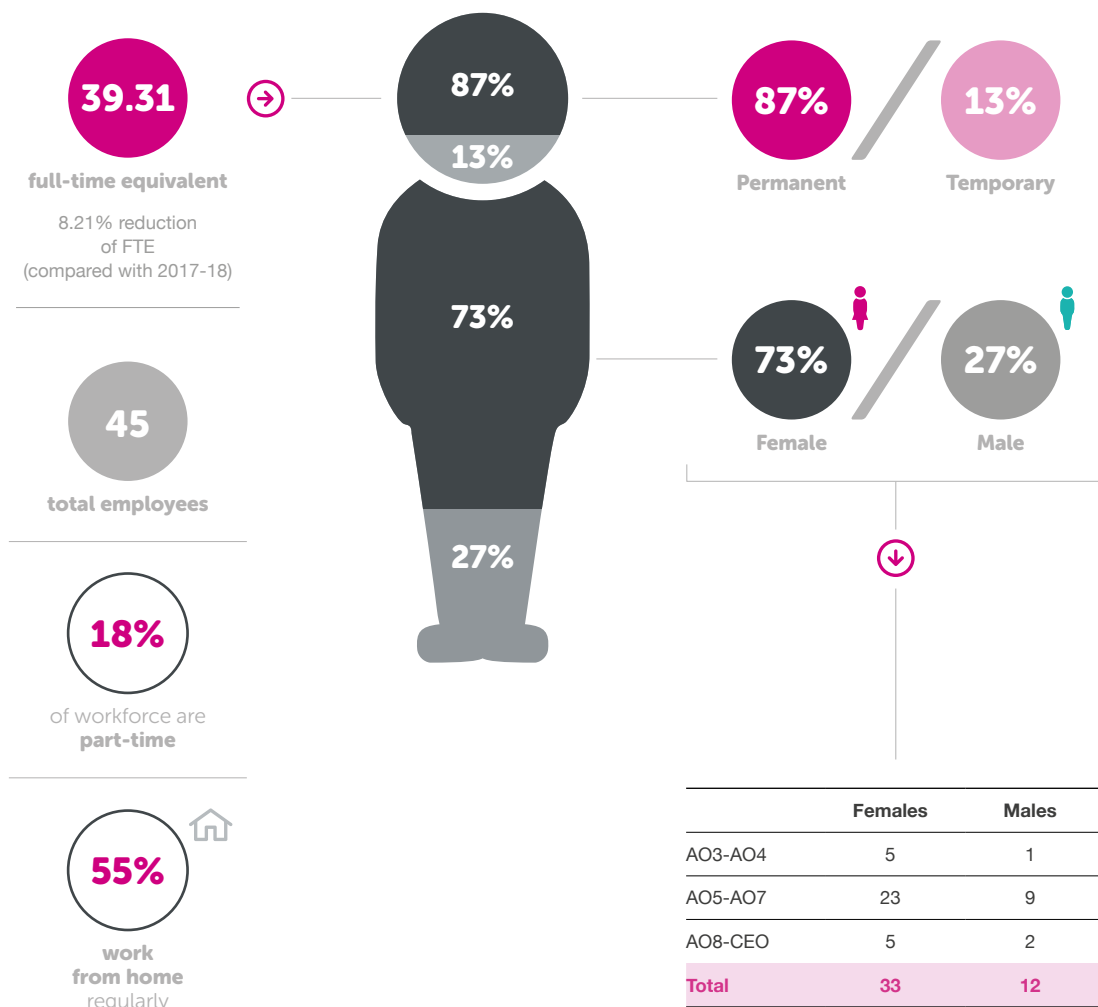




Workforce profile

At 30 June 2019, 45 officers were employed on a full or part-time basis equating to a full-time equivalent of 39.31 FTE.



A priority for 2018-19 was to establish succession plans for positions we identified as higher risk to ensure ongoing business continuity and knowledge transfer wherever possible if these key personnel were to leave. We also started developing role-specific inductions through the collection of data on specific capabilities and competencies required of certain roles and began an evaluation of our onboarding process. We created a new team from existing resources called People, Capability and Culture to focus on strategic workforce planning, performance and culture, along with ensuring contemporary people management practices and future-proofing capabilities.

Corporate inductions were delivered to nine new team members. We maintained a permanent retention rate of 100 per cent in 2018-19, with no permanent separations during this period. No redundancy, early retirement or retraining packages were paid during the period.

Flexible working arrangements

We continue to develop and implement flexible working arrangements. In addition to accrued time, condensed hours, purchased leave, paid maternity leave, and part-time work arrangements, our executive management group and 47 per cent of the broader team work from home on a regular basis. Our dispute resolution team now have the opportunity to work offline, which can be from home, on a fortnightly basis to review casework and undertake professional development.

Two phased retirement arrangements were successfully trialled during 2018-19, with both arrangements extended for a further period and review.

The continued trialling and implementation of these arrangements demonstrates our commitment to championing flexible work and innovation to ensure the needs of our customers and team members are met.

Leadership and management development

The Leadership Team met monthly during 2018-19, ensuring a consistent and cohesive approach to management and leadership across EWOQ. Our leadership values were reviewed during 2018-19 to ensure ongoing support and commitment.

Leadership challenges were set weekly to encourage positive leadership behaviours and ongoing communication within teams. Leadership development has included formal training in performance planning, people management and reasonable management action. Opportunities to relieve in higher positions has led some team members to take on leadership roles and for EWOQ to ensure succession plans are actioned.

Learning and development

EWOQ is committed to developing its people to ensure services are delivered efficiently and effectively.

During 2018-19, our team continued to identify learning and development needs to meet performance objectives identified through the performance management framework. The Principal Learning and Development Officer worked with managers to identify any learning and development needed to meet changes in the energy and water sectors, and work commenced on a learning and development framework, addressing capabilities and role-specific requirements.

All team members are encouraged to learn and develop skills and knowledge through on-the-job training and self-directed learning. EWOQ offered technical, compliance and role specific training and professional development activities on a range of topics during training sessions, workshops, seminars, conferences, online programs and short courses.

Performance management framework

Our integrated performance management framework includes employee induction, probation, performance planning, and performance management. Managers work with team members to develop employee performance plans that are relevant to their work unit and drive performance.

Performance plans were reviewed during 2018-19 to highlight achievements and expected behaviours, along with strengthening links to learning and development needs. The performance development policy was reviewed to reflect these changes.

Employee relations

The State Government Entities Certified Agreement (the Core Agreement) is currently under arbitration and we await news on the progression of this action. The previous Core Agreement expired on 31 August 2018.

Workforce diversity

We respect and support diversity and equity in the workplace and the need to reflect the community we serve. We continue to work with staff to ensure they interact respectfully and competently with people from all cultural backgrounds.

We are an Equal Employment Opportunity employer and aim to employ a workforce more representative of the wider community.

Code of conduct and ethics

At EWOQ, we are required to make ethical decisions, be accountable for our actions and demonstrate integrity. We are committed to fostering a positive organisational culture that values and promotes ethical leadership and decision making.

All employees are required to observe the Queensland Public Service Code of Conduct. The ethics principles and values in the code of conduct are incorporated into our policies and procedures as well as each employee's performance plan. All new team members undertake ethics and code of conduct training as part of their mandatory induction. Current team members undertake code of conduct refresher training annually. We also offer ethical decision-making training to employees.

Workplace health and safety

We strive to create a work environment that is free from injury, illness and incident. We endeavour to drive health initiatives to improve the physical and mental wellbeing and resilience of our teams.

In 2018-19, our Workplace Health and Safety Committee met every three months to progress our health and safety agenda. Health and wellbeing resources were expanded and a variety of online tools introduced to support our team's mental and physical health and wellbeing, as well as the continuation of our annual flu vaccination program.

Our leaders play a vital role in driving a culture of safety, through visible leadership, support, risk management and wellbeing initiatives.

We continue to have a small number of workplace accidents and incidents that are followed up where necessary by our trained safety advisor.

No WorkCover claims were received in 2018-19.

We engage workplace rehabilitation services where required to assist employees achieve a safe and timely return to work.

Our team has free access to the employee assistance program, a confidential counselling service for them and their families provided by qualified, experienced professionals through Benestar.



EMPLOYEE ACHIEVEMENT AND RECOGNITION PROGRAM

During 2018-19, we recognised and celebrated the achievements of our team members with our employee achievement and recognition program called the EWOQ All Stars.

An initiative of the Celebration of Success working group, the awards cover a number of categories and timeframes:

- **All Star Award** – a bi-annual award recognising a team member for their overall contribution, ongoing commitment and demonstration of the EWOQ values
- **Bright Star Award** – a quarterly award for innovation, leadership, enthusiasm and problem solving
- **Rising Star Award** – a quarterly award for improvement and development of ideas and actions
- **Shining Star Award** – a monthly award in each office location for going above and beyond
- **Rock Star Award** – a fun award to celebrate someone in each team who is making a difference, paying it forward or simply making the team laugh



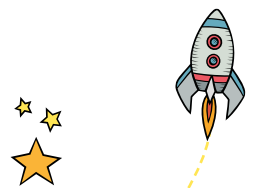
Two team members received
All Star Awards



Six team members received
Bright Star Awards



Five team members received
Rising Star Awards



Shining Star Awards were presented a total of 34 times across the Brisbane, Rockhampton and Cairns offices

21 Rock Star Awards were presented