition of its workforce, paid and volunteer, across the department for their bravery, dedication and outstanding service above and beyond what is expected of their role. The QFES Honours, Rewards and Recognition suite continues to provide an extensive range of reward and recognition offerings to highlight and celebrate the achievements and successes of the department's workforce. As well as the suite of awards available, the Commissioner's Awards for Excellence are held each year to recognise outstanding achievements or significant contributions that further QFES' values and goals. The QFES Honours, Rewards and Recognition booklet is available on the QFES Gateway and website to ensure accessibility to all QFES personnel and includes links to nomination forms.

QFES is continuing work to recognise its members who have responded to natural disasters and weather events.

Industrial and employee relations framework

QFES appoints employees pursuant to either the *Fire and Emergency Services Act 1990* or the *Public Service Act 2008*.

As a State of Queensland employer, QFES' industrial and employee relations framework is established to comply with the *Industrial Relations Act 2016* (IR Act) which includes the Queensland Employment Standards. Modern Awards and a range of directives also apply. Negotiation of employment conditions for QFES employees is subject to the collective good faith bargaining provisions within the IR Act.

In compliance with IR Act provisions, consultative arrangements for QFES employees and their respective unions are outlined in Certified Agreement provisions (in either the *Queensland Fire and Emergency Service Certified Agreement 2019* or in the *State Government Entities Certified Agreement 2019*). These arrangements provide for regularity of consultative committee meetings (bi-monthly or quarterly with each union) and terms of reference outline the nature of matters which can be tabled for discussion.

The six unions, who are registered industrial organisations under the IR Act, representing the various employment streams within QFES are:

- Australian Manufacturing Workers' Union
- Queensland Fire and Rescue Senior Officers' Union of Employees
- Rural Fire Service Branch of Together Queensland
- Together Union
- United Firefighters Union Queensland
- United Workers Union.

Generally, agency consultative committees deal with matters of collective importance to groups of workers.

Where employees are unable to resolve individual complaints or grievances with their supervisor at the local level (including using alternative dispute resolution options), grievances and industrial disputes may be accessed in the manner set out in the Awards, Agreements or Directives within the scope of Industrial Matters as described in the IR Act.

The employee complaints process and fair treatment appeals heard in the Queensland Industrial Relations Commission may be accessed for other matters.

If internal resolution cannot be achieved, disputes can be referred to the Queensland Industrial Relations Commission for conciliation and if necessary, arbitration.

The QFES Gateway provides employees with ready access to policies and procedures pertaining to Human Resource Management and Employee Relations topics.

QFES Leadership Framework

The development and implementation of the foundation programs that underpin the QFES Leadership Framework continued during the reporting period with Leading-Self fully implemented and the first Leading-Others pilot program completed in June 2022. The third of the four foundation programs Leading-Leaders is under development with a stakeholder workshop held in April 2022 informing the content and delivery methodology.

The framework and foundation programs align to the themes of the revised Queensland Government *3-year Human Capital Strategic Roadmap 2022*. Through the utilisation of internal resources and existing whole-of-government programs, such as those provided by the Public Service Commission through the Queensland University of Technology and the Australia and New Zealand School of Government, current and emerging leaders have access to leading practice content and concepts.

The Workforce Development Unit was awarded under the Commissioner's Awards for Excellence – Intelligence – Highly Commended – for the development of the Leadership Framework and for providing a unique aspect on leadership designed to help individuals adapt to the challenges faced by the department in a fast-paced, changing environment.

Health, safety and wellbeing

The department continues to treat the health, safety and wellbeing of its workforce as a high priority with this commitment articulated in the *QFES Health, Safety and Wellbeing Plan 2021–2024* and department's strategic plan which aligns with *Strategy 2030*.

The department has dedicated resources (state based and in each QFES region) to support the health, safety and wellbeing of its workforce via delivery of the following services:

- safety alerts and bulletins
- facilitation of work health and safety (WHS) risk assessments and task analyses
- subject matter input into WHS investigation findings and reports
- workplace safety inspections and audits
- analysis of WHS-related data
- involvement in multi-disciplinary working groups or advisory groups related to WHS issues
- training related to WHS
- safety leadership and culture interventions
- health and wellbeing advice and programs
- injury and illness management advice, case management and support
- research related to WHS and wellbeing issues or concerns.

Achievements during the reporting period include:

- The ongoing response to the COVID-19 pandemic, including:
 - working with internal and external stakeholders to ensure prompt communication and implementation of advice issued by Queensland Health
 - undertaking risk assessments on high-risk areas requirements for COVID-19 vaccination and Rapid Antigen Testing (e.g. border control, airport duties, COVID-19 testing clinics and quarantine hotels)
 - continuing to implement measures to support the physical and mental health of the QFES workforce during a dynamic and rapidly changing period of time
 - reviewing and providing advice on COVID-Safe Plans for QFES led events and training courses.
- Access to and communication of vaccination programs related to influenza and COVID-19 for staff and volunteers and hepatitis B for relevant staff.
- Undertaking a consultation process with staff, volunteers, unions and associations, and considered expert advice from stakeholders and relevant authorities regarding mandatory COVID-19 vaccination for paid QFES staff. Following the consultation process, an analysis of the pandemic situation (at that time) and advice from Queensland Health, it was determined that QFES would not require mandatory COVID-19 vaccination for paid staff.
- Contribution to various internal and external committees and working groups.

Supporting mental health and wellbeing

QFES is committed to providing a broad range of support services for its workforce (paid staff and volunteers) to promote mental health and wellbeing.

The Fire and Emergency Services Support Network (FESSN) delivers the following support services to assist QFES staff and volunteers and their immediate family with personal or work-related challenges:

- Confidential professional counselling is available to all QFES staff and volunteers and their immediate families—delivered by a network of independent, external professional mental health practitioners in various locations across the state.
- 24-hour telephone counselling—after hours telephone support is available to all QFES staff and volunteers and their immediate families.
- Peer Support Program—a network of specially trained QFES Peer Support Officers who assist colleagues with personal or work-related difficulties.

- Critical incident and disaster support services promoting psychological first-aid for staff and volunteers exposed to emotionally challenging experiences.
- Systematic training and education sessions promoting mental health and resilience.
- Leadership advice services to inform and assist all leaders in managing the mental health of their people as they carry out the duty of care for QFES.
- Mental health awareness material/pathways and promotion of available support networks.

In addition, FESSN manages the chaplaincy network which provides proactive pastoral care to staff and volunteers.

Highlights during the reporting period include:

- continued participation in the *Are they Triple OK?* initiative by R U OK? which specifically recognises the mental health challenges faced by first responder agency members
- raising more than \$40,000 in support of Movember (finishing in second place amongst National First Responder agencies) and raising funds and awareness for men's mental and physical health
- celebrating Peer Support Week including the presentation of 11 awards to Peer Support Officers for extraordinary and exemplary support to QFES staff and volunteers
- reviewing Critical Incident Response processes and delivering Critical Incident Response Management Training for Peer Support Officers with 78 Peer Support Officers approved for Peer Support Officer critical incident response activation
- celebrating Peer Support Week in March 2022, acknowledging and thanking the department's Peer Support Officers for their contributions to the wellbeing of QFES and its members. The program consists of 132 active Peer Support Officers (at 30 June 2022) from a range of roles across the state, who volunteer to assist their colleagues with work or personal challenges
- investing more than 4,000 hours in peer support activities which include delivering presentations to local groups to raise awareness of the QFES support services
- delivering FESSN support training sessions including 'switching off' skills, looking after yourself and your mates, resilience, mental health awareness and mental health leadership.

Not Now, Not Ever to domestic and family violence

Domestic and family violence can affect people of all cultures, religions, ages, genders, sexual orientations, education backgrounds and income levels. Domestic and family violence is a workplace issue as it can affect the attendance, performance, productivity, wellbeing and safety of the person experiencing violence as well as their work colleagues. QFES is dedicated to raising awareness of this important issue across its workforce and the wider community.

During the reporting period:

- QFES was successfully reaccredited as a White Ribbon Australia Workplace (April 2022). The title affirms the department's continuing commitment to addressing domestic and family violence, by taking active measures to tackle gendered violence against women and ensure a safe, inclusive workplace. To achieve reaccreditation, QFES passed 15 criteria under three standards: leadership and commitment, violence prevention and violence response.
- The ELT completed a comprehensive training course covering the impacts of domestic and family violence in the workplace, focusing on recognising, responding and referring people who are affected by domestic and family violence.
- An updated online version of *Recognise, Respond, Refer: Domestic violence and the workplace* was released in Nexus in January 2022 for staff and volunteers.
- QFES, with Zephyr Education, provided new lunchboxes and school supplies for disadvantaged school children with collection points around the state.
- QFES participated in Domestic and Family Violence Prevention Month during May 2022, with the theme *All of us, together*, to raise awareness amongst the QFES workforce through a number of initiatives including:
 - attendance at the Candle Lighting Vigil hosted by DV Connect at Roma Street Parklands in Brisbane
 - hosted informative round table and online LunchBytes Sessions, that discussed the relevance of domestic and family violence activities to QFES and how the department offers support to those experiencing domestic and family violence

- a domestic and family violence (DFV) panel discussion, moderated by the Commissioner, and themed *DFV and frontline responders: managing the response and aftermath when confronting DFV on the job*. QFES representatives joined the Chief Executive Officer, Centre for Women in discussions
- participated in the 2022 Darkness to Daylight challenge throughout the month of May, for the ninth year with the Darkness to Daylight live event held on 28 June 2022. One hundred QFES members from across the state supported bringing an end to domestic and family violence through building awareness and fundraising. QFES raised over \$17,000—the second highest on the fundraiser leader board. This year there was increased involvement from across rural and remote areas, with Northern and Far Northern Regions personnel also completing a 110-kilometre relay
- QFES officially handed over a vacant building to the QPS (in April 2022) to be used as a specialised domestic and family violence service space in the Toowoomba community. The survivor-centric space will house specialist QPS domestic and family violence officers, staff from Queensland Health and the Department of Communities, Housing and Digital Economy, as well as staff and volunteers from non-government agencies
- the QFES Domestic and Family Violence Working Group renewed its Terms of Reference to extend membership to include regional QFES people—extending the reach and scope of the working group.