

# Workforce planning, attraction and retention

**TEQ is committed to attracting and retaining a highly skilled workforce to achieve its set objectives. Overall staff engagement for 2016-17 was 83 per cent, measured by TEQ's annual staff engagement survey.**

At 30 June 2017, there were 142 full-time equivalent employees (FTE) employed by the TEQ parent entity and the Tourism and Events Queensland Employing Office, comprising of:

- 19 FTE employed by Tourism and Events Queensland parent entity; and
- 123 FTE employed by Tourism and Events Queensland Employing Office.

In addition, there were 15 FTE employed by Gold Coast Events Management Ltd, a controlled entity.

Excluding Gold Coast Events Management Ltd, TEQ's permanent separation rate was nine per cent.

The quality of TEQ's workforce is imperative to the achievement of its objectives. The following activities and programs undertaken in 2016-17 were designed to enhance organisational effectiveness:

## 1. Capability framework

TEQ has a capability framework to clarify the behaviours desired of all employees and leaders to build on our success and to shape our desired culture. The behaviours align how we approach our roles with our vision, values and strategic plan.

The capability framework identifies four core themes that drive our key capabilities. Within each theme there are three capabilities that are delivered according to the requirements of the role. TEQ's core values are also listed in the framework and are aligned to the capabilities.

By developing a clear and consistent language for defining the behavioural requirements of roles across TEQ, we can improve the focus and alignment of many key people practices, in particular:

- Selection for behaviour fit;
- Training and development; and
- Performance development discussions based on actual and required behaviours.

## 2. Performance framework

The performance framework ensures individual goals and behaviours are linked to business plans, priority projects and/or the purpose of the role, together with key behaviours from the capability framework. The performance framework provides clear and practical guidance to assist employees to manage their performance by:

- Acknowledging and assisting the development of employees' skills and knowledge;
- Valuing the efforts and achievements of employees by recognising and rewarding performance;
- Providing employees with an opportunity to manage and plan their career development; and
- Helping to retain valued employees.

### 3. Key Position Risk Management

TEQ has created a framework outlining the succession plan for key person risk roles including the CEO, Group Executive and other key leadership and specialist positions within the organisation. The framework addresses the possibility that a vacancy in a senior role will be filled within an acceptable timeframe to ensure minimal negative impacts on TEQ and its work.

### 4. Healthy, Wealthy & Wise initiatives

TEQ's Healthy, Wealthy and Wise program offers optional benefits and a range of information to assist staff to actively seek a lifestyle that promotes wellness.

Activities offered in 2016-17 included staff skin cancer checks, influenza vaccinations, QSuper seminars and appointments for individual advice, and yoga classes. TEQ is also part of the Australian Red Cross Blood Services Group program Red25.

### 5. Flexible working arrangements

TEQ believes it is important to support employees in maintaining a balance between work and personal lives. This contributes positively to productivity, job satisfaction and assists in retaining employees through a more effective work environment. A number of initiatives are offered to employees that provide a degree of flexibility to enable them to adapt their work arrangements to suit family responsibilities including:

- Part-time arrangements;
- Job sharing;
- Working Virtually Policy;
- Purchasing additional leave; and
- Provision of parenting facilities.

### 6. Learning and development

A learning framework linked to our capability framework offers a range of specialised learning programs designed for staff.

TEQ introduced the Future Leaders Program designed to build people's foundational knowledge and capability to lead and manage teams and projects. It is designed for employees who are currently in non-managerial positions that have a desire to progress into leadership roles.

The program is aligned to TEQ's Trusted Leaders Program for managers to enable consistency in tools, processes and techniques. It includes an Emotional Intelligence self-assessment to guide each participant's professional development.

In addition, TEQ conducted a Staff Strategy Day in November 2016. The purpose of the day was to focus on the organisation's strategic direction for the year ahead and included keynote addresses from key industry representatives.

### 7. Employee consultative committee

TEQ is committed to participative decision-making, which enables better communication flow across the organisation. At an organisational level, all People and Leadership initiatives are developed with the core philosophy that employees are an integral part of the success of any initiative. As such, employee working parties are drawn from relevant TEQ areas to be involved in the design and implementation of initiatives.

### 8. Certified Agreement

The Industrial Relations Commission approved the Tourism and Events Queensland Certified Agreement 2016 on 27 March 2017 for a three-year period. A number of training sessions for staff and managers were held to provide an overview of the terms and conditions.