

**DEPARTMENT OF THE PREMIER AND CABINET
PEOPLE AND CAPABILITY COMMITTEE
MINUTES OF MEETING – 8 December 2020**

Members	Deputy Director-General, Corporate and Government Services Cabinet Secretary, Cabinet Services A/Deputy Director-General, Strategy and Engagement Executive Director, Office of the Director-General	Filly Morgan (Chair) Leighton Craig Kerry Petersen Julia Sheedy
Proxies	Director, Policy Manager, Legislative Services, OQPC	Kyla Hayden for Mark Cridland Nathan Chester for Tony Keyes
Other	General Manager, Corporate Services A/Director, Human Resource Services A/Manager, Human Resource Services	Libby Gregoric Elizabeth Buckby Casey Watters
Presenters	Senior HR Consultant HR Consultant	Jennifer Clancy Stuart Gamble
Secretariat	Human Resource Services (HRS)	Lisa Podmore

Item 1.1-1.3 Open, welcome and minutes		
Presenter	Filly Morgan	
	<ul style="list-style-type: none"> The Chair welcomed attendees. No conflicts of interest were noted. 	
Decisions		
	<ul style="list-style-type: none"> Minutes from PCC meeting on 8 September 2020 were endorsed. 	
Action Items	Person	Deadline/Status
<ul style="list-style-type: none"> Nil 		

Item 1.4 Action items		
Presenter	Elizabeth Buckby	
	<ul style="list-style-type: none"> Actions taken as read. Elizabeth referred to the PCC meeting of 8 September 2020, noting the Committee's decision to revisit the development of an induction video post-election. The Committee noted the video would be used to supplement the quarterly induction process and to inform ARMC members about the functions and broader role of DPC. 	
Decisions		
	<ul style="list-style-type: none"> The Committee agreed to participate in an induction video. 	
Action Items	Person	Deadline/Status
<ul style="list-style-type: none"> HRS to contact DDGs to commence filming in January 2021. 	Lisa Podmore	January 2021

Item 2 Strategic Workforce Plan – quarterly report		
Presenter	Elizabeth Buckby	
	<ul style="list-style-type: none"> Quarterly report taken as read. The Committee sought further details about the Faethm project, with Lisa Podmore providing an overview of the PSC led initiative around the impact of technology and change on our future workforce. 	
Decisions		
	<ul style="list-style-type: none"> Nil 	
Action Items	Person	Deadline/Status
<ul style="list-style-type: none"> Nil 		

Item 3 White Ribbon re-accreditation		
Presenter	Elizabeth Buckby	
	<ul style="list-style-type: none"> Paper and supporting documents were taken as read. Elizabeth highlighted: <ul style="list-style-type: none"> the development of a new operational plan to support our reaccreditation and ongoing body of work post accreditation 	

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- the risk management plan which includes additional risks resulting from COVID and working remotely
- HRS will continue consultation across the department with those who have responsibility for and/or lead work related to the white ribbon accreditation
- the executive leaders signed the WR pledge on 1 December 2020
- the submission will be finalised by 1 March 2021, with reaccreditation anticipated in May 2021.

Decisions

- WR operational plan and WR risk management plan endorsed.

Action Items	Person	Deadline/Status
• HRS to consult with key stakeholders across the department as required.	Katelan Sweeney	January 2021

Item 4 Leadership Competencies for Queensland Capability Assessment

Presenter Jennifer Clancy

- Jennifer Clancy provided an overview for the DPC capability assessment against the Leadership Competencies for Queensland.
- The benefits of undertaking this work include:
 - ensuring what we currently offer matches the needs of employees
 - ensuring delivery methods meet the needs of employees
 - support creation of learning pathways.
- Discussion was held about the difference between Lead4QLD and the proposed LCQ capability assessment, alignment with the sector approach and how employees would be nominated.
- It was noted that the assessment would be carried out in an ethical way, be confidential and include SES view on capability needs.

Decisions

- The Committee endorse the LCQ capability assessment.

Action Items	Person	Deadline/Status
• HRS to progress the LCQ capability assessment and provide findings and recommendations to PCC in March 2021.	Jennifer Clancy	March 2021

Item 5 Manager Induction

Presenter Stuart Gamble

- Stuart Gamble provided a summary of the proposed manager induction which overviews governance requirements of managers.
- The face-to-face induction would be delivered by content experts within Corporate Services to all new DPC managers, all DPC employees who have moved into a supervisory role and will also be included as part of the DPC Management Development Program, and current managers who feel they would benefit or have had governance raised in their PDA discussions.
- The face-to-face induction will be supported by a manager portal to centrally collate relevant resources.
- The induction will be mandated, take a maximum of three hours over three sessions and will be run at least quarterly, with all new managers completing the training within their first three months of employment.
- Additional topics to be included are Right to Information, Privacy, leave types (e.g. stress and process to manage before it escalates) and Performance Management.

Decisions

- The Committee endorsed the new Manager induction, requesting AO8 employees attend as part of their professional development, irrespective of whether they supervise employees in their current role.

Action Items	Person	Deadline/Status
• HR to finalise topic list to include RTI, Privacy and performance management.	Stuart Gamble	March 2021

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<ul style="list-style-type: none"> HR to coordinate content development, pilot program and commence delivery from March 2021. 		
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Item 6 Working for Queensland (WfQ) 2021 focus area

Presenter Lisa Podmore

- Lisa Podmore provided an overview of key WfQ data including results by factors, agency engagement, top 10 drivers of agency engagement, lowest performing questions, largest declines and data around workplace bullying.
- It was proposed that departmental action focuses on organisational fairness and learning and development.
- Further information was provided highlighting the positive impact of fairness questions on agency engagement.
- Proposed HR led actions:
 - In-house facilitated communication workshops
 - capability assessment and targeted development opportunities
 - building a psychologically safe workplace culture
 - updating PDA process / template to support better conversations
 - educating supervisors/managers on the key requirements of the Positive Performance Directive.
- Proposed workgroup led actions (noting these are already expectations and do not put additional requirements on workgroups):
 - ensure quality performance conversations
 - all employees to have a PDA established, mid-point review and end of cycle review within timeframes
 - supervisors to continue to provide regular and specific employee feedback
 - have difficult conversations in a timely manner
 - deliver meaningful employee development
 - PDAs identify meaningful development goals based on current role and career aspirations
 - identify divisional and/or workgroup training needs
 - deliver agreed employee development.
- It was discussed that training provided should also help managers have conversations about career development with employees who are not interested in promotion and happy to remain in their current role.

Decisions

- The Committee endorsed the proposed actions.

Action Items	Person	Deadline/Status
<ul style="list-style-type: none"> In house facilitated communication workshops Capability assessment and targeted development opportunities Build a psychologically safe workplace culture Update PDA process / template to support better conversations Educate supervisors/managers on the key requirements of the Positive Performance Directive 	HRS	To be delivered as appropriate during 2021
<ul style="list-style-type: none"> Hold quality performance conversations and deliver meaningful employee development 	Workgroups	Ongoing throughout 2020/21

Item 7 Human Resource Delegations Manual

Presenter Lisa Podmore

- This was not discussed due to time.

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Decisions		
<ul style="list-style-type: none"> • Nil 		
Action Items	Person	Deadline/Status
<ul style="list-style-type: none"> • HRS to consult with DDGs out of session re the updated delegations manual 	Lisa Podmore and Brad Wise	January 2021

Item 8 Other business		
Presenter	Various	
<ul style="list-style-type: none"> • The Committee noted the mandatory training schedule for 2021. • Casey Watters provided an update on the recruitment of the 2021 Policy Futures Graduates, including: <ul style="list-style-type: none"> • a reduced cohort of 25 will be recruited for 2021 • 900 applications received as at 8 December 2020, with applications closing midnight of 8 December 2020. • to date there has been an even distribution of female and male applicants • top disciplines are humanities and social sciences • an external recruitment provider has been engaged to conduct cognitive assessments, video interviewing and assessment centres (virtual/face to face) • graduates will commence in April (instead of February as in previous years) • work continues with other graduate employing agencies, to explore shared onboarding, induction, learning and development and other opportunities, all of which support Coaldrake recommendations. 		
Decisions		
<ul style="list-style-type: none"> • Nil 		
Action Items	Person	Deadline/Status
<ul style="list-style-type: none"> • Nil 		

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**DEPARTMENT OF THE PREMIER AND CABINET
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MEETING AGENDA**

**4 December 2020, 11-12pm
Via Teams and 28.02**

Members	Deputy Director-General, Policy (Chair) Deputy Director-General, Corporate and Government Services Parliamentary Counsel, OQPC Cabinet Secretary, Cabinet Services A/Deputy Director-General, Strategy and Engagement Executive Director, Office of the Director-General	Mark Cridland Filly Morgan Tony Keyes Leighton Craig Kerry Petersen Julia Sheedy
Other	General Manager, Corporate Services A/Director, Human Resource Services Manager, Human Resource Services	Libby Gregoric Elizabeth Buckby Casey Watters
Secretariat	Human Resources Services	Lisa Podmore

Agenda Item	Description	Presenter	Attachment	Action	Time
1	Meeting open				3
1.1	Welcome, apologies and conflicts of interest	Mark Cridland	Verbal	Note	
1.2	PCC minutes from 8 September 2020 (presented to CGG on 24 September 2020)	Mark Cridland	1.2	Note	
1.3	Actions	Elizabeth Buckby	1.3	Note	
2	Strategic Workforce Plan				5
2.1	2020 Program of work update including Employee Engagement Calendar <ul style="list-style-type: none"> past three months activities (for noting) next three months activities (for discussion) 	Elizabeth Buckby	2.1 Quarterly report	Note	
3	White Ribbon re-accreditation				2
3.1	White Ribbon (WR) reaccreditation including WR operational plan and WR risk assessment	Elizabeth Buckby	3.1 Paper 3.2 WR Operational Plan 3.3 WR Risk Assessment	Endorse	
4	Capability needs analysis				10
4.1	Department wide capability needs analysis to support implementation of the Leadership competencies for Queensland (LCQ)	Jennifer Clancy	5.1 Paper	Discuss and endorse	
5	Manager Induction				10



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MEETING AGENDA**

Agenda Item	Description	Presenter	Attachment	Action	Time
5.1	Mandatory manager induction	Stuart Gamble	4.1 Paper	Discuss and endorse	
6	Working for Queensland				15
6.1	Whole of department action planning priorities	Lisa Podmore	Verbal	Discuss	
7	HR Delegations manual				7
7.1	HR Delegations manual update	Lisa Podmore	Paper	Note	
8	Other business				8
8.1	Mandatory training schedule 2021-2023	Lisa Podmore	Paper	Note	
8.2	2021 Policy Futures Graduate program	Casey Walters	Verbal	Note	
8.3	Other business/closing remarks	Mark Cridland	Verbal	Discuss	

Meeting Close

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