

Governance - Human resources

The multitude of schemes QRIDA administers require a highly flexible and agile workforce.

QRIDA maintains a core permanent workforce which is supplemented by temporary officers and contract staff when required. This allows QRIDA to ensure staffing levels and resources are highly flexible and are maintained at optimal levels, appropriate to business need.

As at 30 June 2020, QRIDA employed 166.05 full-time equivalent (FTE) staff, an increase from the 2019-2020 budget of 107 FTE staff, due to temporary staff required to deliver the COVID-19 Jobs Support Loan Scheme.

Staff numbers as at 30 June 2020 were comprised of 44.07 per cent female and 55.93 per cent male staff.

The permanent officer separation rate for this period was 7.45 per cent, while the permanent officer retention rate was 92.55 per cent.

A comparative breakdown of staff numbers is shown below.

QRIDA employees by employment type as at 30 June 2020

	2019-20	2018-19	Movement
Permanent	87.57	76.95	↑
Temporary	77.48	41.09	↑
Casual	1	0.50	↑
Total (FTE)	166.05	118.04	↑

QRIDA employees by level as at 30 June 2019

	2019-20	2018-19	Movement
Management (A07 and above)*	34.9	19.50	↑
Professional (A05/6)^	80.58	53.50	↑
Administrative (to A04)†	50.57	45.04	↑
Total (FTE)	166.05	118.04	↑

* Management – This figure includes temporary staff engaged as decision makers for the COVID-19 Jobs Support Loans program.

^ Professional – This figure reflects the significant increase in temporary assessment staff for the COVID-19 Jobs Support Loans program.

† Administrative – This figure reflects a moderate increase in temporary registrations staff for the COVID-19 Jobs Support Loans program.

Engagement

Every year, QRIDA conducts an employee engagement survey through an independent specialist survey provider. The results of the surveys inform and guide our employee engagement action plans across QRIDA. The engagement survey conducted for 2020 saw QRIDA achieve an average engagement score of 87 per cent satisfaction with QRIDA as a place to work. This is a pleasing result given the record amount of financial assistance administered by the QRIDA team in 2019-2020 and the workplace challenges associated with the COVID-19 pandemic restrictions.

Recruitment

Minimal permanent officer turnover occurred. Recruitment activity in 2019-2020 reached unprecedented levels due to the recruitment of temporary staff required to support the delivery of the COVID-19 Jobs Support Loans Scheme. The maximum staff level included 68 staff seconded from government and private sector agencies, and a further 97 QRIDA staff mobilised as a result of new appointments and the internal promotion and transfer of existing staff to assist with the scheme delivery.

The voluntary turnover rate for this period was 12.77 per cent. This is a strong result in the context of a year which has included a large percentage of temporary staff plus considerable organisational change and scheme delivery. This turnover rate demonstrates a positive impact from QRIDA's employee retention and engagement strategies, enabling us to retain talent and intellectual property.

Early retirement, redundancy and retrenchment

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

Professional development

Whilst 2019-2020 involved an unusually high delivery focus, QRIDA remained committed to managing employee performance and conduct as well as developing our employees' capabilities.

QRIDA's performance and development process commences in July each year. During 2019-2020 QRIDA continued to utilise a best practice performance management system which captures and measures the outcomes of both formal and informal performance conversations. This contemporary online performance approach focuses on achieving deliverables against key performance indicators and behavioural competencies, as well as matching employee training and development to business requirements and QRIDA's strategic direction. The introduction of the system, together with tailored performance management training has provided a strong foundation for QRIDA's performance culture into the future. In 2019-2020, many staff undertook skill development programs related to their field of expertise via tailored training courses, and external tertiary studies, amongst other bespoke learning outcomes.

QRIDA also recognises the importance of on-the-job learning and has continued to support and implemented a considerable number of staff rotations, relief arrangements and secondment opportunities.



Industrial and employee relations

QRIDA's consultative employee relations framework continued to provide a mechanism to successfully address any employee concerns relating to organisational change or business process improvement. No formal concerns or grievances were received during the year.

Agile, flexible and healthy workforce

During the COVID-19 pandemic, QRIDA implemented plans to immediately outpace the majority of the workforce. This was successfully achieved with all staff electing to work from home successfully doing so.

QRIDA values its staff and strives to support quality work-life balance, with a suite of available options for staff to alter their working arrangements while maintaining a high level of service. Formal flexible working arrangements, including working from home, part-time, job share and transition to retirement strategies, have been successfully embedded into QRIDA's employee relations model. The majority of QRIDA staff also access informal flexible working arrangements including compressed working weeks and flexitime arrangements.

QRIDA's traditionally high staff satisfaction scores are considered a strong indicator of the effectiveness of QRIDA's workforce flexibility and wellness programs.

Strategic workforce plan

QRIDA is half way through the current two-year workforce plan which is aligned with the strategic planning cycle. The current activities to support the plan provide a pathway to assist QRIDA achieve a flexible and agile workforce that can meet current and future work demands with regards to program management and QRIDA's changing operational environment.

Innovation

In 2019-2020 QRIDA refreshed the structure of the Program Strategy and Delivery department to achieve a regionally-based client-centric service model and refreshed the Business Leadership Team to provide a stronger operational delivery focus and strategic support to the ELT.

Looking ahead

QRIDA is focused on managing a 10 year client account legacy from the COVID-19 Jobs Support Loans Scheme and remaining focused on organisational improvement activities and initiatives, as well as continuing to review employment arrangements, capability strategies, workforce planning initiatives, succession strategies and staff engagement. Together these strategies will continue to ensure appropriate human resource capability is in place to meet workloads associated with existing programs, new functions, emerging business opportunities and future natural disaster events.