

Our people

DPI&F strives to provide its staff with a rewarding, equitable, safe and productive workplace. In return, our highly dedicated and motivated teams work towards profitable and sustainable primary industries throughout Queensland. Our highly skilled and diverse workforce is the vital ingredient in our success. We continually build our organisational ability to develop a positive and high-performance workforce.

This section contains an organisational chart, profiles of our Senior Executive Team and workforce, and information on staff policies and initiatives.



Our organisation

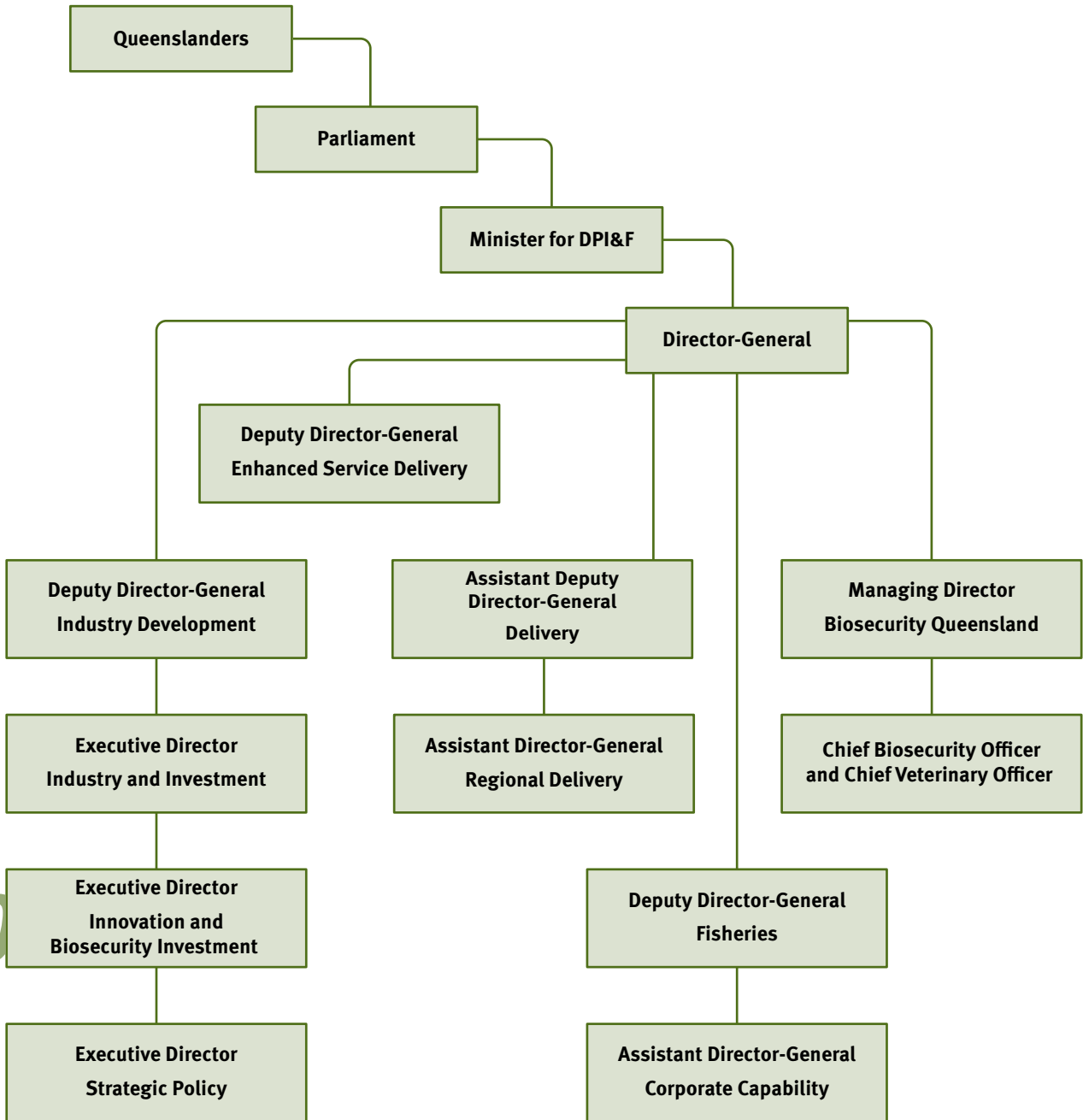


Figure 18: DPI&F organisational chart



Our Senior Executive Team



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- 1 Robert Setter, Director-General
- 2 Prof. Beth Woods, Executive Director, Innovation and Biosecurity Investment
- 3 Sue Ryan, Executive Director, Industry and Investment
- 4 Bruce Turner, Executive Director, Strategic Policy
- 5 Grant Hall, Deputy Director-General, Fisheries
- 6 Kareena Arthy, Managing Director, Biosecurity Queensland

- 7 Ron Glanville, Chief Biosecurity Officer and Chief Veterinary Officer, Biosecurity Queensland
- 8 Lynette Lamb, Assistant Director-General, Corporate Capability (for five months during 2007-08)
- 9 Jim Gillespie, Assistant Director-General (Acting), Corporate Capability (for seven months during 2007-08)
- 10 John Skinner, Deputy Director-General, Delivery
- 11 Tony Rayner, Assistant Director-General, Regional Delivery

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Director-General

Robert Setter
BEd BA (Hon), GAICD

As Director-General, Robert's major responsibility is to ensure that the state government's investment in DPI&F is aligned to both government and industry priorities, and delivers value for money. Robert was previously DPI&F's Deputy Director-General, Industry Development.

Key 2007–08 achievements

- championed vision to revitalise DPI&F's service delivery framework and transform the way the department works through the 'fresh approach' initiative
- improved DPI&F's performance management framework in line with whole-of-government recommendations from the Service Delivery and Performance Commission and the Queensland Audit Office.

Focus for 2008–09

- continue implementation of the 'fresh approach' initiative to build skills for the future workforce, attract investment for agricultural science and network and modernise DPI&F services to meet the changing needs of clients
- ensure DPI&F progresses the strategic plan and departmental priorities through evidence-based investment
- progress whole-of-government initiatives and cross agency collaborations
- deliver on national and State commitments
- maximise contribution to the Government's strategic policy development program.

Innovation and Biosecurity Investment

Executive Director

Prof Beth Woods
BAgrSc (Hon), DPhil (Oxon), MAICD, OAM

As Executive Director of Innovation and Biosecurity Investment, Beth led the development of strategic partnerships and investment processes for research and development and biosecurity activities in 2007–08. She also oversaw economic analyses that underpinned policy and strategy development for ongoing business and emergency responses to biosecurity and natural disaster crises.

Key 2007–08 achievements

- transition of Enterprise Grains Australia to a private sector provider of wheat breeding services
- new investments in revolutionary science projects, which represent key areas of research for the future
- approval by the Primary Industries Ministerial Council of the national research and development framework for primary industries
- successful bid for participation in the Australian Biosecurity Intelligence Network through the National Collaborative Research Infrastructure Strategy to provide Biosecurity Queensland with the opportunity to develop and implement new ways to share information using the latest communication technology.



Our Senior Executive Team

Focus for 2008–09

- further developing DPI&F's strategic partnerships with Queensland universities
- aligning capital and operating budgets with new directions as part of the 'fresh approach' initiative
- coordinating DPI&F's engagement with the development of national industry and cross-sectoral research and development plans (which will lead to the development of beef and sugar research and development strategies, in partnership with Meat and Livestock Australia and the Sugar Research and Development Corporation).

Industry and Investment

Executive Director

Sue Ryan
BBus, GAICD

As Executive Director of Industry and Investment, Sue Ryan's role is to accelerate growth in Queensland's primary industries by promoting investment opportunities, boosting trade and exports and improving skills and labour. Sue has played a pivotal role in providing policy advice for the animal and plant industries, implementing workforce development initiatives to meet industry demand for rural skilled labour, and helping food and industry development services build their competitiveness and trade opportunities.

Key 2007–08 achievements

- helped Queensland companies achieve approximately \$14 million in new export revenue
- addressed skilling and labour shortages in the rural industry development sector and developed skills formation strategies for the Bundaberg and Inland Burnett regions

- facilitated direct stakeholder and key industry consultation
- facilitated critical thinking around the skilling and service delivery components of the 'fresh approach' through the development of discussion papers and engagement with industry.

Focus for 2008–09

- continue to develop a high-level vision and plan for government services to major industry sectors, facilitate high-level engagement with industry bodies and lead trade and export initiatives
- play a key role in DPI&F's 'fresh approach' to service delivery by conducting reviews of existing processes and providing options for improvements, by developing an industry development services strategy
- modernise client service delivery
- integrate training and skills development across DP&F and the Australian Agriculture College Corporation.

Strategic Policy

Executive Director

Bruce Turner
BEcon

As Executive Director of Strategic Policy, Bruce is responsible for developing and overseeing DPI&F's strategic direction with input from all business groups, involving setting overall priorities, allocating resources and ensuring departmental policies and services align to whole-of-government priorities and targets and national initiatives.

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Key 2007–08 achievements

- coordinated DPI&F’s input into emergency policy issues, including drought policy reform, flood policy, the equine influenza response, the whole-of-government strategy to manage unwanted cats and dogs, and Indigenous fishing policy
- led the initial design and development of DPI&F’s ‘fresh approach’ to service delivery and investment, and communicated the vision to key stakeholders, staff and central agencies
- participated in national reviews of biosecurity and quarantine, climate change policy and natural resource management issues
- provided strategic policy advice to the Minister and Director-General.

Focus for 2008–09

- contribute to national and state programs in climate change, natural resource management, drought, water and protecting the Great Barrier Reef
- detail implementation arrangements for DPI&F’s ‘fresh approach’ to service delivery
- progress biosecurity strategy and legislative review, with Biosecurity Queensland
- progress fisheries strategy and develop initiatives to assist the trawl sector and other sectors of Queensland’s seafood industry, in partnership with Fisheries
- coordinate a primary industries resource management working group to identify, prioritise and manage DPI&F’s investment in sustainability
- lead alignment of DPI&F with Queensland Government’s Q2 directions
- provide a high standard of departmental accountability to central agencies, the Minister, parliament and the public.

Fisheries

Deputy Director-General

Grant Hall

As Deputy Director-General of Fisheries, Grant has overseen the protection and conservation of Queensland’s fisheries resources, while maintaining profitable commercial and enjoyable recreational fishing sectors.

Key 2007–08 achievements

- endorsement of the Great Sandy Regional Marine Aquaculture Plan by Cabinet, which identifies suitable investor-ready sites for aquaculture in the Hervey Bay/Great Sandy region with significant economic potential
- a more streamlined and modernised version of the *Fisheries Regulation 1995* to remove duplication and inconsistencies
- draft management arrangements for the inshore finfish fishery released after an extensive consultation process
- maintained export approval for fisheries to enable the ongoing export of seafood product.

Focus for 2008–09

- implementing a strategic framework to guide the delivery of Fisheries activities over the next five to 10 years
- finalising management arrangements for the inshore finfish fishery
- increasing the participation in and enjoyment of recreational fishing in Queensland under the Living the Queensland Lifestyle election commitment
- promoting investment in aquaculture in Queensland, while supporting its sustainable development.



Biosecurity Queensland

Managing Director

Kareena Arthy
BEcon (Hons)

As Managing Director, Kareena led the first full year of operation of Biosecurity Queensland, overseeing the union of Queensland Government agricultural and environmental biosecurity functions under the one umbrella. Biosecurity Queensland is responsible for delivering a wide range of biosecurity services across the state, including animal and plant health, animal welfare, invasive plants and animals and chemical use and food safety.

Key 2007–08 achievements

- successful eradication of equine influenza in Australia
- continued good progress in eradicating red imported fire ants, citrus canker and Asian green mussels
- commenced work on the biosecurity strategy to set the future directions for biosecurity in Queensland
- commenced development of a single biosecurity act and a new risk management framework for biosecurity decision-making.

Focus for 2008–09

- finalising the biosecurity strategy and commence detailed implementation plans involving further development of new legislation and pilot testing of the new risk management framework
- reforming Biosecurity Queensland's emergency response systems to ensure new incursions can be addressed quickly and efficiently
- working closely with industry and key stakeholders on new service models to ensure resources are aligned to highest biosecurity risk.

Biosecurity Queensland

Chief Biosecurity Officer and Chief Veterinary Officer

Ron Glanville
BSc, BVSc, MVS

As Chief Biosecurity Officer, Ron led the development and implementation of leading-edge biosecurity science, systems, capability, structures and delivery of biosecurity services in Queensland.

Key 2007–08 achievements

- led Queensland's emergency response to equine influenza and achieving eradication of the disease
- guided significant organisational change, including the formation of a biosecurity science group and the Biosecurity Queensland Control Centre
- significant contributions to strategic initiatives including Queensland's first biosecurity strategy for Queensland and biosecurity legislation review
- guided proposed investment in the Australian Biosecurity Intelligence Network
- progressed new proposals for collaboration in biosecurity science through James Cook University and The University of Queensland
- represented Biosecurity Queensland on a number of significant national forums and committees, including Chairing Aquatic Animal Health Committee
- guided a number of diverse responses to issues such as Asian mussels and Asian honey bees in Cairns, water hyacinth on Brisbane River, yellow crazy ants, gamba grass declaration, post-quarantine detections in timber products, and culling of horses in Indigenous communities.



Our Senior Executive Team

Focus for 2008–09

- working on systems and capability to address key biosecurity outcomes, including contributing to the biosecurity strategy, facilitating new biosecurity legislation, and developing a new risk framework
- building biosecurity science and emergency response capability, through training, the biosecurity reserve concept and information systems.

Corporate Capability

Assistant Director-General (for five months during 2007–08)

Lynette Lamb
BEcon, Dip Ed

As Assistant Director-General of Corporate Capability, Lynette led the department's Corporate Capability business group in the delivery of effective and efficient financial management, workforce development, information and communications technology, strategic planning, performance reporting, legal and knowledge management functions.

Key 2007–08 achievements

- developed a DPI&F corporate development strategy to provide a five-year approach to improving the way the department runs its business, specifically focusing on corporate services across all business groups
- initiated a comprehensive review of the costing and pricing of DPI&F fees and charges.

Focus for 2008–09

- implementing the DPI&F corporate development strategy to ensure corporate services enhance the delivery of the department's 'fresh approach' initiative
- aligning the performance management framework and performance measurement system with government-wide system
- implementing the department's project management system/performance management system.

Assistant Director-General (Acting) (for seven months during 2007–08)

Jim Gillespie
BEcon

Key 2007–08 achievements

- endorsement of DPI&F corporate development strategy by the Senior Executive Team, and development of five underpinning strategy plans, namely: finance; organisation; people; infrastructure; and information communication and technology
- facilitated constructive and transparent interactions with staff and industry, including Director-General conversations with staff across Queensland
- provided high-level corporate support and advice during the equine influenza response
- developed the department's new performance management/project management system
- progressed the development of the department's new electronic document management system and executive correspondence system.



Delivery

Deputy Director-General

John Skinner
MBus, BA, Grad Cert Mgt, CMAHRI

In his role as Deputy Director-General of Delivery, John is responsible for developing and delivering innovative services and research outcomes that accelerate growth in Queensland's primary industries. This role is focused on developing research and development potential, creating linkages with industry and building a highly skilled and flexible workforce.

Key 2007–08 achievements

- improved productivity and efficiency of Queensland's primary industries by developing innovative new technologies and investing in revolutionary science
- achieved strong diversified regional economies through trade, export and business development initiatives
- opened the Queensland Crop Development Facility, which will empower world-class research into plant and food production.

Focus for 2008–09

- continue to lead engagement with industry and stakeholders to reinvest in state-of-the-art facilities and modernise service delivery
- work with staff and partners to capitalise on research and development potential to increase value in primary industries
- continue developing modern services that are client-focused, relevant and responsive
- actively engage key stakeholders to negotiate re-investment in centres of excellence and developing modernised service delivery models.

Regional Delivery

Assistant Director-General

Tony Rayner
Ass Dip Stock and Meat Inspection, FAIM

In his role as Assistant Director-General of Regional Delivery, Tony is responsible for building a platform for profitable primary industries by providing services such as research and development, regional capacity building and industry assistance and adjustment.

Key 2007–08 achievements

- identified opportunities for accelerated growth
- ensured high-quality, effective and flexible client-focused services within science and regional delivery
- actively engaged with key external stakeholders with a focus on development opportunities.

Focus for 2008–09

- continue leading the development of industry services that are client-focused, innovative, responsive and align with department's 'fresh approach'
- build on key external stakeholder relationships to encourage collaborative opportunities between the industry development sector and the department
- continue building a constructive culture to realise the potential of 'a fresh approach' across DPI&F.

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Our workforce: a snapshot

This section provides key statistics about DPI&F's workforce, and explains how the department is:

- meeting the challenges of organisational change
- building a stronger workforce for today and tomorrow
- meeting its industrial relations obligations
- supporting staff through training and development opportunities, and
- supporting workforce diversity, and
- congratulating staff on their achievements.

Our workforce: at a glance

DPI&F employs a total of 2,777 staff throughout Queensland, of which:

- 77% of staff are permanent employees with DPI&F (an increase on 72.5% last year)
- 40% of staff are female (an increase on 38% last year)
- the average age of staff is 43 years
- 76% of our staff work in regions
- 26.3% staff are in the Queensland Public Service's Professional Officer employment stream (a slight decrease of 1.1% since last year)
- 5% are from non-English speaking backgrounds
- approximately 1% are Aboriginal and Torres Strait Islander people.

The following tables provide more detailed information.

Figure 19: Average full-time equivalent staff by DPI&F business group

DPI&F business groups	Average (June 2007)	Average (June 2008)
Industry Development	142.4	142.9
Delivery ¹	1,480.1	1,357.7
Biosecurity—core ²	439.9	522.1
Fisheries	322.1	325.1
Corporate Capability ³	242.1	221.3
Office of the Director-General	16.9	16.2
Total	2,643.5	2,585.3
Biosecurity—Fire Ant Control Centre and Citrus Canker program ⁴	170.6	191.3
Grand total	2,814.0	2,776.6

Notes:

1 Full-time equivalents have decreased due to the conclusion of the federal Natural Disaster Relief and Recovery Arrangements (NDRRA) funding for Operation Farm Clear; a workforce renewal scheme; natural attrition, and refocusing of services to higher priority areas.

2 Full-time equivalents have increased due to additional full-time equivalents employed for the equine influenza emergency response.

3 Reduction in full-time equivalents can be attributed to a reduction in professional corporate staff including information technology specialists and legal officers.

4 Full-time equivalents have increased due to electric ant emergency responses.



Figure 20: Average full-time equivalent staff by employment classification

Classification stream	June 2005	June 2006	June 2007	June 2008
Administrative ¹	832.8	833.2	838.0	897.4
Professional ²	817.0	803.2	769.8	731.3
Technical	659.0	662.8	668.0	674.3
Operational ³	618.3	580.0	470.9	390.8
Senior Executive Service and Senior Officer	72.8	60.8	61.7	77.3
Other staff (includes DPI Forestry in 2003–05)	737.4	7.4*	5.6	5.4
Total	3,737.4	2,947.5	2,814.0	2,776.6

Notes:

* DPI&F staff whose pay rates are set under general awards rather than specific public sector pay scales (e.g. adult trainees).

1 Full-time equivalents have increased due to additional full-time equivalents employed on the equine influenza emergency response located at the Biosecurity Queensland Control Centre.

2 Reduction in full-time equivalents can be attributed to a reduction in professional corporate staff, such as information technology specialists and legal officers, natural attrition and refocusing of services to higher priority areas.

3 Full-time equivalents have decreased due the planned reduction of staff involved in the fire ant emergency response at the Biosecurity Queensland Control Centre.

Figure 21: Average full-time equivalent staff (%) by gender and salary range

Salary range	June 2007			June 2008		
	% Female	% Male	% Total	% Female	% Male	% Total
<\$39,999	9.9	9.5	19.4	9.6	8.2	17.8
\$40,000–\$49,999	7.4	6.5	13.9	8.1	6.0	14.1
\$50,000–\$59,999	7.0	8.6	15.6	7.7	8.1	15.8
\$60,000–\$69,999	5.8	15.1	20.9	6.0	14.4	20.4
\$70,000–\$79,999	4.4	9.0	13.4	4.8	9.8	14.7
\$80,000–(and above)*	4.2	12.6	16.8	4.2	13.1	17.3
Total	38.7	61.3	100.0	40.4	59.6	100.0

* More detail is provided about Senior Officers and Senior Executives on salaries greater than \$100,000 in the financial statements on page 161.

CEO salary	June 2007	June 2008
Total	\$245,607.10	\$236,160.20

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Figure 22: Average full-time equivalent staff numbers by DPI&F regions

Date		Brisbane	Central	North	South	South-East	West	Total
June 2008	Number	664.9	177.1	447.7	384.1	1,028.1	74.8	2,776.6
	Percentage	23.9	6.4	16.1	13.8	37.0	2.7	100.0
June 2007	Number	627.9	186.9	483.5	395.9	1,043.0	76.8	2,814.0
	Percentage	22.3	6.6	17.2	14.1	37.1	2.7	100.0

Figure 23: Age profile of DPI&F staff

Age	2006	2007	2008
<20 years	4.8	17.1	9.6
20–24 years	82.1	102.9	110.4
25–29 years	244.6	231.4	250.0
30–34 years	335.0	334.7	311.9
35–39 years	371.9	356.0	359.5
40–44 years	380.7	368.7	367.0
45–49 years	455.4	441.5	438.8
50–54 years	432.3	406.2	399.5
55–59 years	375.1	343.5	347.1
60–64 years	207.3	164.6	147.4
>64 years	58.3	47.5	35.3
Total	2,947.5	2,814.0	2,776.6





Meeting the challenges of organisational change

DPI&F is committed to building and maintaining a constructive organisational culture that supports employee wellbeing and engagement.

During 2007–08, DPI&F initiated a review of its service delivery to drive the department's vision of profitable primary industries over the next decade. This review resulted in a 'fresh approach' to how we do business, which will:

- build skills for the future
- deliver innovative research partnerships to grow investment
- network and modernise services.

In consultation with our stakeholders, DPI&F is refining the delivery of our services by realigning staff and resources from lower priority functions to high priority projects and activities. As change occurs, DPI&F's resource deployment must be increasingly flexible.

As a consequence, nine permanent employees accepted redundancy packages during 2007–08 at a cost of \$0.49 million to the department.

Our Director-General: listening to staff

DPI&F has a range of interactive communication channels in place for its staff to communicate with the Director-General. These include staff conversation forums, an online blog and chat line, allow staff to connect with the Director-General and help build positive organisational culture.

Director-General staff conversation forums

Introduced in 2007, Director-General staff conversation forums are a deliberate action to engage and listen to staff. During 2007–08, the Director-General held 18 staff conversation forums across Queensland to deliver the department's vision, highlight work undertaken and address issues and areas for improvement. As a result of these conversations, staff have reported a better understanding of DPI&F's corporate directions. Feeling supported, recognised and rewarded for their efforts and feeling optimistic about the future are key highlights of these sessions. Key outcomes resulting from the 2007–08 forums include a review of temporary and permanent staff arrangements and the streamlining of the commercial contract process.

Director-General's chat line

This online facility allows staff to direct comments and questions about any work-related issues to the Director-General for a response (which is published on OurNet for the benefit of others).

DG Blog

Introduced during 2007–08, the DG Blog provides a channel for the Director-General to invite staff to provide feedback on particular topics and issues.



Building a stronger workforce for today and tomorrow

Like other government and private employers, DPI&F is facing workforce challenges like skills and labour shortages, an ageing workforce and competition for talented employees. To meet these challenges, DPI&F has developed a range of initiatives to attract and keep the brightest and best staff in priority service areas within the department.

DPI&F has some of the most talented and eminent professional and technical staff in the world. DPI&F's Progression Scheme acknowledges research, extension, regulation and diagnostic staff for their ongoing outstanding performance in an effort to retain and promote our top performers. Since the scheme's inception, DPI&F has increased the number of staff who progress annually, with the latest round approving progression to higher levels for more than half of applicants.

To provide increased job security, DPI&F has transitioned 65 of its existing temporary employees to permanent roles since April 2006 and will continue focusing on this during 2008–09.

DPI&F's graduate recruitment program has produced a 67% increase in graduates between 2006 and 2007. In 2007–08, we placed 20 graduates across Queensland, including Emerald, Toowoomba, Brisbane, Caboolture and Rockhampton. A closer working relationship with the Australian Agricultural College Corporation is being formed to provide students with a direct pathway from school to higher education. This will help to align training and skills with industry needs, create a seamless delivery of training and extension services to rural communities, and improve access for students to research and development.

Meeting our industrial relations obligations

DPI&F is committed to maintaining a harmonious and constructive industrial relations environment with a strong commitment to consultation and union encouragement. There were no industrial disputes during 2007–08.

All staff at DPI&F work under the State Government Departments' Certified Agreement 2006 (Core Agreement). The current agreement is in place until 31 July 2009. Additional conditions are included in the Core Agreement for field staff in the Queensland Boating and Fisheries Patrol. The Queensland Boating and Fisheries Patrol-specific conditions negotiated under the Core Agreement have been fully implemented. We continue to collaborate with staff to improve the working environment of this demanding role.

Field staff at the Fire Ant Control Centre operate under two agreements. The Core Agreement covers issues such as pay rates and increases while the DPI&F Fire Ant Control Centre–Certified Agreement governs issues such as weekend penalty rates, rosters and inclement weather arrangements.

DPI&F will continue to work with and consult union and staff representatives on key workforce and business priorities.

With the realignment of the Australian Agricultural Colleges Corporation to the DPI&F portfolio, the employment terms and conditions of existing agricultural college employees under the Agricultural Colleges of Queensland (excluding Domestic and General Staff) Award–State 2004 and Agricultural Colleges (Domestic and General Staff) Award–State 2003 will be renegotiated and a new certified agreement established in 2008–09.



Training and development

To maintain its world-class capabilities and build future workforce capacity, DPI&F places a high priority on training and development for staff. During 2007–08, DPI&F invested approximately \$3.1 million in meeting staff development needs. This investment represents the equivalent of 1.52% of the salary budget spent on the development of staff.

Through the development of workforce and individual achievement plans, the department ensures that training and development activities for all staff support the achievement of business outcomes and promote the future skill priorities of DPI&F.

Online learning community streamlines staff training

DPI&F's innovative online hub for 'all things learning' allows staff to focus on training, development and career planning most relevant to their needs by providing access to a comprehensive range of formal and informal courses which can be delivered online and/or face-to-face.

Through LearnWorX, staff have access to a diverse range of courses, including career planning, change management, project and time management, communication, workplace harassment, computer skills and typing. DPI&F has developed specific training on using the National Livestock Identification System, animal welfare, information privacy, asbestos awareness, financial management and Indigenous cultural heritage.

All staff new to DPI&F must complete a compulsory online induction course to introduce them to the department, its Code of Conduct, record keeping procedures and policies on internet and email use.

Benefits of the LearnWorX system include decreased costs of training over time by reducing the need for replacement workers, travel, accommodation, venue hire, printing and administrative overheads. The system can also be used to manage enrolments for workshops and training sessions.

During 2007–08, LearnWorX managed the enrolment and training data for 33 online courses and 14 workshops (each with multiple sessions) and released two new courses (Introduction to Recordkeeping and Asbestos Awareness Training). LearnWorX recorded a total of 3,739 enrolments in online courses and a total of 307 enrolments in workshops. A total of 4,996 attendances at 407 training events, seminars and conferences was recorded in 2007–08.



Developing current and emerging leaders

DPI&F has continued to invest in building the skills of our current and emerging leaders to equip our managers to maintain a positive and constructive culture for staff. In 2007–08, this has focused on three priority areas:

- *Leadership Impact Program*—This initiative that provides senior executives and leaders (SO/SES level) with feedback from their own manager, staff and peers on their leadership strategies and effectiveness, as well as their impact on the behaviour and performance of those being led. Leaders were subsequently equipped with a range of practical strategies to help them maximise their constructive impact and ability to lead change in the workplace. 2007–08 results show that staff are experiencing significantly more effective leadership across the whole department.
- *Senior Leader Forums*—Our senior executives and leaders (around 80 staff) meet each quarter over two days to discuss strategic issues affecting DPI&F, share challenges and visions, gain skills to generate positive change and develop solutions to business priorities. These forums have greatly increased the level of robust and positive dialogue between leaders and allowed more active staff input resulting in increased innovation and creativity.
- *Foundations of Effectiveness Program*—Over 600 new and emerging leaders (at A06–A08, P04–P05 and T05 levels) have participated in this twelve month action learning program designed to foster a cohort of leaders of the future.

Achievement planning

All staff, including senior executives, develop an achievement plan with their supervisor to set goals for the results they plan to deliver over a 12-month period. This gives staff a clear understanding of how their individual efforts contribute to the department's achievements, purpose and value.

During 2007–08, achievement planning reviews were also held for the sugar and horticulture industries, the Corporate Governance Advisory Board and the department as a whole. These reviews involve participation by our senior managers, industry stakeholders, staff, and peers to provide perspective on what has been achieved and input on how results can be delivered.

e-Extension: training staff in cutting-edge communication

Blogs, wikis and podcasts are just some of the additions to the toolkit of DPI&F's extension staff to better engage with clients as part of enhancing the department's service delivery over the next three years. The e-Extension project will train staff how to use the latest communication technology to achieve project outcomes by identifying suitable e-tools, creating a dedicated online community group, distributing information through the staff intranet and conducting training for new and existing staff through webinars.

Supporting workforce diversity

DPI&F continues its strong commitment to equal opportunity in employment. The department has an Equal Employment Opportunity (EEO) Management Plan, a Multicultural Action Plan and a Disability Services Plan, all of which are aligned to business and workforce planning priorities. These plans aim to create a supportive and productive workplace culture by enhancing productive diversity, increasing staff awareness of EEO policies and improving work/life balance for our staff.



In 2007–08, DPI&F maintained its representation of Aboriginal and Torres Strait Islander staff, and staff from a non-English speaking background, and increased its representation of female staff (including women in SO and SES positions) and staff who have a disability. This outcome was achieved through a range of activities, including participation in:

- various recruitment events to attract EEO target groups, including Brisbane Careers Expo, Queensland at Work and Play, QUT Smart Train and Revolutionary Science
- the Aboriginal and Torres Strait Islander Education to Employment Scholarship Scheme, providing high school students with the practical support to complete Year 12, and make the transition to tertiary education or employment. DPI&F has been committed to this initiative since 2001, and has to date sponsored over 30 young Queenslanders. This year, one scholarship holder attributed her DPI&F mentor and financial support to her successful application to study veterinary science at James Cook University in 2008.
- the Migrant Work Experience Program since its inception in 2001 and we have a more than 90% success rate in placing participants into ongoing employment with the department
- a partnership with Commonwealth Rehabilitation Service Australia to provide work training placements for people with a disability resulting in five work training placements being offered to people with a disability since January 2007.

Women in DPI&F

DPI&F actively supports its female staff through:

- providing flexible work options that promote balancing work and family responsibilities
- supporting women's career development, and
- ensuring women are represented on boards and statutory authorities
- supporting female leaders in primary industries.

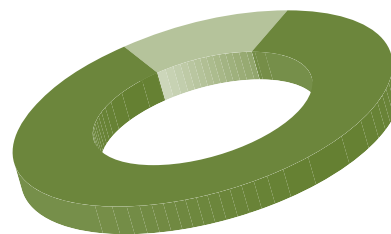
Balancing work and family responsibilities

We aim to support all staff to achieve a healthy balance between their work, family and lifestyle commitments. A wide range of policies and resources are available to help staff achieve this balance, including:

- flexible working hours
- part-time working hours
- flexible leave arrangements
- opportunities to work from home
- telecommuting
- work and family policies
- maternity and paternity leave
- workplace parenting facilities.

Figure 24: DPI&F part-time staff

254 part-time staff (8.8% of total workforce)



Female • 86%
Male • 14%

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