

# QRIDA workforce profile

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 maintained at optimal levels, appropriate to business need.

As at 30 June 2021, QRIDA employed 149.08 full-time equivalent (FTE) staff, an increase from the 2020-2021 budget of 134 FTE staff, due to temporary staff required to manage ongoing loan repayments resulting from the Queensland Government's COVID-19 Jobs Support Loan Scheme, plus additional temporary resources administering the Small Business COVID-19 Adaption Grants and the North Queensland Replanting, Restocking and On-Farm Infrastructure Grants Scheme, together with several other financial assistance schemes QRIDA is administering.

Staff numbers as at 30 June 2021 were comprised of 49.36 per cent female and 50.64 per cent male staff.

The permanent officer separation rate for this period was 3.25 per cent, while the permanent officer retention rate was 96.75 per cent.

A comparative breakdown of staff numbers is shown below.

## QRIDA employees by employment type as at 30 June 2021

	2020-21	2019-20	Movement
Permanent	87.02	87.57	↓
Temporary	62.06	77.48	↓
Casual	0	1	↓
Total (FTE)*	149.08	166.05	↓

## QRIDA employees by level as at 30 June 2021

	2020-21	2019-20	Movement
Management (A07 and above)*	30	34.9	↓
Professional (A05/6)	64.85	80.58	↓
Administrative (to A04)	54.23	50.57	↑
Total (FTE)*	149.08	166.05	↓

\* Minimum Obligatory Human Resource Information (MOHRI) FTE data for fortnight ending 18 June 2021.

## 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.

In 2021 the engagement survey was conducted at the end of the financial year with an average engagement score of 80 per cent level of satisfaction with QRIDA as a place to work. In August 2020 QRIDA achieved an average engagement score of 87 per cent level of satisfaction. Following the 2020-2021 survey QRIDA will be aiming to exceed the target of 85 per cent.

As an outcome of the 2019-2020 survey, QRIDA increased engagement and consultation with employees via a series of formal manager-led team conversations and a new employee feedback email address together with a new employee representative consultation group.

## Recruitment

Minimal permanent officer turnover occurred this financial year. Recruitment activity in 2020-2021 remained high due to the recruitment of temporary staff required to support the delivery of the COVID-19 Jobs Support Loan Scheme in addition to the usual and customary turnover of temporary resourcing.

The voluntary turnover rate for this period was 12.31 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 2020-2021 involved an unusually high delivery focus resulting from such aspects as the ongoing impacts of the North Queensland Restocking Planting and On-farm Infrastructure Grant Scheme, the Small Business COVID-19 Adaption Grants and the COVID-19 Jobs Support Loan Scheme, 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 2020-2021 QRIDA continued to use 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 2020-2021, 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-job learning and has continued to support and implement 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. One formal grievance was received during the year which was successfully resolved through management action. This grievance represents 0.005 per cent of QRIDA's peak annual staffing number.

## Agile, flexible and healthy workforce

During the COVID-19 pandemic, QRIDA implemented plans to immediately out place the entire workforce, excluding 0.04 per cent key personnel retention. This was successfully achieved with 100 per cent of staff electing to work from home successfully doing so. In the 2020-2021 financial year QRIDA commenced returning staff to the office environment with varying levels of attendance required for executives, managers and staff. This attendance pattern is adjusted in accordance with Queensland Government health advice and to accommodate personal circumstances on a case-by-case basis.

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 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 planning

QRIDA seeks to provide a pathway to assist the organisation 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. During the reporting period, QRIDA undertook a multi-channel recruitment approach to rapidly deliver a diverse and capable temporary workforce. The organisation redeployed internal resources, attracted Queensland Government candidates through targeted advertising, seconded additional Queensland Government employees through mobility schemes and engaged further resources from external professional services firms. QRIDA continues to refine recruitment and onboarding practices to meet the continuing capability challenges associated with schemes delivery.

## Looking ahead

QRIDA is continuing to focus on managing a 10 year client account legacy from the COVID-19 Jobs Support Loan 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.