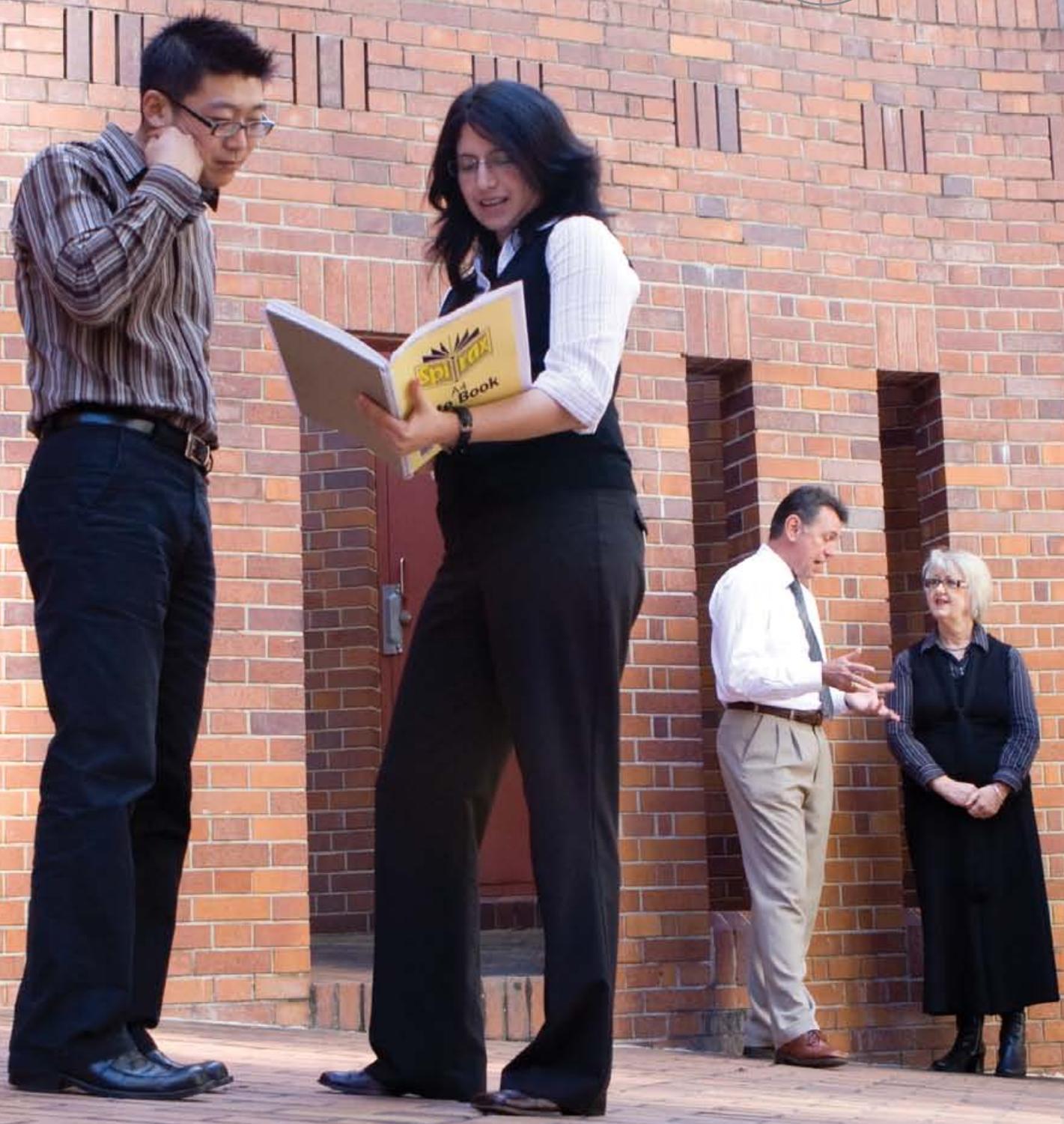


clever • skilled • creative



# Workforce Strategic Plan 2009–2011



## Foreword

The Department of Education and Training (DET) plays a primary role in progressing whole-of-government priorities for the Smart State.

*Toward Q2 – Tomorrow's Queensland* is the Queensland Government's vision of a state where knowledge, creativity and innovation drive economic growth to improve prosperity and quality of life for all Queenslanders.

The *Strategic Plan 2009–2013* establishes a clear vision for the department as well as specific workforce goals and outcomes. It includes a strong emphasis on developing our people's talents and ideas to create a dynamic and innovative workforce focused on achieving the department's vision.

The *Workforce Strategic Plan 2009–2011* seeks to specify the department's approach for developing and retaining its high-quality and professional workforce for the future and meeting the needs of government and the community. It will ensure that the department is well-placed to deliver on its key policy platforms: Beyond 2010, Queensland Skills Plan and Early Childhood Education.

This plan has been developed for all employees of education and training, including the Office for Early Childhood Education and Care. It invites partnering with leaders and managers to provide high-quality, innovative human resource management in consultation with employees and their representatives and reflects a deliberate effort to integrate workforce strategies for DET.

To achieve our workforce goals and outcomes, priority actions will be undertaken in four key focus areas:

- Creating the right jobs and finding the right people
- Developing the performance of our people
- Looking after and valuing people
- Using data, governance and systems to drive quality in our people management

I encourage all staff to use the plan to guide planning and work practice and create a dynamic workforce. The work of our people, in our department, has the capacity to make the biggest difference to the lives of Queenslanders.



Julie Grantham  
Director-General  
Department of Education and Training



## Our workforce goals, outcomes and key focus areas

<b>Our department's vision ...</b>	A clever, skilled and creative Queensland.		
<b>Our department's workforce goal ...</b>	Attract, retain and develop a high-quality, skilled and professional workforce that reflects the diversity of Queensland's population and is capable of delivering for future needs of Queensland.		
<b>Our department's key workforce strategies ...</b>	<ul style="list-style-type: none"> <li>• Extend the capacity of the department's staff through future-focused workforce development</li> <li>• Undertake new workforce planning strategies with a focus on building capability and developing agile work practices</li> <li>• Recruit and retain high-quality staff within DET</li> <li>• Strengthen statewide services to better meet the needs of the workforce</li> <li>• Position our workforce to be responsive to future skills requirements</li> </ul>		
<b>We will work in consultation with our partners ...</b>	<ul style="list-style-type: none"> <li>• State and non-state sectors</li> <li>• Education, early childhood and training providers</li> <li>• Unions and professional associations</li> <li>• Local, state and Australian government agencies</li> <li>• Business, industry and the community</li> </ul>		
<b>In accordance with our department's values ...</b>	<ul style="list-style-type: none"> <li>• Excellence in Endeavour</li> <li>• Respect for People</li> <li>• Integrity in Service</li> <li>• Professionalism in Performance</li> <li>• Environmental Sustainability</li> <li>• Unity in Purpose</li> </ul>		
<b>We will focus our actions on ...</b> <i>... integrating workforce strategies across DET</i>	<b>Creating the right jobs and finding the right people</b>	<b>Developing the performance of our people</b>	<b>Looking after and valuing people</b>
	<b>Using data, governance and systems to drive quality in our people management</b>		
<b>To deliver our department's intended workforce outcomes ...</b>	<ul style="list-style-type: none"> <li>• Our motivated and capable people will be supported by inspiring and future-focused leaders</li> <li>• A creative workforce will be equipped through quality education and training opportunities</li> <li>• Clear performance expectations will lead to high-quality outcomes</li> <li>• Streamlined and flexible practices will deliver workforce-focused outcomes</li> </ul>		
<b>We will ...</b>	<b>Attract</b>	<b>Retain</b>	<b>Develop</b>
	<b>A high-quality, skilled, professional, diverse workforce</b>		

Key areas of focus	Our priorities	Performance indicators
<p><b>Creating the right jobs and finding the right people</b></p>	<p><b>Attraction and retention</b></p> <ul style="list-style-type: none"> <li>• Research and implement innovative approaches to staff attraction</li> <li>• Implement workforce initiatives to attract and retain staff to rural and remote communities, regional locations and hard to staff locations</li> <li>• Implement strategies to attract staff to specialised positions</li> <li>• Develop incentives and strategies to raise the status of the teaching profession and attract people to teaching</li> <li>• Integrate the <i>Training Attraction and Retention Framework</i> into business and workforce plans to deliver commercial results</li> <li>• Implement initiatives to attract and retain Aboriginal and Torres Strait Islander employees and develop strategies to attract and retain employees with a disability and from a culturally and linguistically diverse community background</li> <li>• Drive a range of initiatives to improve teacher quality in Queensland schools through the Improving Teacher Quality National Partnership Agreement in collaboration with the Commonwealth Government and other key stakeholders, and support the recommendations of the Masters Review through the development and implementation of a range of innovative HR initiatives</li> </ul> <p><b>Workforce of the future</b></p> <ul style="list-style-type: none"> <li>• Undertake research and planning to ensure the future workforce has the mix of service delivery and support staff required to assist every student and trainee to reach their potential</li> <li>• Develop an evidence base of the skills required of the workforce in the future to assist the department in identifying future talent</li> <li>• Negotiate enterprise bargaining agreements supporting innovative and flexible work practices to respond to the changing needs of Queensland trainees and students</li> <li>• Encourage staff to develop skills and practices required to support trainees and students to succeed in a global workforce</li> <li>• Support TAFE institutes to undertake rigorous workforce development planning in order to address labour market challenges of the future</li> <li>• Identify smarter ways to select school principals and Institute directors to ensure they meet local and organisational needs</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce supply and demand:</li> <li>• Sufficient supply to meet demand</li> <li>• Effective monitoring of staff retention and staff renewal</li> <li>• Representation of EEO target groups</li> </ul>
<p><b>Developing the performance of our people</b></p>	<p><b>Valuing performance</b></p> <ul style="list-style-type: none"> <li>• Strengthen performance through meaningful and appropriate induction for all employee cohorts</li> <li>• Embed the Queensland College of Teachers Continuing Professional Development processes in state schools</li> <li>• Implement the <i>Valuing Performance Strategy</i> – a single performance development policy for the whole department</li> <li>• Ensure development opportunities for staff in Training Queensland are aligned with the VET Professional Development Strategy 2007–2010</li> <li>• Increase the cultural capability of our staff</li> </ul> <p><b>Building leadership</b></p> <ul style="list-style-type: none"> <li>• Implement targeted strategies to support aspiring leaders in their transition to frontline leadership and management roles</li> <li>• Continue to develop and enhance the skills of our existing and potential executive, public sector, school and TAFE institute leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Professional development:</li> <li>• Investment, participation and satisfaction</li> <li>• Leadership capability:</li> <li>• Rate of staff promotion/ appointment</li> <li>• Staff satisfaction with leadership</li> </ul>



Key areas of focus	Our priorities	Performance indicators
<p><b>Looking after and valuing people</b></p>	<p><b>Diversity, safety and wellbeing</b></p> <ul style="list-style-type: none"> <li>Assist all staff to work together through training programs and support materials to promote safe and healthy workplaces and work practices that prevent negative health, safety and wellbeing incidents from occurring</li> <li>Raise awareness and educate staff to maximise their physical and psychological wellbeing</li> <li>Embed initiatives to improve workforce diversity and increase representation of target groups</li> <li>Promote flexible work options that create work–life balance and ensure high-quality service delivery</li> <li>Provide leadership in driving Q2 Healthy targets within the DET workforce</li> </ul> <p><b>Incentives, rewards and recognition</b></p> <ul style="list-style-type: none"> <li>Continue to offer a number of scholarships, grants and awards through reward and recognition programs for current and future employees.</li> <li>Develop strategies to strengthen the department’s work attendance culture</li> <li>Introduce innovative human resource approaches to support schools in challenging communities with difficult student cohorts through the <i>Smarter Schools National Partnership – Low Socio-Economic Status School Communities</i> and <i>Closing the Gap</i> initiatives</li> <li>Implement more contemporary teacher career structures to provide the vehicle to recognise excellence</li> <li>Provide meaningful career structures and pathways for all employee groups to drive outstanding performance</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in health, safety and wellbeing indicators:</li> <li>Absences/rate of absenteeism</li> <li>Number of work-related injuries</li> <li>Levels of staff morale</li> <li>Staff resilience and wellbeing</li> </ul>
<p><b>Using data, governance and systems to drive quality in our people management</b></p>	<p><b>Data</b></p> <ul style="list-style-type: none"> <li>Collect and provide accurate workforce data to improve workforce planning and management</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>Review and develop human resource policies and delegations that are responsive to the changing workforce needs</li> <li>Provide consultancy support to TAFE institutes moving to statutory authority status to ensure a smooth transition of the workforce to this new environment</li> <li>Maintain and develop the integrity of the department to ensure workplaces are ethical and free from misconduct through partnerships and preventative strategies</li> <li>Ensure complaints against staff that are not able to be resolved through local management action are investigated in a timely manner by trained, competent and unbiased investigators</li> </ul> <p><b>Systems</b></p> <ul style="list-style-type: none"> <li>Ensure effective business processes, including employee self service and manager self service, through the Human Resources Management Information System (HRMIS) rollout</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of quality data to influence practice:</li> <li>School Skyscraper Reports</li> <li>Snapshot Reports</li> <li>Workforce Management Reports</li> <li>FTE reports to TAFE institutes, regions and divisions</li> </ul>

## 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 and creating the right jobs

**Human resource management policies** — <http://education.qld.gov.au/strategic/eppr/hr/index.html>

**Directives** — <http://www.psier.qld.gov.au/direct/index.shtml>

**Industrial awards and agreements** — <http://deta.qld.gov.au/staff/induction/module-three/awards.html>

**Teacher recruitment** — <http://education.qld.gov.au/hr/recruitment/teaching/index.html>

**Skills treasury** — <http://deta.qld.gov.au/skillstresury/index.html>

**Stay in touch** — <http://deta.qld.gov.au/stayintouch/index.html>

**Teach your trade** — <http://www.teachyourtrade.com/>

### Developing the performance of our people

**Professional Development Agenda** — <http://education.qld.gov.au/staff/development/policy/agenda/index.html>

**Professional Development Strategy for the Queensland VET Sector 2007–2010** — <http://www.vetpd.qld.gov.au>

**Developing Performance Framework** — <http://education.qld.gov.au/staff/development/performance/>

**Performance Planning and Management Best Practice Guide** — [http://education.qld.gov.au/staff/development/pdfs/ppm\\_best\\_practice\\_guide.pdf](http://education.qld.gov.au/staff/development/pdfs/ppm_best_practice_guide.pdf)

**Leadership Matters Framework** — <http://education.qld.gov.au/staff/development/docs/leadershipmatterspdf.pdf>

**Executive Capabilities Framework** — [http://education.qld.gov.au/staff/development/docs/executive\\_capabilities\\_framework.pdf](http://education.qld.gov.au/staff/development/docs/executive_capabilities_framework.pdf)

**Professional Standards for Teachers** — <http://education.qld.gov.au/staff/development/pdfs/profstandards.pdf>

**The Smart Classrooms Professional Development Framework** — <http://education.qld.gov.au/smartclassrooms/pdfframework/>

**Professional Framework for Public Sector Employees** — [http://education.qld.gov.au/staff/development/pdfs/pd\\_publicsect.pdf](http://education.qld.gov.au/staff/development/pdfs/pd_publicsect.pdf)

**Queensland Public Service Capability and Leadership Framework** — <http://www.psc.qld.gov.au/page/developing-people/professional-development/capability-leadership-framework.shtml>

**Leadership Development Programs** — <http://education.qld.gov.au/staff/development/employee/lship-dev-prog.html>

**‘Leading from any chair’ Leadership Development Programs** — <http://education.qld.gov.au/staff/development/employee/lship-dev-prog.html>

**Register of Executive Coaches** — [http://education.qld.gov.au/staff/development/employee/school\\_leaders/register-exec-coaches.html](http://education.qld.gov.au/staff/development/employee/school_leaders/register-exec-coaches.html)

**Employee Induction** — <http://deta.qld.gov.au/staff/induction/>

**eLearning for Smart Classrooms** — [www.education.qld.gov.au/smartclassrooms](http://www.education.qld.gov.au/smartclassrooms)

### Looking after and valuing people

**Reward and Recognition** — <http://education.qld.gov.au/staff/development/scholarships/>

**Health, Safety & Wellbeing Action Plan 2007–2008** — <http://education.qld.gov.au/health/pdfs/action-plan-web-version.pdf>

**Creating Healthier Workplaces** — <http://education.qld.gov.au/health/pdfs/action-plan-web-version.pdf>

**Workforce Diversity and Equity Framework for Action 2006–2008** — <http://education.qld.gov.au/workforce/diversity/equity/pdfs/wde-framework-2006-2008.pdf>

**Aboriginal and Torres Strait Islander Employment Framework for Action 2007–2010** — [http://education.qld.gov.au/workforce/diversity/equity/pdfs/atsi\\_employment\\_framework\\_web.pdf](http://education.qld.gov.au/workforce/diversity/equity/pdfs/atsi_employment_framework_web.pdf)

**Employee Assistance Service** — <http://education.qld.gov.au/health/employee.html>

### Using data, governance and systems to drive quality in our people management

**Code of Conduct** — <http://education.qld.gov.au/corporate/codeofconduct/index.html>