Workforce Strategic Plan
2011–2014
Foreword

The Department of Education and Training, supported by a workforce of approximately 80,000 people, delivers world class services to Queensland across the education, training and early childhood education and care sectors.

As one of Queensland’s largest employers, the department plays a significant role in progressing whole-of-government priorities for the state.

In undertaking this role, we acknowledge our workforce as our greatest asset. The work each member does makes a real difference to the lives of Queenslanders.

Making the most of this great workforce asset requires each of us to play a role. By implementing best practice in human resource management, leaders of all teams can ensure that we have a well-selected, capable and professional workforce across the range of work contexts within the department.

This Workforce Strategic Plan 2011–2014 is designed to support our people in every work capacity.

Developed in consultation with staff and key stakeholders, the plan outlines actions to be implemented centrally as well as in our schools, TAFE Institutes, regional and central offices. These actions aim to strengthen and support our workforce, and to ensure we have the capacity to meet the current and future needs and expectations of the government and the community.

All staff members in every Department of Education and Training work unit are supported by the Human Resources Branch team who work closely with human resource teams in regions and TAFE Institutes in driving high standards of human resource management.

I encourage all staff to read this plan and to work with colleagues and leaders to continue to improve the ways we support our people and make our workplaces great places to work.

Julie Grantham
Director-General
Department of Education and Training

Human Resources Branch

Within Central Office Operations Division, Human Resources Branch has carriage for setting global standards for department-wide HR practice. We lead a coordinated and collaborative approach to assuring high quality human resources services are delivered statewide. In so doing, the Branch’s work will be underpinned by two service delivery commitments:

• We will strive to deliver best practice professional human resource services to all work units and for all staff
• We will seek to build and sustain effective partnerships to support and enable improved business outcomes

Professional human resource services

Effective local human resources management is founded on the establishment of organisational policies and processes that facilitate excellent workforce outcomes. Across the range of HR functional areas, including recruitment, payroll, industrial relations, workplace health and safety, employment equity and diversity, and workforce planning and reporting, we will put in place and maintain the structures necessary for this to occur.

Human Resources Branch will:

• develop and implement workforce plans for specific reform and demand areas
• ensure HR policies are accessible to all departmental staff
• use workforce data and metrics to improve planning and performance and to fulfil reporting obligations
• establish a range of communication strategies to ensure staff are well informed about changes to HR processes and policies, and have an awareness of key priorities and projects
• research, analyse and report on supply and demand issues for the current and future workforce
• introduce innovative human resource approaches to support service delivery in challenging locations
• effectively manage employee disciplinary matters and allegations of misconduct against employees
• assist leaders to manage staff performing below expectations
• assist leaders to build a culturally diverse workforce

Partnerships to support and enable improved business outcomes

Through strong partnerships across the department and with external stakeholders, we will develop, deliver and support innovative service delivery and business models that effectively address the department’s current and future workforce needs.

Human Resources Branch will:

• actively engage with key stakeholders in regard to significant changes to human resources policy
• provide accurate workforce data to schools, business units and Institutes of TAFE to improve workforce planning and service management
• partner with business units to facilitate emergent departmental initiatives in regards to human resource management and industrial relations
• lead and support key stakeholder groups, forums and committees
• maintain and develop the integrity of the department to ensure workplaces are ethical and free from misconduct through partnerships and preventative strategies
• develop service delivery standards for human resources branch
• support work units to meet employment targets

Craig Allen
Assistant Director-General
Human Resources
### Priority action areas

Within the Department of Education and Training, effective workforce management is founded on three priority action areas:

<table>
<thead>
<tr>
<th>Our priorities</th>
<th>Finding the right people</th>
<th>Developing our people</th>
<th>Supporting and valuing our people</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To drive these, centrally we will:</strong></td>
<td>Attracting high quality staff is a significant challenge for all employers. Our focus is on establishing policies and strategies that position the department to attract people with the required skills, knowledge and experience to ensure we are able to deliver high quality education and training services for Queensland.</td>
<td>Work environments are changing through the impact of new technologies, broadening demographics and evolving community expectations. Our existing workforce requires new and strengthened capabilities and the capacity to foster an environment of continuous performance development underpinned by ongoing professional development.</td>
<td>High-performing organisations achieve success by ensuring employees know the importance of their work and how it contributes to the achievement of organisational goals, and are well-supported in safe and healthy workplaces. Staff recognition contributes to a positive work culture.</td>
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<td><strong>Key Performance Indicators</strong></td>
<td><strong>Developing Performance Framework</strong></td>
<td><strong>Developing Performance Framework implemented statewide</strong></td>
<td><strong>Reward and recognition program available to all staff</strong></td>
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<td><strong>Education Queensland Professional Development Plan for State Schools 2010-2012</strong></td>
<td><strong>DE&amp;T Talent and Management Strategy and Toolkit developed and implemented</strong></td>
<td><strong>Service recognition awards for all eligible recipients</strong></td>
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<td><strong>DET Induction Strategy and resources to support newly appointed employees</strong></td>
<td><strong>All staff have access to Code of Conduct and Ethical Decision-Making training</strong></td>
<td><strong>Exit surveys promoted to all departing permanent employees</strong></td>
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<td><strong>Induction programs for teachers entering schools in low SES or Indigenous communities</strong></td>
<td><strong>Access to Diversity training and development programs</strong></td>
<td><strong>Revised RAS implemented</strong></td>
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<td><strong>Teacher Education Centres of Excellence</strong></td>
<td><strong>Restart Teaching</strong></td>
<td><strong>On-line Diversity Awareness training accessible for all staff</strong></td>
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<td><strong>Smarter Schools National Partnerships</strong></td>
<td><strong>Take the Lead</strong></td>
<td><strong>On-line Diversity Awareness training programs</strong></td>
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<td><strong>Teacher Education Centre of Excellence</strong></td>
<td><strong>Code of Conduct and Ethical Decision-Making training</strong></td>
<td><strong>Promote a workplace culture that fosters cultural respect</strong></td>
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<td><strong>Skills Treasury</strong></td>
<td><strong>Proud, skilled and ready</strong></td>
<td><strong>On-line Diversity Awareness training programs</strong></td>
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<td><strong>Aboriginal and Torres Strait Islander Employment Action Plan 2010-2013</strong></td>
<td><strong>Lead</strong></td>
<td><strong>Service Recognition through Teacher Career Milestones, 25 Year Service Medallions and Retirement Certificates</strong></td>
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<td><strong>Remote Area Teacher Education Program (RATEP)</strong></td>
<td><strong>Inspiring Women’s Mentoring Program</strong></td>
<td><strong>Driving Q2 Healthy targets within the DET workforce</strong></td>
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<td><strong>Our key initiatives include:</strong></td>
<td><strong>Developing Performance Framework</strong></td>
<td><strong>Improve organisational cultural capability</strong></td>
<td><strong>Valuing Performance policy statement</strong></td>
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<td><strong>Early Childhood Education and Care Workforce Action Plan</strong></td>
<td><strong>Develop strategies to strengthen work attendance culture</strong></td>
<td><strong>Working Well</strong></td>
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<td><strong>Rural and Remote Childcare Teacher Incentive Scheme</strong></td>
<td><strong>Provide meaningful career structures and pathways for all employee groups to drive outstanding performance</strong></td>
<td><strong>Health and Safety Training</strong></td>
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<td><strong>Workforce planning to support the commitment to transition year 7 to secondary schools</strong></td>
<td><strong>Survey employees on a regular basis to guide organisational culture</strong></td>
<td><strong>Teacher Coordinator Training</strong></td>
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<td><strong>Recommendations of the Review of Teacher education and induction</strong></td>
<td><strong>Support our employees to maximise their physical and psychological well-being</strong></td>
<td><strong>Workplace Health and Safety Short Course</strong></td>
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<td><strong>Scholarship programs</strong></td>
<td><strong>Provide opportunities to staff to grow their cultural knowledge and capability and encourage participation in training</strong></td>
<td><strong>Exit surveys</strong></td>
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<td><strong>Smarter Schools National Partnerships</strong></td>
<td><strong>Provide opportunities for new or emerging leaders to grow their cultural knowledge and capability and encourage participation in training</strong></td>
<td><strong>Teacher Transfer System</strong></td>
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<td><strong>_workforce situation report</strong></td>
<td><strong>Implement local succession planning and knowledge management strategies</strong></td>
<td><strong>Remote Area Initiative Scheme (RAI)</strong></td>
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<td><strong>Professional capabilities and the capacity to foster an environment of continuous performance development underpinned by ongoing professional development.</strong></td>
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<td><strong>To support these priorities, all work areas can:</strong></td>
<td>undertake regular local workforce analysis as part of on-going workforce planning processes</td>
<td><strong>Support implementation of developing performance processes for all employees</strong></td>
<td><strong>Provide opportunities for local recognition of high performance by individuals and teams</strong></td>
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<td>actively engage with local and regional human resources teams to create local solutions</td>
<td>actively seek to identify and support appropriate professional development opportunities for all staff</td>
<td><strong>Acknowledge staff in receipt of service recognition awards</strong></td>
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<td>maintain currency of knowledge of strategic workforce planning documents, policies and guidelines</td>
<td>implement local succession planning and knowledge management strategies</td>
<td><strong>Ensure workplaces and practices remain safe and healthy</strong></td>
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<td><strong>Workforce Strategic Plan 2011–2014</strong></td>
<td><strong>Provide opportunities for staff to grow their cultural knowledge and capability and encourage participation in training</strong></td>
<td><strong>Ensure compliance with work-life balance policies where operationally-appropriate</strong></td>
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Useful links

Links to useful information, resources and workforce documents to support both individuals and teams to employ appropriate workforce practices in their daily work.

Finding the right people

Teacher recruitment: http://education.qld.gov.au/hr/recruitment/teaching/index.html
Make a difference – teach: http://www.teach.qld.gov.au

Developing our people

eLearning for Smart Classrooms: www.education.qld.gov.au/smartclassrooms

Supporting and valuing our people

Reward and Recognition: http://education.qld.gov.au/staff/development/scholarships/