

ENGAGED PEOPLE

To achieve our vision of being the best workers' compensation insurer, WorkCover Queensland has continued to develop an organisation of committed, creative people with strong leadership.

Through ongoing investment in our people—developing their leadership and technical competencies; providing flexible working arrangements; wellness initiatives; and a safe and comfortable working environment, we ensure our people have the capability and capacity to meet the needs of our customers now and into the future. We also create a workforce that is dedicated to delivering positive experiences for our customers and committed to WorkCover's success.

Workforce overview

- 755 full time employees
- 69% of workforce is female
- 8.3% employee attrition rate

People survey

During the year, we continued our confidential employee engagement survey, measuring sustainable engagement of our people. The survey provides insights into our culture by gathering feedback on our values, learning framework, customer orientation, leadership and teamwork.

We achieved an excellent response rate of 85% for our March–April 2018 survey. Our management team encourage our people to complete the survey and this response rate confirms our people's commitment to have their say.

WorkCover met or outperformed the Australian benchmark on 12 of the 13 categories within the engagement survey, achieving a sustainable engagement index of 78 out of 100. These results have been used throughout WorkCover to celebrate our strengths, identify opportunities for improvement and develop action plans.

Wellbeing

Our wellness program, WorkWell is designed to allow us to maintain a work culture that continuously educates and reinforces the importance of health and safety at WorkCover. The program drives safety and wellness through education and initiatives including:

- mental health and wellbeing programs
- 'Mindful May' campaign with free yoga and mindfulness sessions
- 'Conscious acts of kindness' month to encourage true kindness and the act of giving
- information and support through our Employee Assistance Program, with free counselling sessions for our people and their immediate family
- nutrition and physical health sessions and cooking demonstrations
- free influenza vaccinations
- bowel screening kits
- free skin checks and sun smart campaign
- monthly workplace health and safety toolbox sessions.

Financial wellbeing

We partnered with various external specialists to provide independent educational options for our people. During the year, employees were invited to optional financial sessions or provided educational tools and online resources on topics including:

- understanding and growing super
- managing loans and debt
- planning for retirement.

Flexible working arrangements

We recognise that flexible working arrangements play an important role in diversity, inclusiveness and wellbeing and allow us to attract and retain high quality, capable people. During the year, we broadened our flexible working arrangements across WorkCover to allow people to better balance work and life. Work life options, such as flexible start and finish times, access to additional banked time and part-time arrangements are available to our people.

We are exploring the possibilities of remote working through our Contemporary Mobile Workforce pilot project. This pilot project, which will be completed in late 2018, aims to give our people seamless remote access to the tools they need to do their job.

Parental leave and keeping in touch allow parents to take time off for family while staying connected to the workplace. We have made a positive impact on the way we work by allowing our people to return to work through part-time and job share opportunities.

Recruitment

During the year, 105 new starters joined WorkCover. Through innovative strategies, such as engaging advertising, realistic job previews, psychometric assessments for best fit candidate profiling, we are attracting, recruiting and selecting the right people to join our organisation.

To support the recruitment process and make all transitions at WorkCover a positive experience, we have designed:

- a 12-month cultural on-boarding program for new starters
- a return from maternity leave program
- a new leaders' program
- an emerging leaders' program.

These programs help our people transition smoothly to their new roles, whether that is before their first day with us, when they are returning after a period of leave, or when they are heading into a leadership role for the first time.

Improving online experience

User experience has been a key focus over the last 12 months, ensuring our digital platforms support our people in delivering the best outcomes for customers. User research, modern technology, and data and analytics are helping to create a core platform that better guides our people. Some of the improvements delivered during the year include:

- a robust site visit tool to help our customer compliance team when visiting employers and recording site visits
- a new return to work provider referral tool to help our people through the panel referral process and ensures a fairer allocation of work across all referral types
- more intuitive claim management screens to help guide our people to the next best action that is tailored to a customer and their recovery.

Data security remains a strong focus, with regular security awareness training to ensure our staff remain vigilant against security incidents and to reduce the likelihood and impacts of a security breach.

Casual for a Cause Fridays

WorkCover's successful Casual for a Cause Friday program has raised almost \$29,000 in donations to selected charities since the program's inception in March 2017. Our people have chosen charities close to their hearts across health care, social enterprise and animal protection services.

This charitable program strengthens WorkCover's corporate and social responsibility credentials and helps our people make a real difference to these worthy community causes.

Industrial and employee relations

Ensuring our people have a voice and feel supported in raising employment concerns is a priority for WorkCover. We believe that creating an environment of openness and transparency fosters more productive working relationships and business outcomes. WorkCover invests in the relationship with Together Union and engages in a consultative process on workplace matters.

The Workplace Consultative Committee, management, Together Union and internal delegates are afforded a forum to openly raise and quickly resolve employment matters including: organisational change, benefits, policy, initiatives and wellbeing and safety.

During the second half of 2018, the consultative committee will focus on the renewal of WorkCover Queensland's Certified Agreement, which expires in September 2018.

Learning and development

WorkCover's learning framework supports a shared understanding across the organisation of what skills, behaviours and abilities we need for the future and how we can deliver these. It helps attract, recruit and sustain a capable workforce and is designed to inform learning and development initiatives. It starts with employees doing some individual reflection and based on their review against the learning framework, and together with their manager, a development plan is created.

Our leadership team, People and Finance and Solutions and Technology groups have utilised the learning framework to identify opportunities for capability growth and created individual development plans designed to ensure capability for current and future roles. The remaining groups in the organisation will adopt the learning framework over the coming months.

An appropriate technology platform will also be introduced in the coming 12 months to support these activities and make our people processes, such as performance objectives and development planning, easy.

Learning culture

At WorkCover, how we learn plays an important role in development and improving capability. Our focus has been on establishing a learning culture that provides opportunities for learning in line with the 70:20:10 model: 70% of our learning is on the job, experience based; 20% of our learning is coaching or developing through others; 10% is formal learning and structured courses.

Leadership and management development

Strong leadership at WorkCover is created through alignment with an authentic leadership approach that supports high fulfilment and achievement of goals. All leaders have now completed a 360 degree assessment program to better understand their current leadership competencies and effectiveness.

Management expertise is developed in-house through our monthly Enlightened Bites program. This collaborative leadership learning approach helps our managers stay up-to-date on important and topical management issues such as career conversations, on-the-job development and creating a healthy team culture. The program also gives our managers the opportunity to collaborate and leverage knowledge on taking actions and generating new approaches to managing teams.

Mental Health First Aid (MHFA)

During the year, 593 employees completed a two-day evidenced-based MHFA program. The program aims to increase awareness of mental health issues and provides guidance for our people on managing conversations with customers, colleagues or friends and family who may have or are at risk of developing a mental health illness and helping them seek appropriate treatment and support.

Personal Injury Education Foundation (PIEF)

During the year, eight Customer Group employees completed the Certificate III in Personal Injury Management (Claims Management) with PIEF. In total, 90 WorkCover employees have graduated from the Certificate III program. Our future skills and capability planning has identified the need for a different blend of learning and study options. Three employees have engaged in Diploma-level qualifications with PIEF and we are evaluating PIEF's new approach of using Skill Pods to deliver modular learning.

Onboarding

All new leaders completed a new onboarding program over the first 90 days of employment. The aim of the program is to support our new managers to understand the relationships, structure and purpose of WorkCover along with alignment to the strategy and practices of our business.