



## 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 <sup>1</sup>	1,480.1	1,357.7
Biosecurity—core <sup>2</sup>	439.9	522.1
Fisheries	322.1	325.1
Corporate Capability <sup>3</sup>	242.1	221.3
Office of the Director-General	16.9	16.2
<b>Total</b>	<b>2,643.5</b>	<b>2,585.3</b>
Biosecurity—Fire Ant Control Centre and Citrus Canker program <sup>4</sup>	170.6	191.3
<b>Grand total</b>	<b>2,814.0</b>	<b>2,776.6</b>

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 <sup>1</sup>	832.8	833.2	838.0	897.4
Professional <sup>2</sup>	817.0	803.2	769.8	731.3
Technical	659.0	662.8	668.0	674.3
Operational <sup>3</sup>	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
<b>Total</b>	<b>3,737.4</b>	<b>2,947.5</b>	<b>2,814.0</b>	<b>2,776.6</b>

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
<b>Total</b>	<b>38.7</b>	<b>61.3</b>	<b>100.0</b>	<b>40.4</b>	<b>59.6</b>	<b>100.0</b>

\* 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
<b>Total</b>	<b>\$245,607.10</b>	<b>\$236,160.20</b>

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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
<b>Total</b>	<b>2,947.5</b>	<b>2,814.0</b>	<b>2,776.6</b>





## 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.

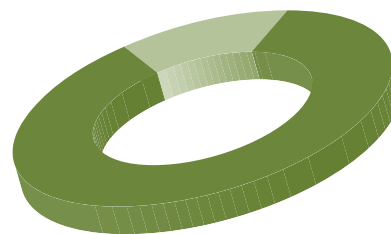
### *Balancing work and family responsibilities*

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)



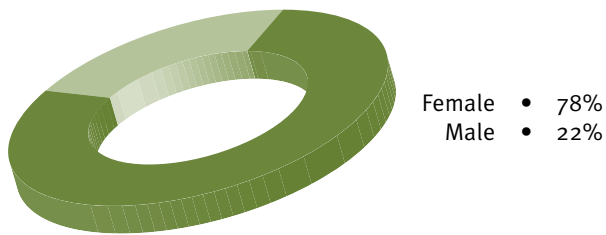
Female • 86%  
Male • 14%

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Figure 25: DPI&F staff who telecommute

Total DPI&F staff who telecommute = 27



### Supporting women’s career development

DPI&F supported the career development of its female staff through:

- hosting events (including the 2008 International Women’s Day Unifem Breakfast)
- promoting relevant training opportunities on the staff intranet (including science fellowships, World Rural Women’s Day Business Breakfast, Australian Regional Women Leaders Convention and 2008 Australian Family Friendly Workplace Seminar)
- profiling appointments of women to scientific or key positions in DPI&F (including female appointments to roles of principal biotechnologist and focus team leader, beef technician, Biosecurity Queensland inspectors, land protection officers and industry development officers)
- profiling female award winners (including the 2007 Rural Woman of the Year, 2008 RIRDC Rural Women’s Award and 2008 International Women’s Day award winners).

DPI&F conducted the following leadership training:

- 19 women participated in the Leadership Impact Program at SO and SES level (total of 75 staff attended in 2007–08)
- 13 women attended the Foundations of Effectiveness Program for emerging leaders at A06–A08, P04–P05 and T05 levels level (total of 42 staff attended in 2007–08).

DPI&F aimed to increase women’s participation in information technology fields by participating in the Department of Main Roads Education to Employment (E2E) Scholarship Scheme, providing financial support, workplace mentor and work experience for four Indigenous high school students (50% female) to increase secondary schooling retention rates for Indigenous students. DPI&F women also attended the Women in Technology awards.

### Ensuring women are represented on boards and statutory authorities

As at 30 June 2008, 46 women and 158 men were represented on boards of statutory and non-statutory government bodies related to DPI&F. Of a total board membership of 204 in 2007–08, women represented 22.5% of the total (an increase of 1.7% from 2006–07). For more information, see Appendix 5 on page 194.

Of the 10 members of DPI&F’s senior executive team, three positions were held by women during 2007–08, with an additional female undertaking a senior executive role for five months. Of our senior executives, two females are represented on a range of boards and statutory bodies.



**DPI&F actively supports its female staff through:**

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



Figure 26: Representation of DPI&F female senior executives on boards and statutory bodies

**Professor Beth Woods, Executive Director of Innovation and Biosecurity Investment**

- Board of Trustees, International Rice Research Institute (2005–07)
- Chair, International Rice Research Institute (from January 2008).

**Sue Ryan, Executive Director of Industry and Investment**

- Board of Directors, QRAA—involved in administration of government approved schemes to support Queensland primary producers and small businesses
- Board of Directors, Safe Food Production Queensland—statutory body that promotes and protects food safety in primary production and processing, ensuring the reliability and safety of the Queensland food chain
- member and DPI&F representative, Smart Women Smart State Taskforce—advises Minister for Women on strategies to increase girls’ and women’s participation in science, engineering and technology education, training and employment.

**Supporting female leaders in primary industries**

In October 2006, DPI&F created the honorary position of ambassador to formally recognise high-profile regional leaders who champion profitable primary industries. Our ambassadors discuss critical issues with regional stakeholders and provide the department with invaluable industry and community feedback. During 2007–08, the Minister appointed 10 ambassadors from across Queensland, with three being women.

**2008 Rural Women’s Award goes to Sunshine Coast producer**

In 2008, Sunshine Coast producer Ros Smerdon did Queensland proud by winning both the Queensland and Australian Rural Women’s award. DPI&F sponsors and coordinates the annual Rural Industries Research and Development Corporation’s Rural Women’s Award in Queensland. Since its inception three years ago, innovative Queensland producers have twice claimed this coveted national award.

Ros farms avocados, custard apples and macadamias on the Sunshine Coast, and is chair of a grower-owned cooperative called Nature’s Fruit Company. She is passionate about the need for growers to work collaboratively to create new value-added avocado products. Ros used her \$10,000 bursary for a study tour of South Africa where she benchmarked their large Westfalia avocado production operations and value-adding processing plant against the Australian industry. Westfalia have developed a significant market for using avocado in salad oils, cosmetic oil and guacamole. Ros spent much of her time in South Africa learning about the pitfalls Australian producers should avoid when attempting to establish avocado processing.

Since her return, Ros and Nature’s Fruit Company have commenced early test marketing with avocado oil and will conduct a larger trial in both Australian and export markets in 2008–09. An increase in Australian avocado production over the next few years will further strengthen Queensland’s horticulture industry, which currently contributes \$3 billion to the state’s economy, making it our second largest primary industry.



## Congratulating staff on their achievements

DPI&F staff were recognised for many outstanding achievements during 2007–08.

Figure 27: Award recipients, 2007–08

Award	Sponsor	Recipient	Awarded for
2007 BGA Agriservices Award for Service to Industry	Bundaberg Sugar	Trish Cameron, Senior Industry Consultant, Bundaberg	For development of farm economic analysis tool (FEAT) software program to help growers respond to sugarcane smut
2007 Host Employer of the Year—Sunshine Coast region	Acclaim	Joondoburri Conference Centre	For commitment to school-based, graduate and apprentice training programs
2008 Australia Day honours—Member, General Division (AM)	Governor-General	Dr Robert Henzell, Associate, Hermitage Research Station	For service to agriculture through plant breeding programs to enhance sorghum yield, pest resistance and adaption to drought
2008 Australia Day honours—Member, General Division (AM)	Governor-General	Dr Raoul Nieper, former Director-General	For service to primary industry sector through development and implementation of programs and policies in animal health and welfare, livestock exports and infectious disease control
2008 Australia Day honours—Member, General Division (AM)	Governor-General	Dr Anthony Whiley, former staff member, Maroochy Research Station	Service to horticulture as a research scientist, through the development of disease-resistant plants and improved growing, marketing and management in the avocado and mango industries
2008 Australia Day honours—Public Service Medal	Governor-General	Barry Blaney, Senior Principal Scientist, Animal Research Institute	Outstanding public service in the research and development of enhanced primary industry production processes
2008 Denis Cullity Fellowship	Forest and Wood Products Australia	Adam Redman, Research Scientist, Horticulture and Forestry Science	To investigate new timber-drying technologies
2008 Research Fellowship	Fisheries Research Development Corporation	Neil Gribble, Principal Fisheries Biologist	To undertake preliminary visits to centres of excellence in Pacific fisheries management
2008 Visiting Scientist Appointment at Aqualic Ecosystem Research Laboratory	University of British Columbia Fisheries Centre	Neil Gribble, Principal Fisheries Biologist	To assess impacts of fishing, tourism and coastal infrastructure development on reef, inter-reef lagoon and coastal ecosystems
Australian Academy of Science Travel Award 2008–09	Australian Academy of Science	Neil Gribble, Principal Fisheries Biologist	To fund travel to University of British Columbia Fisheries Centre



## Our workforce: a snapshot

Award	Sponsor	Recipient	Awarded for
Dan Hess Lectureship Award	Californian Department of Food and Agriculture	Dr Dane Panetta, Principal Scientist	For presentation of weed eradication research at University of California
DPI&F Marine Fish Habitat Scholarship	DPI&F and The University of Queensland	Marine Blancher	To research recent severe dieback of mangroves in Queensland
DPI&F Marine Fish Habitat Scholarship	DPI&F and The University of Queensland	Ashleigh Fowler	To research the influence of different marine habitats on the diet of fish and prawns
Early Career Scientist Award	Cooperative Research Centre Association	Emily Piper, PhD student	For involvement in research on cattle ticks
Ignite Award for Innovation	Queensland Government	Ray Moore, Chief Information Officer	For initiatives to improve mobility of staff across government agencies
International Women's Day Award	DPI&F	Maira English, Regional Delivery Project Officer, Toowoomba	For her leading role in the statewide business development program
International Women's Day Award	DPI&F	Alison Spencer, Principal Extension Officer, South-East Region	For contribution to South-East Region development team and Poultry Schools project
International Women's Day Award	DPI&F	Susan Fox, Executive Assistant to Regional Director, Central Region	For exceptional service delivery to staff and clients
International Women's Day Award	DPI&F	Lauren Schmidt, Administration Officer, Charleville	For exceptional service delivery to staff and clients
International Women's Day Award	DPI&F	Bev Gibbs, Administration Officer, Northern Fisheries Centre, Cairns	For exceptional service delivery to staff and clients, establishing systems to comply with new legal requirements, and assisting with international projects and visitors
Weeds CRC Best Scientific Project Award	DPI&F	Dr Gabrielle Vivian-Smith (Project Leader/Principal Scientist), Dr Carl Gosper (ex-DPI&F), Dr Eve White (DPI&F Postdoctoral Fellow) Dr Chris Stansbury (ex-DPI&F)	For best scientific project within the Weeds CRC (Program 3: Landscape Management)



### PhD student wins prestigious Early Career Scientist award

Researchers developing a new vaccine to beat cattle ticks are proud to have The University of Queensland (UQ)/DPI&F PhD student, Emily Piper, on their team. Emily is working to clarify the host immune response to ticks, which will greatly assist the development of a new vaccine. In recognition of her involvement in tick research at the Cooperative Research Centre for Beef Genetic Technologies, Emily received the prestigious 2008 Early Career Scientist award from the Cooperative Research Centre Association. The tick vaccine research team of which Emily is a part includes representatives from DPI&F, UQ, Perth's Murdoch University and the US Department of Agriculture, who are all putting their heads together to beat ticks—a problem that costs Queensland \$175 million every year. Emily will put her prize towards presenting at a 2008 international conference on ticks and tick-borne pathogens in Argentina.

### DPI&F ambassadors keeping in touch with rural communities

DPI&F's ambassador program recognises high-profile leaders in primary industries and uses their unique skills to provide a local contact and on-the-ground support to Queensland's primary producers. Ambassadorships are an honorary appointment and involve a range of activities, including advocating DPI&F's vision of profitable primary industries, liaising with the Minister and senior staff, engaging with producers and providing briefings on our developments, future trends, challenges and opportunities for primary industries. Ambassadors are drawn from a variety of sectors, with representation from food, fibre and industry development services, local government, regulatory bodies and transport. The program supports DPI&F's commitment to the Blueprint for the Bush initiative, and encourages valuable industry and community feedback. In 2007–08, our ambassadors took part in the initial consultation process for the department's 'fresh approach' to service delivery.

Figure 28: Honorary ambassadors, 2007–08

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|---|---|
| <ul style="list-style-type: none"><li>• Wendy Erhart, Co-owner, Withcott Seedlings</li><li>• Bruce Scott, Mayor, Barcoo Shire Council</li><li>• John Wharton, Mayor, Richmond Shire Council</li><li>• Leeanne Gangemi, Client Services Manager, Ballandean Estate</li><li>• Mike Brunner, Mayor, Whitsunday Regional Council</li><li>• Alison Alexander, Food consultant</li><li>• Tom Woods, Billa Billa Station and Woods Grains, Goondiwindi</li></ul> | <ul style="list-style-type: none"><li>• Mark O'Brien, Mayor, Murweh Shire Council</li><li>• Lyn O'Connor, dairy farmer, Ravenshoe</li><li>• Peter Milne, Director, Animal Health Australia and Food Standards Australia New Zealand (FSANZ)</li><li>• Graham Davies, Chairperson, Queensland Rural Adjustment Authority (QRAA) Board and Mackay Port Authority</li><li>• Glenn Fresser, Mayfield Farming Company, Dalby</li></ul> |
|---|---|



## Our alumni: building a bridge between past and present

DPI&F staff often dedicate their working life to Queensland's primary industries and are keen to maintain close links to the department after they retire. The department gains huge benefits from having access to their extensive experience, skills and wisdom. Launched in July 2007, DPI&F's new alumni program means the wealth of expertise held by staff who have either retired or are working elsewhere will continue to be available to current staff. Their wealth of expertise remains extremely valuable and the retention of this expertise through the alumni network is vital to the development and mentoring as well as a critical source of advice and guidance to those commencing their careers with DPI&F. Regular communication is maintained with this network to ensure they are contemporary with the trends of the department. DPI&F's Alumni Program boasts more than 120 registered past employees who want to contribute to the department's activities and to support and mentor our current workforce across Queensland.

## Future developments

### Outlook for 2008–09

- support staff to deliver the 'fresh approach' through customised information and assistance
- continue to develop DPI&F and individual business group workforce strategies
- continue to enhance leadership capabilities and build an achievement-focused organisation, and
- continue our equal opportunity and multicultural initiatives.