

# Strategic workforce planning and performance

## Workforce profile

The breakdown of our 1,504.08 full-time equivalent (FTE) staff is provided below.

Service Delivery	Department Total
Frontline and frontline support	1,431.83 (95.2%)
Corporate	72.25 (4.8%)
<b>Total</b>	<b>1,504.08 (100%)</b>

A breakdown of our FTE staff by employment status is as follows:

- 1,179.30 permanent staff (78.41% of the total staff)
- 236.15 temporary staff (15.70% of the total staff)
- 80.63 casual staff (5.36% of the total staff)
- 8.00 contract staff (0.53% of the total staff)

The department's employment diversity as at 6 November 2020 (the last full pay period of the financial year) compared to the Queensland Public Sector benchmark average (as at the quarter ended 30 June 2020) is detailed below.

Diversity category	Department	Queensland Public Sector average
Gender Diversity – Women	55.04%	69.40%
Culturally and linguistically diverse	6.57%	10.10%
Aboriginal and/or Torres Strait Islander	9.28%	2.50%
People experiencing disability	1.60%	2.87%

## Workforce capability

The department aimed to build the capacity and capability of staff to enable them to partner effectively and drive innovation. The department's approach to learning and development was underpinned by a growth mindset – the fundamental belief that all employees actively seek to grow and improve their skills and knowledge base and be supported in this by colleagues and leaders. This acknowledges that learning occurs throughout the day in every way, not just within structured learning sessions. The key message is in recognising that most learning occurs through work-based and on-the-job experiences and it is these opportunities that should be the primary focus for building capability.

Youth justice staff work with clients who have been involved with a range of complex issues including serious domestic and family violence, substance misuse, mental health, physical and sexual abuse, and disengagement from education. In recognition of this growing complexity, a suite of e-learning modules were developed to support the key priorities for the department. Delivery of training via a Virtual Classroom setting became the norm during the reporting period due to COVID-19 social distancing requirements. Face-to face training is forecast to return when health directives permit.

## **Staff performance development**

Regular supervision, engagement and feedback has enabled supervisors to build relationships and engage meaningfully with their staff, understand their motivators, recognise and praise staff, give timely and useful feedback and ensure they have the resources and support necessary to perform their role.

Through Achievement and Capability Planning processes staff are able to negotiate, plan and share information about their role and performance. This two way feedback and planning process has allowed employees to have a clear view of their responsibilities and areas of development including role expectations, performance, career planning and development.

## **Workforce attraction, recruitment and retention**

The department had a strong focus on attracting, developing and supporting skilled and committed staff. To support work-life balance, we provided flexible work arrangements including compressed work hours, flexible start and finish times, and telecommuting. These approaches were especially important to ensure business continuity during COVID-19.

We invest in our staff's wellbeing through a range of professional workplace health services for both staff and their family members and continue to promote and provide access to an Employee Assistance Provider program at no cost to staff.

## **Safety**

The safety, health and wellbeing of our staff has been vital to enable the department to achieve its vision. The department is highly committed to developing and supporting its staff through contemporary people and culture initiatives including leadership development programs, wellbeing and safety systems, accessible human resources policies and processes and human centred design approaches to our strategic workforce planning.

The department worked actively with relevant industrial unions through regular consultative committee meetings at the agency, regional and local workplace level. These meetings provided a forum to raise, discuss and resolve health and safety matters, in all workplaces, in a collaborative way.

Wellbeing officers in detention centres provide a primary support response and debriefs for employees involved in incidents on centre. The officers also provide proactive wellbeing and safety information to our staff.

## **Early retirement, redundancy and retrenchment**

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

## **Consultancies**

There was no expenditure on consultancies by the department during the reporting period.

## Overseas travel

There was no expenditure on overseas travel by the department during the reporting period.

## Information systems and recordkeeping

As a Queensland Government agency, we meet the accountability requirements of the *Public Records Act 2002*, as well as other whole-of-government policies and standards. These standards include the Records Governance Policy, which was released by the Queensland State Archives to supersede *Information Standard 31: Retention and disposal of public records* and *Information Standard 40: Recordkeeping policies*.

## Acts administered by the department

The functions and powers of the Department of Youth Justice were derived from the following Acts of Parliament, in accordance with the relevant Administrative Arrangements Orders. The Director-General, on behalf of the Minister, was responsible for administering these Acts.

- *Youth Justice Act 1992*
- *Young Offenders (Interstate Transfer) Act 1987*.

## Government bodies

The department did not convene or administer any government bodies. Information about government bodies can be found at: <https://governmentbodies.premiers.qld.gov.au/Default.aspx>.

## Boards and committees

Leadership Board	
<b>Description</b>	The Leadership Board was the department's key strategic governing body. It was focused on the overall direction and alignment to strategy, building and maintaining the department's strategic partnerships, performance (financial and non-financial), infrastructure, innovation and information responses to emerging issues.
<b>Meeting frequency</b>	Monthly
<b>Membership</b>	<ul style="list-style-type: none"><li>• Director-General (Chair)</li><li>• Deputy Director-General</li><li>• Senior Executive Director, Youth Detention and Operations</li><li>• Senior Executive Director, Strategy and Performance</li><li>• Senior Executive Director, Regional Services</li><li>• Chief Human Resources Officer</li><li>• Chief Finance Officer</li><li>• Chief Information Officer, DCSYW (shared service)</li></ul>