



SECTION

E.1. Human Resources Management

The Directorate's Human Resource (HR) Unit continued to provide strategic, operational and technical advice and HR support to executives, managers and staff of the Directorate's Portfolio. The unit performs a number of HR functions for the Directorate and facilitates provision of support from the Shared Services Centre. The human resource priorities are guided by the *EDD Strategic Plan 2013-2016*. These priorities are delivered by: providing learning and development opportunities to attract, build and retain a resilient workforce, ensuring a safe and productive work environment and by offering effective performance feedback to build a collaborative workforce.

DELIVERING FOR THE FUTURE

The *ACT Public Service Economic Development Portfolio Enterprise Agreement 2011-13* (the EDP Agreement) expired on 30 June 2013. Negotiations commenced for three new agreements with the *ACT Public Service Administrative and Related Classification Enterprise Agreement 2013-2017* (Administrative Agreement) taking effect from 30 May 2014.

Negotiations continue on the other two agreements, being the Technical and other Professional Staff Agreement and the Infrastructure Services Agreement and these are expected to take effect during the 2014-15 reporting period.

Attraction and retention of key staff remains a principal objective for the Directorate to ensure that operational priorities are achieved. The Directorate facilitated access for staff to attend training programs to build skills, knowledge and enhance professional development. Training programs and courses were communicated regularly to staff and promoted via the intranet and the Shared Services Training Calendar. The Directorate supported staff in attending whole-of-government leadership and development programs to nurture the talent of emerging leaders and strengthen leadership in the Directorate. Learning and development requirements for the Directorate are identified through personal development plans as well as evolving technology and maintenance of qualifications.

STRENGTHENING ORGANISATIONAL RESILIENCE

The Directorate continued to promote workplace health and safety to maintain a workplace culture which provides a healthy and safe working environment. This involved improving staff awareness and understanding of the health and safety roles and responsibilities.

During the reporting period, an important achievement was the implementation of the Health and Wellbeing program for the Directorate, which incorporated activities for staff to participate in, development of policies and fact sheets to encourage a healthy active workplace.

The Directorate has a number of strategies in place to ensure organisational resilience is achieved. This includes the introduction of the EDD performance and development

framework, training and development opportunities to build and enhance knowledge and skills, and a number of health and wellbeing initiatives (refer section E.3 of this annual report).

To ensure workplaces throughout the Directorate are respectful, courteous, fair and value individual differences, the Respect, Equity and Diversity (RED) Framework was promoted throughout the year with Induction sessions incorporating RED conducted for all new employees and compulsory RED training for staff at all levels. The RED contact officer Network met quarterly to discuss topics including information sharing, problem solving/debriefing, and peer support opportunities.

The Directorate also implemented and actively promoted the ACT Public Service (ACTPS) Values and Signature behaviours and the ACTPS Code of Conduct which are available to staff through information sessions, training and on the intranet.

The Directorate continues to run the Staff Awards program each year, which rewards staff for excelling in categories based around the ACTPS values of Respect, Integrity, Collaboration and Innovation.

SUSTAINING COMMUNITY CONFIDENCE

The Directorate is committed to promoting a positive culture of integrity, respect and participation, which is supported by various policies. It seeks to achieve a workplace that is respectful, welcomes diversity and is free of discrimination, harassment and bullying and that staff are aware of their obligations.

Induction programs are conducted for all new staff with training on the RED Framework compulsory for all staff to ensure they are aware of their rights and responsibilities as an employee of the Directorate and the ACTPS. The RED Framework and the Code of Conduct assists to deliver the Directorate's commitment to a culture of integrity, respect and participation on a range of matters of community concern. These include such issues as conflict of interest, fraud, corruption, integrity, respect and inclusiveness.

The Directorate's Performance Management Program continues to be an important factor in ensuring individual development and enhancing skills and capabilities required to achieve the Directorate's strategic goals. The program encourages employee performance through ongoing feedback and performance reviews which lead to growth and innovation.

The HR Unit facilitated a number of learning and development opportunities by conducting inhouse training and providing information regarding the courses on the Shared Services' training calendar as well as participating in the service-wide programs.

WORKING COLLABORATIVELY

Directorate representatives actively participated and engaged in various cross-agency forums including the People and Performance Council, HR Directors, various security and emergency forums and a range of work health and safety meetings.

During the reporting period, the Directorate Consultative Committee (DCC) and Workplace Consultative Committees (WCC) continued to meet regularly to consolidate consultation and communication between managers, staff and unions. In addition, the Workplace Health and Safety Committees, Health and Safety Representative Network and a RED Contact Officer Network met regularly throughout the financial year.

A bimonthly Senior Managers Forum, which involves all Senior Managers and Executives, ensures a regular update of information from the Director-General and provides an opportunity for sharing information and networking.

The HR Unit continued to support managers and supervisors on HR issues and accountabilities by initiating informal meetings with individual managers on an ongoing basis. This level of engagement allowed managers and HR to work together to address potential issues of concern.

The Directorate's Social Club is strongly supported by staff and management and actively promotes positive staff moral, networking opportunities and work life balance.

Further information may be obtained from:

Director, Corporate

Ph: (02) 6207 8207

E.2. Learning and Development

The Economic Development Directorate's learning and development program continued during the reporting period to provide learning and development opportunities to strengthen its workforce, build organisational capability, encourage retention and enhance ongoing performance. The Directorate coordinated a range of in-house learning and development opportunities as well as utilising the ACT Public Service (ACTPS) training calendar, attending conferences and various specialist programs.

Learning and Development activities included, but were not limited to, the programs outlined below.

Corporate Compliance

Staff induction: The induction program is divided into two half day sessions with the first providing current and new employees with an overview of the functions of the Directorate (including LDA) and an opportunity to network and learn about the EDD portfolio. The second session is specifically aimed at new employees and is designed to provide them with an understanding of expectations in the workplace, conditions of service and workplace health and safety.

Respect, Equity and Diversity (RED): There are three training programs presented by CIT Solutions. These include: general staff training, managerial training and Contact Officer training. The training is focused on increasing awareness and understanding of the ACTPS RED Framework.

Information and Records Management: It is compulsory for all new staff to attend in-house training on Information and Records Management.

Work Health and Safety (WHS): A diverse range of WHS training is provided. This includes: First Aid Officer training; Construction Induction (White card); Asbestos Awareness; WHS for Health and Safety Officers; Executive WHS refresher; Mental Health and Wellbeing; Quit Smoking; and Managing Psychological Illness in the workplace.

Freedom of Information (FOI): Executive staff participated in FOI training and staff attended courses facilitated by Justice and Community Safety Directorate.

Risk Management: All Executive Staff were invited to attend Risk Management training delivered by the ACT Insurance Authority.

Job specific

Writing for Government: This program builds on existing writing skills, providing participants with the ability to write clear and concise briefs and correspondence.

Project Management: Staff were able to participate in a variety of Project Management courses including Diploma of Project Management, Microsoft Project Management and general Project Management.

Management

Coaching Skills for Leaders and Managers: This program consisted of a two day course and a recall session. It exposed Managers to key coaching skills and methodologies to foster improved engagement and performance.

HR Masterclass: This program is designed to provide experienced managers with access to training in high level management skills, enabling them to effectively manage complex people management issues.

In-house learning and development opportunities were promoted to staff with 143 staff attending training at an estimated cost of \$351,850.

Other Whole-of-Government Learning and Development Opportunities

| Initiative | No. Of Participants |
|-------------------------------|---------------------|
| ACTPS Graduate Program | 1 |
| Future Leaders Program | 7 |
| Executive Development Program | 1 |

Shared Services Training

Shared Services Training Calendar was promoted to staff with approximately thirty staff attending training at an estimated cost of \$10,531.

Studies Assistance

The Directorate supported staff through the Studies Assistance Program by providing paid and unpaid leave payment of course costs for staff to undertake tertiary study. Four staff members were supported during the reporting period with an investment by the Directorate of \$1,850.

Further information may be obtained from:

Director, Corporate
Ph: (02) 6207 8207

E.3. Work Health and Safety

Work Health and Safety is a priority for Economic Development Directorate and it is managed in accordance with the statutory provisions of the *Work Health and Safety Act 2011* (the Act) and supported by the *ACTPS Workers' Compensation and Work Safety Improvement Plan*. The Chief Minister and Treasury Directorate Safety Support team provided guidance and support to the Directorate in implementing the requirements under the Act. The Directorate continued to implement the actions identified in its Work Health and Safety Strategic Plan.

During the reporting period the Directorate was not issued (under Part 10 of the Act) with any improvement, prohibition or non-disturbance notices, nor did the Directorate fail to comply with any enforceable undertakings under Part 11 or Part 2 (Divisions 2.2, 2.3 and 2.4) of the Act.

Health and Safety Structures and Consultation Arrangements

At the commencement of the reporting period, the Directorate had in place three divisional Work Health and Safety Committees: Economic Development, Policy and Governance Division; Tourism Events and Sport Division; and the Land Development, Strategy and Finance Division (also comprising LDA staff from the same workgroup). As of 1 April 2014, the Directorate moved to a two divisional structure comprising two Work Health and Safety Committees: Land Development and Corporate Division; and Business, Tourism, Events and Sport Division. The Chief Minister and Treasury Directorate, Safety Support Team attend Committee meetings to provide safety advice.

The Directorate Portfolio has twenty-one Health and Safety Representatives for designated workgroups. This includes four LDA staff.

During the reporting period, a network meeting for Health and Safety representatives across the Directorate's Portfolio was established. The aim of the network is to share information amongst health and safety representatives, assist in determining and implementing health and safety initiatives and providing health and safety representatives with advice on health and safety matters affecting the Directorate Portfolio. The Chief Minister and Treasury Directorate Safety Support Team attend and present at the network meetings.

Injury Prevention and Health and Wellbeing

The Directorate continued to promote a culture where health, safety and wellbeing are a part of everyday business. A range of injury prevention and health and wellbeing initiatives were implemented across the Directorate's Portfolio including:

- monthly Health and Wellbeing updates for staff;
- monthly HR newsletter that includes health and wellbeing information;
- 'Health and Wellbeing' reimbursement initiative (not exceeding \$100 per annum) to financially support employees to participate in health and wellbeing activities;
- ongoing provision of work station assessments;
- induction sessions that include work health and safety information;
- engagement of rehabilitation providers for both compensable and non-compensable injuries/illnesses to support employees to an early, safe and supported return to the workplace;

- participation in events such as Lifeline's Stress Down Day;
- representation on the whole-of-government Health and Wellbeing Network and Work Health and Safety Working group;
- a carer's room, located within the workplace, is provided for staff to utilise;
- 'Breastfeeding Friendly Workplace' reaccreditation;
- provision and promotion of professional and confidential counseling services available to staff and their families through the Employee Assistance Program (EAP) provided by OPTUM;
- provision and promotion of the EAP Manager Assist Program;
- influenza vaccinations offered onsite to staff;
- yoga classes (staff are responsible for payment for the sessions);
- coordination of blood donation courtesy bus travel (workplace absence is without loss of pay);
- mental health awareness promotion activities;
- quit smoking program offered to staff;
- walking groups and walking meetings;
- weight loss program available for staff;
- review of Work Health and Safety policies;
- management of workplace psychological illness in the workplace program for supervisors;
- mandatory respect, equity and diversity training;
- continued implementation of construction white card training and asbestos awareness training;
- First Aid Officer training;
- HR Masterclass for experienced managers;
- work health and safety refresher training for Executives;
- coaching skills for Leaders and Managers;
- managing return to work – Toolbox sessions; and
- leadership – identifying psychopaths and psychopathic behaviour in the workplace seminar.

Notifiable Incidents

The Directorate reported the following 'notifiable incidents' to the regulator in accordance with Part 3, Section 38 of the *Work Health and Safety Act 2011*:

- fatality of a participant in a cycling event at Stromlo Forest Park;
- suspected electric shock at the Lakeside Leisure Centre; and
- tractor reversed over a power box.

Further information may be obtained from:

Director, Corporate
Ph: (02) 6207 8207

E.4. Workplace Relations

The ACT Public Service Economic Development Portfolio Enterprise Agreement 2011-13 (the EDP Agreement) expired on 30 June 2013. Negotiations commenced for three new agreements with the ACT Public Service Administrative and Related Classification Enterprise Agreement 2013-2017 (Administrative Agreement) taking effect from 30 May 2014.

Negotiations are continuing on the other two agreements, being the Technical and other Professional Staff Agreement and the Infrastructure Services Agreement. These are expected to take effect during the next reporting period.

The EDP Agreement provided scope for individual Special Employment Arrangements (SEA) to be agreed with staff to allow higher levels of remuneration and access to parking to be provided, where market rates exceed those payable, as part of an attraction and retention strategy.

As at 30 June 2014, there were fourteen active SEAs operating within the Directorate, with five SEAs ceasing operation.

| DESCRIPTION | No. of Individual SEA's | No. of Group SEAs* | Total employees covered by Group SEAs* | TOTAL |
|---|-------------------------|--------------------|--|-------|
| | A | B | C | (A+C) |
| SEAs | | | | |
| Number of SEAs at 30 June 2014 | 14 | 0 | 0 | 14 |
| Number of SEAs entered into during period | 9 | 0 | 0 | 9 |
| Number of SEAs terminated during period | 5 | 0 | 0 | 5 |
| Number of SEAs providing for privately plated vehicles as at 30 June 2014 | 0 | 0 | 0 | 0 |

| | Classification Range | Remuneration as at 30 June 2014 |
|---------------------------|----------------------|---------------------------------|
| Individual and Group SEAs | AS04 – SOG A | \$75,343 - \$184,045 |

Further information may be obtained from:

Director, Corporate
Ph: (02) 6207 8207

E.5. Staffing Profile

The Economic Development Directorate comprises of a workforce of 229 people with the majority 190 (82.97 per cent) employed on a permanent basis, 28 (12.23 per cent) employed on a temporary basis and 11 (4.80 per cent) as casual employees.

FTE AND HEADCOUNT BY GENDER

| | Female | Male | Total |
|--|--------|-------|--------|
| Full Time Equivalent | 112.6 | 104.4 | 217.0 |
| Headcount | 120 | 109 | 229 |
| Percentage of workforce (based on headcount) | 52.4% | 47.6% | 100.0% |

HEADCOUNT BY CLASSIFICATION AND GENDER

| Classification Groups | Female | Male | Total |
|---|--------|------|-------|
| Administrative Officers | 63 | 25 | 88 |
| Executive Officers | 5 | 9 | 14 |
| General Service Officers and Equivalent | 1 | 7 | 8 |
| Professional Officers | 1 | 5 | 6 |
| Rangers | 0 | 4 | 4 |
| Senior Officers | 50 | 52 | 102 |
| Technical Officers | 0 | 7 | 7 |
| TOTAL | 120 | 109 | 229 |

HEADCOUNT BY EMPLOYMENT CATEGORY AND GENDER

| Employment Category | Female | Male | Total |
|---------------------|--------|------|-------|
| Casual | 7 | 4 | 11 |
| Permanent Full-time | 93 | 91 | 184 |
| Permanent Part-time | 6 | 0 | 6 |
| Temporary Full-time | 12 | 11 | 23 |
| Temporary Part-time | 2 | 3 | 5 |
| TOTAL | 120 | 109 | 229 |

FTE AND HEADCOUNT BY DIVISION/BRANCH

| Division/Branch | FTE | Headcount |
|-------------------------------------|--------------|------------|
| Office of the Director-General | 25.0 | 25 |
| Business, Tourism, Events and Sport | 141.4 | 152 |
| Land Development and Corporate | 50.7 | 52 |
| Total | 217.0 | 229 |

Note: numbers may not add due to rounding.

HEADCOUNT BY BRANCH AND EMPLOYMENT TYPE

| Division/Branch | Permanent | Temporary | Casual | Total |
|-------------------------------------|------------|-----------|-----------|------------|
| Office of the Director-General | 20 | 5 | 0 | 25 |
| Business, Tourism, Events and Sport | 125 | 16 | 11 | 152 |
| Land Development and Corporate | 45 | 7 | 0 | 52 |
| Total | 190 | 28 | 11 | 229 |

HEADCOUNT BY AGE GROUP AND GENDER

| Age Group | Female | Male | Total |
|--------------|------------|------------|------------|
| Under 25 | 8 | 6 | 14 |
| 25-34 | 37 | 21 | 58 |
| 35-44 | 32 | 34 | 66 |
| 45-54 | 31 | 25 | 56 |
| 55 and over | 12 | 23 | 35 |
| Total | 120 | 109 | 229 |

Section A

Section B

Section C

Section D

Section E

Section F

HEADCOUNT BY LENGTH OF SERVICE, GENERATION AND GENDER

| Average Length of Service | Pre-Baby Boomers | | Baby Boomers | | Generation X | | Generation Y | | Total | |
|---------------------------|------------------|----------|--------------|-----------|--------------|-----------|--------------|-----------|------------|------------|
| | F | M | F | M | F | M | F | M | F | M |
| 0-2 | 0 | 0 | 3 | 4 | 13 | 10 | 18 | 11 | 34 | 25 |
| 2-4 | 0 | 0 | 0 | 5 | 7 | 5 | 7 | 8 | 14 | 18 |
| 4-6 | 0 | 0 | 2 | 7 | 6 | 9 | 5 | 4 | 13 | 20 |
| 6-8 | 0 | 0 | 4 | 1 | 5 | 7 | 4 | 2 | 13 | 10 |
| 8-10 | 0 | 0 | 3 | 1 | 7 | 2 | 4 | 0 | 14 | 3 |
| 10-12 | 0 | 0 | 3 | 3 | 3 | 5 | 5 | 0 | 11 | 8 |
| 12-14 | 0 | 0 | 3 | 1 | 3 | 3 | 0 | 0 | 6 | 4 |
| 14+ years | 0 | 0 | 5 | 12 | 10 | 8 | 0 | 1 | 15 | 21 |
| Total | 0 | 0 | 23 | 34 | 54 | 49 | 43 | 26 | 120 | 109 |

| Generation | Birth years covered | Generation | Birth years covered |
|------------------|------------------------|--------------|------------------------|
| Pre-Baby Boomers | prior to 1946 | Generation X | 1965 to 1979 inclusive |
| Baby Boomers | 1946 to 1964 inclusive | Generation Y | from 1980 and onwards |

HEADCOUNT BY LENGTH OF SERVICE AND GENDER

| | Female | Male | Total |
|--------------------------|--------|------|-------|
| Average years of service | 7.5 | 8.3 | 7.9 |

HEADCOUNT BY DIVERSITY GROUP

| Category | Diversity Group | Headcount | Percentage of agency workforce |
|----------|---------------------------------------|-----------|--------------------------------|
| A | Aboriginal and Torres Strait Islander | 1 | 0.4% |
| B | Culturally and Linguistically Diverse | 16 | 7.0% |
| C | People with a disability | 7 | 3.1% |

*NB: Employees may identify with more than one of the diversity groups.

Further information may be obtained from:

Director, Corporate
Ph: (02) 6207 8207