

# Workforce planning, attraction and retention

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**TEQ is committed to attracting and retaining a highly skilled team to achieve set objectives. The following activities and programs undertaken in 2017-18 were designed to enhance organisational effectiveness.**

## 1. Performance Framework

TEQ's performance framework consists of the individual achievement of goals and key behaviours identified from the capability framework. The performance framework ensures individual performance plans are aligned to the ongoing assessment and contribution towards the achievement of strategic priorities and key performance indicators outlined in TEQ's annual plan. The capability framework clarifies the behaviours desired of all employees and leaders to build on our success and to shape our desired culture. The behaviours align how we approach our roles with our vision, values and strategic plan.

By developing a clear and consistent language for defining the behavioural requirements of roles across TEQ, we can improve the focus and alignment of many key people practices, in particular:

- selection for behaviour fit;
- performance development discussions based on actual and required behaviours;
- reward and recognition;
- career; and
- learning and development.

A learning framework linked to TEQ's capability framework offers a range of specialised learning programs. This includes our Future Leaders Program and the Trusted Leaders Program. The Future Leaders Program is designed for employees who are currently in non-managerial positions that have a desire to progress to leadership roles. The Trusted Leaders Program provides leaders with the practical strategies and techniques to effectively lead people.

## 2. Talent Management

TEQ has created a framework outlining the succession plan for key person risk roles including the Chief Executive Officer, Group Executives and other key leadership and specialist positions within the organisation. The framework addresses the possibility that a vacancy in a senior role will be filled within an acceptable timeframe to ensure minimal negative impacts on TEQ and its work.

## 3. Work Life Balance

TEQ's Healthy Wealthy and Wise program offers optional benefits and a range of information to assist employees to actively seek a lifestyle that promotes wellness.

Individual and group-based activities, benefits and online resources are available to add value to employees' work and personal life to assist them towards a better physical, mental and emotional health/wellbeing.

A number of initiatives are offered to employees that provide a degree of flexibility to enable them to adapt their work arrangements to suit family responsibilities including:

- part-time arrangements;
- job sharing;
- working virtually policy;
- purchasing additional leave; and
- provision of parenting facilities.

## 4. Industrial and Employee Relations Framework

TEQ applies the following industrial instruments:

- *Tourism and Events Queensland Certified Agreement 2016*;
- *Tourism and Events Queensland Award - State 2015*; and
- *Common Law Contracts*

## 5. Workforce

At 30 June 2018, there were 130 full-time equivalent employees (FTE) employed by the TEQ parent entity and the Tourism and Events Queensland Employing Office, comprising of:

- 20 FTE employed by Tourism and Events Queensland parent entity; and
- 110 FTE employed by Tourism and Events Queensland Employing Office.

In addition, there were 15.8 FTE employed by Gold Coast Events Management Ltd, a controlled entity. Excluding Gold Coast Events Management Ltd, TEQ's permanent separation rate was 18 per cent.

Overall employee engagement for 2017-18 was 80 per cent, measured by TEQ's annual employee engagement survey.