

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent (FTE) staff in QPS was 16,615.1 as at 30 June 2022. The FTE figure is calculated using the Minimum Obligatory Human Resource Information (MOHRI) aligned information.

MOHRI is FTE workforce data Queensland Government agencies provide for the biannual Queensland public sector workforce profile report. The MORHI FTE methodology changed in 2019, in line with recommendations from the 2018 Review into Queensland public sector workforce (Coaldrake review). There was a shift from calculating the FTE of public sector employees by their substantive appointment, to calculating the FTE of public sector employees actually paid. Another key change related to leave without pay (LWOP) and leave on half pay. The pre-Coaldrake review methodology excluded officers on LWOP only after 8 weeks continual absence. The current methodology excludes all employees on LWOP in the relevant snapshot fortnight and reduces the FTE of employees on leave on half pay. These changes impact direct comparisons with MOHRI workforce data prior to the methodology changes being implemented in 2019.

Between 1 July 2021 and 30 June 2022, the QPS permanent separation rate was 3.8% for police officers and 11.5% for permanent staff members (excluding temporary and casual employees).

The QPS has various policies and processes in place that promote flexible working arrangements and a healthy work-life balance for all QPS employees. These policies are periodically reviewed to ensure they meet the needs of the service and its employees.

The QPS also has a dedicated Leadership Centre that facilitates and encourages learning and development of police officers and staff members at all levels of the organisation (see page 57 for more information).

Figure 2: Target group data¹

Gender	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Woman	6,406	36.68%
Man	11,037	63.19%
Non-binary	6	0.03%
Diversity Groups	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Women	6407	36.69%
Aboriginal Peoples and Torres Strait Islander Peoples	400	2.29%
People with disability	211	1.21%
Culturally and Linguistically Diverse – Born overseas in a mainly non-English speaking country	225	1.29%
Culturally and Linguistically Diverse – Speak a language at home other than English including ATSI/ASSI languages	704	4.03%

	Number (Headcount)	Percentage of total Leadership Cohort (Calculated on headcount)
Women in Leadership Roles ²	69	18.60%

1. To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers should be replaced by <5
2. Women in Leadership Roles are considered those positions that are Senior Officer and equivalent and above.

Attraction and Retention

People Capability Command (PCAP) is primarily responsible for the police academies in Oxley, Wacol and Townsville, education and training and the police recruiting. During 2021-22, PCAP delivered various activities, including:

- additional recruitment activities including targeted professional marketing campaigns to diverse communities, regional and remote areas and broad demographic groups
- launched the 'You're Made For It' campaign in November 2021 to showcase the unique lived experiences of four serving police officers to inspire potential applicants
- recruitment of additional Queensland Government Protective Service Officers to support the QPS's response to COVID-19 health pandemic.

Additionally, the QPS commemorated the 50th anniversary of the opening of the Oxley Police Academy with the first intake of police cadets. The opening of the Oxley Police Academy in 1972 revolutionised the police training delivered to recruits. Since then, recruit training has been at the forefront of policing methods, using technology for applied learning in real world scenarios, and focusing on help for victims, professional service and values.

Over the past 50 years, the thousands of recruits who have passed through the Oxley and Townsville academies have made a significant contribution to the culture of QPS, excellence and agility which defines the QPS.

Leadership and professional development opportunities

The QPS offered a range of opportunities and pathways to access professional development to police officers and staff members in 2021-22, including:

- the Leadership Capability Program (LCP), launched in January 2022, provides a three-stage program for the next-level development embracing education, experience and effective mentoring. The LCP was developed to provide a fit-for-purpose program focussed on developing leaders who can meet the challenges of policing in an ever-changing environment. In its first six months of operation, more than 2,600 police officers and staff members have commenced their leadership journey through LCP
- the QPS Leadership Centre aims to drive a culture of leadership at all levels of the organisation, and to build leadership capability through the fusion of education, effective mentoring, and workplace experience. With a dedicated staff from diverse backgrounds, the Leadership Centre delivers and coordinates a range of fit-for-purpose, contemporary development programs and learning opportunities to support QPS personnel as they build their leadership capability. The Centre also administers scholarship programs provided by RACQ, Suncorp, Public Sector Management Program through QUT
- QPS partnering with Skillsoft to launch Q-Learn in January 2022, a digital education platform that provides access to thousands of blended learning resources focused on leadership, professional development and wellbeing. Q-Learn provides a self-paced, short-shot learning resource that can be tailored to individual development needs or interests
- the Leadership, Engagement and Development (LEAD) program is targeted at Constables, Senior Constables and staff members at AO3/AO4 (or equivalent) and provides foundational

skills in leadership, problem solving, conflict management, change management and mental health and resilience. The LEAD program involves a three-day, face-to-face workshop that was offered under a limited schedule in 2021-22 due to COVID-19

- staff members (up to OO6/AO4) can undertake TAFE studies in leadership and management at Certificate IV, Diploma, and Advanced Diploma levels. Staff Member Training also offer bespoke courses for all QPS members on topics such as emotional intelligence, leadership, communication, problem solving, team building and difficult conversations
- professional development opportunities for senior leaders including the Australian Institute of Police Management, Australian and New Zealand School of Government, Australian Institute of Management, Australian Institute of Company Directors and a number of universities.

Our People Matter

The 'Our People Matter' Strategy continued to directly support QPS members across the state for a fifth consecutive year, delivering initiatives based on four pillars: *Healthy Bodies, Healthy Minds, Safe Workplaces, Fair and Positive Workplaces*. The strategy is a collaboration between the QPS, five employee unions and two corporate sponsors, who jointly promote the pillars to improve organisational culture, engagement, empowerment, and participation at all levels.

District 'Our People Matter' Champions, made up of police and civilian personnel, promote the strategy in their respective regions, driven by frontline ideas to improve the physical and mental health, and the safety and wellbeing of members and their families.

Key achievements for 2021-22 include:

- statewide QPS Police Commissioner Speaking Series, also livestreamed to Workplace to enable virtual participation
- statewide 'Life Beyond the Service' and 'Transition to Retirement' seminars
- mental health awareness and improvement seminars, supported by QPS Psychologists, Chaplains and HealthStart professionals
- environmental improvements in workspaces (examples include furniture for recreational areas, essential gym equipment for isolated stations)
- member and family fun days
- sporting activities.

Inclusion and Diversity

The QPS is committed to building an inclusive and diverse workplace in which all employees feel valued, included and welcome and have equal access to opportunities. To ensure the organisation maintains a strong focus on inclusion and diversity, the QPS revitalised the 'Inclusion and Diversity Restorative Engagement and Cultural Reform Program', transitioning from 'Juniper' to the 'Workplace Assessment and Support Team' (WAST) and the 'Cultural Transformation Team' (CTT).

During the reporting period, WAST and CTT:

- assisted 15 individual work units through the bespoke cultural reform program
- addressed issues in the workplace based on the Working for Queensland Survey, face-to-face interviews and a multifunctional leadership survey
- held tailored workshops to directly address areas of opportunity
- provided support to current serving and past members by strengthening procedures for members to be afforded an exemption for reporting under the defined sections of the *Anti-Discrimination Act 1991*
- in collaboration with the QPS advocacy networks, supported the QPS Inclusion and Diversity Plan 2021/2025 with 'action-plans' delivered by the networks

- implemented the SBS Inclusion Program –seven diversity online learning products (OLP) designed to be completed over a three-year period by all QPS employees.

Safety, Injury Management and Wellbeing Services

The QPS has a comprehensive management system for the identification and management of risks and hazards. This includes a strong consultative framework for health and safety, which includes 32 Health and Safety Committees across the state representing all workers within groups, districts, regions and commands. There are also 106 elected Health and Safety representatives who provide representation for all workers within their group on health and safety matters. These committees and representatives are complemented by 242 trained Safety Advisors who provide advice and assistance to management in fulfilling health and safety obligations. The QPS Health and Safety team has played a significant role in the COVID-19 response, providing advice and support to QPS members as a member of the COVID Command.

The QPS continues to focus on destigmatising mental health issues and promoting and encouraging members to seek help and counselling services either internally or externally from the Service. The number of police accessing free counselling services through external providers decreased from 998 in 2020-21 to 593 in 2021-22. A further 413 staff members and recruits also accessed these external counselling services during the same period, an increase from 337 in the previous reporting period, which is a positive trend supporting QPS efforts to destigmatise mental health and encourage people to seek help. Utilisation of 1800 ASSIST, a 24-hour employee assistance telephone service provided by Benestar was 1.8% in 2021-22, a slight increase from 1.7% in the previous year. The utilisation rate for internal counselling services via QPS psychologists and social workers remains relatively stable, averaging approximately 900 client contacts per month. The Employee Assistance Service helps prevent and manage mental health issues for employees by providing strategic advice, short term interventions, manager coaching and referral to external services for a wide range of organisational and personal issues.

The Psychological Assessment Unit (PAU) provides psychological assessment services to the QPS and undertakes psychological assessments for police recruits and specialist work units. It has expanded its scope to implement and review members self-psychological screening services through the Psych Health Screen (PHS) platform. The PHS, an early-intervention and referral service, was approved for implementation across the Service in April 2020. The PHS process involves an internet-based mental health screen and provides an opportunity for members to have a follow-up interview with an occupational psychologist. During 2021-22, 672 members completed this initiative with 293 members referred for further support.

For the same period, the PAU conducted 1,623 psychological assessments of persons applying to become police recruits and a further 443 selection assessments were conducted on persons applying for identified 'high risk roles' in the QPS. The PAU has also conducted workshops regarding personality and mental health as part of leadership development and specialist training courses.

Internal confidential support services

The QPS has various internal confidential support services available for its members which include Senior Psychologists/Senior Social Workers, Peer Support Officers and Chaplains.

These services are available free of charge to all QPS members including police officers, recruits and staff members. QPS members are able to seek these services for work and/or personal issues.

Senior Psychologists/Senior Social Workers, formerly known as Human Services Officers, enhance employee wellbeing through provision of organisational psychological services to reduce the risk of psychological harm in the workplace.

Peer Support Officers are police officers and staff members of the QPS who volunteer their time to assist and support colleagues experiencing personal and/or work-related difficulties.

QPS Chaplains provide a 'safe place' for all current and former QPS members and their immediate families to seek support for either personal or workplace matters. Police Chaplains regularly visit

police establishments, offering face-to-face support for any issues that may be impacting QPS employees.

Working for Queensland

Working for Queensland (WFQ) is an annual survey that measures employee perceptions of their work, manager, team and the QPS. The survey is administered by the Public Service Commission and explores our people's perceptions of their workplace climate in key areas.

Results from the WFQ survey drive workplace changes across the Service and helps the QPS measure how the Service is progressing towards the QPS's strategic objective to build a connected, engaged and job-ready workforce with the health, wellbeing, and safety of our people a priority.

During 2020-21, the QPS placed a strong emphasis on supporting leaders to engage with the WFQ results and developing people-focussed strategies to support members through changes associated with strategic programs and the COVID-19 response. To support these strategies, the QPS concentrated on leadership development including change management and effective communication, ensuring a human centric approach was undertaken to improve how our people experienced work.

The QPS utilised the Workplace internal communications platform to facilitate two-way communication across the state and increase transparency of information, encourage strong participation in the survey and enabling our leadership to be active and visible to all ranks.

In 2021, the WFQ strategic objective results were:

- agency engagement 51%
- organisational leadership 41%
- innovation 50%

The full 2021 WFQ survey results are available to view at www.forgov.qld.gov.au/working-queensland-survey.

The 2022 WFQ survey will be conducted across Queensland Government agencies in September 2022.

QPS Pride Network

The QPS Pride Network, previously known as the QPS LGBTI+ Network, promotes Lesbian, Gay, Bisexual, Transgender, Intersex+ pride within the QPS providing a dedicated support framework to its members statewide.

The network is made up volunteer members who work to ensure LGBTIQ+ people in the QPS have access to support, resources, tools, and assistance.

Key achievements during the reporting period include:

- endorsement to change the name of the QPS LGBTI+ Support Network to 'QPS Pride Network'
- attending external educational events through the QPS' membership of Pride in Diversity
- developing an action plan to focus on enhancing support to regional members, staff members, and gender diverse members of the QPS
- participation in inclusion and diversity workshops held by Change and Engagement Unit within Communication, Culture and Engagement Division
- maintaining a strong visible presence on the QPS Workplace platform.

Central Panels Unit

The purpose of the Central Panels Unit (CPU) is to provide an independent, centralised and coordinated approach to state-wide promotional panels, initially to the ranks of Sergeant and Senior Sergeant to improve transparency, consistency, and fairness. The CPU commenced operations on

4 January 2021 and has conducted all selection processes from that time for the rank of Sergeant and Senior Sergeant.

In 2021-22, CPU have officiated on 304 selection panels and assessed over 4,000 applications. The CPU workload is continuing to surge due to the recommencement in advertising commissioned officer positions (Police Inspector and above) and projected increases in retirements and separations, which will make meeting the demand a challenge.

The CPU is committed to ensuring promotional appointments are based on merit, impartiality, and ethical decision-making. The CPU have become highly skilled in this area and subsequently review numbers and rates for reassessments of selection panels has fallen dramatically. Only four reviews proceeded to hearing during 2021-22, showing that members have confidence in the integrity of the selection processes.

The CPU continue to assist officers around the state in their career development through feedback sessions, presentations, and anecdotal advice via Workplace. The CPU also provided statewide education during the transition to the Leadership Competencies for Queensland competencies and the new merit selection policy which was implemented in July 2021.

Enterprise Bargaining Agreement

The *QPS Certified Agreement 2019* and *QPS Protective Services Officers Agreement 2019* both nominally expired on 30 June 2022. The QPS are currently negotiating with the Queensland Police Union of Employees and the Queensland Police Commissioned Officers Union for a replacement QPS Agreement and the Together Union for a replacement QPS PSO Agreement in accordance with the Government's Public Sector Wages Policy.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QPS employees during 2021-22.