

# Engaged people

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## Strategic workforce planning and performance

### Workforce profile

<b>836</b> full-time equivalent employees	<b>64%</b> of our workforce is female	<b>9.5%</b> employee attrition rate
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### People survey

We measure employee engagement because we know strong employee engagement drives discretionary effort, performance and retention which contributes to better customer outcomes and business sustainability. We conduct an annual People survey that examines responses to our values, organisational goals and ideal behaviours and use results as a catalyst for action.

We produced strong results around inclusion, feedback on employees' immediate manager and performance as compared to the Australian and Financial Services Sector norm. Overall, 8 out of 16 categories are still above the Australian National Norm results.

While we have historically scored strongly on our measures, this year our score has decreased from 8.2 in 2020 (our highest ever) to 7.0/10 overall.

It has been a challenging year externally, as well as internally with operational impacts such as:

- rising claims costs
- durations impacting our people's workload
- return to work challenges
- changes in the work environment between office and remote, and
- our new 5 in 10 Contemporary Mobile Workforce (CMW) framework.

Our measure and outcomes give us the information we need to create positive change.

Across our results, these are the three key challenge areas that are we working on:

- **customer focus** e.g. being responsive to customer needs and the ability to deliver a good customer experience
- **leadership and direction** e.g. senior management caring about the wellbeing of employees and having trust and confidence in the decisions they're making, and
- **development** e.g. promoting the most competent people and training to improve skills within their current job.

In June 2021, we hosted internal workshops with our people to look at the way we work, the primary drivers around the engagement index decline, and how we can improve across the business. We aim to invest our efforts in priorities that are connected to the employee experience we want to create and maintain at WorkCover.

## Health and wellbeing

The existing workplace health and safety framework underpins WorkCover's commitment to workplace health, safety, wellbeing and rehabilitation. A Workplace Health and Safety Committee (WHS Committee) remains common practice and meets monthly. The committee meets its obligations in accordance with the *Work Health and Safety Act 2011*, section 76(4) by ensuring 'At least half of the members of the committee must be workers who are not nominated by the person conducting the business or undertaking' (PCBU).

Current workplace health and safety policies and procedures provide:

- a broad and detailed framework for the maintenance of a physically and psychologically safe working environment
- an overall focus on the reduction of workplace injuries and best practice rehabilitation activities
- day-to-day operations and responsibilities for injury prevention and management
- centralised self-service workplace health and safety (WHS) reporting followed by committed incident follow up and investigation
- educational resources for our people through regular WHS and wellbeing team talks, and shared Yammer content. These are complimented with numerous self-led resources
- employee assistance program support for our people and their direct family members
- early intervention rehabilitation support for treatment of physical conditions affecting our community
- an online compliance module completed by all employees on an annual basis, along with various WHS relevant content across other annual compliance modules
- a report to the Board outlining all incident, hazard, claim data for the period, along with progress updates on proactive initiatives, and
- a Queensland Government validated People at Work safety and wellbeing risk assessment survey.

### Wellbeing bootcamps

Following our 2020 People survey and People at Work survey, and in consultation with organisational psychologist, Dr Meg Hooper from Carousel Consulting, we conducted wellbeing bootcamps focusing on resilience and managing unreasonable customer behaviour. Our focus on psychological safety tied into insights from our WHS incident reporting and the People at Work survey.

### Mates Connectors

The WHS Committee officially launched Mates Connectors in our workplace, a positive way to let our people know that we care about their mental wellness. There are 34 Connectors trained across WorkCover and provide initial informal support to our people and complement our formal support services, such as the Employee Assistance Program and our Early Intervention Program.

## Recruitment

In 2021, we have seen growth in claims numbers and claims complexity and we understand that appropriate resourcing levels are a key factor to support our approach in addressing this. We implemented a reduction in recruitment activity from July – December 2020 as a response to the COVID-19 pandemic and aligned with the Queensland Government's fiscal measures.

Over the year we experienced:

- 3,280 applications for vacant positions in January – June 2021
- 59 external new starters welcomed to WorkCover, and
- 27 internal movements to a new role or promotions.

In 2022, we will continue to need more employees focused on managing the growing number of involved and complex claims.

To attract the best talent and support our vision to make a positive difference to the lives of Queensland workers, we use recruitment practices that put the candidate at the heart of the experience. We place a lot of value in creating an inclusive hiring process that involves a range of selection techniques from psychometric assessments, video interviews, assessment centres, work samples and panel interviews. Throughout the process we provide a realistic preview of what it's like to be part of the WorkCover team and aim to secure talent who are connected to our purpose.

## Flexible working arrangements

The right to request flexible work arrangements is provided by sections 27 to 29 of the *Industrial Relations Act 2016* and requests are not restricted to specific purposes or categories of employees. WorkCover is supportive of flexible work arrangements to help balance our employees work, family and lifestyle responsibilities. We have implemented flexible work arrangements for WorkCover employees and we continue to respond to feedback on our implementation. To support this, we introduced the 5 in 10 CMW framework. This means at least 5 days out of 10 working days our people are required to work from WorkCover Central (the office at 280 Adelaide Street), but on other days may work remotely.

Prior to the re-opening of our premises in late-June 2020, a comprehensive COVID-19 risk assessment was completed, and control measures such as directional signage, social distancing and additional cleaning practices put in place to ensure the health, safety and wellbeing of our people. We have continued to maintain this responsively throughout the financial year.

## Performance framework

WorkCover has a performance management framework which is our commitment to motivate and manage performance and ensure we deliver on both individualised goals and the wider business strategy. WorkCover's performance management framework has been designed to support leaders to understand best practice approaches to performance management, with a human-centered approach.

## Diversity, inclusion and belonging

We are committed to ensuring our people feel included: they are treated fairly and respectfully, are valued, and have a community to which they belong. Our Board has endorsed our Diversity, Belonging and Inclusion strategy that supports our vision for an inclusive workplace.

## Reconciliation

We are committed to a shared vision for reconciliation, by outlining the steps we will take to consult, build relationships and use our resources to work with Aboriginal and Torres Strait Island peoples and their communities. This forms part of our Diversity, Belonging and Inclusion strategy and ensures we utilise our unique position to foster inclusion for Aboriginal and Torres Strait Islander peoples across Queensland workplaces.

Our Reconciliation Action Plan (RAP) has been preliminarily endorsed by Reconciliation Australia. This means that we can formally continue with our journey and commitments and ensure our message of reconciliation is embedded within WorkCover. This preliminary status will be finalised with the formalisation of our plan in a booklet and electronic medium and be launched and distributed to employees, stakeholders, and customers. This document is currently under development in partnership with local Indigenous artist, Rachael Sarra.

## Industrial and employee relations

As a business, WorkCover has created a strategic priority to foster a workplace where our people are remarkable, as described in Towards 2024 (our strategic plan). Supporting this strategic priority area is WorkCover's annual strategic workforce plan. The strategic workforce plan outlines observations of the past year and details emerging environment trends to inform people-related strategies to implement for the year ahead.

WorkCover is continually reviewing workplace practices that shape an environment where people have a voice and feel supported in raising employment concerns, seek advice or make suggestions for improvement. Accordingly, WorkCover engages purposefully in consultation with Together Union on workplace matters. Through the WorkCover Consultative Committee, management, Together Union and internal delegates are provided a forum to actively raise and quickly resolve employment matters, including organisational change, policy, people initiatives, wellbeing and safety.

### Workload tool

As part of workload management and creating an environment and practice where people feel productive and supported at WorkCover, the Workload Management toolkit was created. The toolkit was created in accordance with our [\*WorkCover Employing Office – Certified Agreement 2018\*](#) in consultation with Together Union and our WorkCover Consultative Committee (WCC). During 2020–2021, the Workload Management toolkit featured as part of WCC meetings each month and was also rolled out to leaders in August 2020. Supported by a leader and team guide this tool provides insights to address workload concerns that may develop now and in the future at WorkCover.

### Remuneration

The remuneration arrangements for other individual contract employees are determined by the CEO in accordance with WorkCover's annual remuneration strategy (Remuneration strategy 2021). The remuneration strategy is endorsed by the People Committee. The remuneration and other terms of employment for contract employees are formalised in individual employment contracts. All non-contract employees are remunerated in accordance with the [\*WorkCover Queensland Employees Award State 2015\*](#) and [\*WorkCover Employing Office – Certified Agreement 2018\*](#).

The current agreement applying to WorkCover Award-covered employees is the [\*WorkCover Employing Office – Certified Agreement 2018\*](#) which nominally expires on 30 September 2022 and covers approximately 631 employees.

Legislation regarding new public sector wages arrangements was passed by Parliament on 17 June 2020. The legislation was in response to the financial impact of the COVID-19 health pandemic and was designed to support certainty of ongoing employment security for public sector employees. The [\*WorkCover Employing Office – Certified\*](#)

Agreement 2018 was impacted as part of this legislation. The effect of the legislation meant that the wage increases contained in the WorkCover Employing Office – Certified Agreement 2018 were adjusted to incorporate a nil wage increase for the 2020–2021 financial year (while honouring all other aspects of the certified agreement), and a deferred wage increase to follow six months after the scheduled 2021–2022 wage increase in accordance with chapter 15A of the Industrial Relations Act 2016.

To give effect to the Premier’s announcement amendments to the Industrial Relations Act 2016 were passed by Parliament on 17 June 2020 and received assent on 22 June 2020 (becoming operational on this date). The amendments are framed around maximising the protection of public sector employment in Queensland, honouring certified agreements, and directing savings to the COVID-19 response. These changes were actioned by WorkCover, working in partnership with Together Queensland. In accordance with section 952ZF of the Industrial Relations Act 2016, the WorkCover Employing Office – Certified Agreement 2018 extended the Certified Agreement out until 30 September 2022.

## Growing the capability of our people

WorkCover is committed to enabling a continuous learning culture that develops the capability of our people. We do this through ongoing investment in their development and by recognising the importance of building and developing capabilities to meet current and future needs. Learning and development programs are aligned with our strategic plan.

### **Enabling lifelong learning—on demand learning**

WorkCover provides the opportunity for our people to learn on demand through easily accessible online learning tools to develop new skills (including technical and behavioural skills). WorkCover continues to connect learners with industry relevant external learning and customised e-learning modules to improve their technical knowledge with 880 employees accessing online learning throughout 2020–2021.

### **Personal Injury Education Foundation (PIEF)**

WorkCover has a corporate membership with PIEF to support the personal injury industry, acknowledge the value the foundation provides the industry and importantly to demonstrate our ongoing commitment to the professional development of our people.

We had 28 employees studying with PIEF throughout 2020–2021, completing their Certificate IV in Customer Engagement, Certificate IV in Personal Injury Management or Diploma in Personal Injury and Disability Management.

### **Mental health awareness to support our customers and each other**

Since 2017, WorkCover has provided our people with the opportunity to attend the evidence-based Mental Health First Aid (MHFA) program to grow our capability in understanding mental health and how it affects our people and customers. MHFA accreditation is valid for three years.

### **Harvard Corporate learning**

To support leaders in developing and executing their capabilities, we continue to provide on demand access to Harvard Corporate learning through the Harvard Spark online portal for individual and group leadership learning.

Our leaders completed over 5,900 activities across the 2020–2021 year to date. The content is updated daily with personalised recommendations for leaders based on their individual needs and skills identified for interest and development.

### **Graduate program**

Eight graduates completed their first year of the two-year graduate program and made valuable contributions to several projects across WorkCover. The graduates will have the opportunity to explore their future career options at WorkCover before completing the program in early 2022.

### **Study assistance**

The Study Assistance Program is designed to support and assist our people to learn and develop through study for qualifications, certifications, or accreditations. We have 58 people currently studying and 20 who have completed their qualifications in 2020–2021.