

# Engaged people

---

## Workforce profile

**910**

full time equivalent employees  
*\*as at the fortnight ended 17 June 2022*

**66%**

of our workforce is female

**15.2%**

employee attrition rate

## Organisational restructure

To help us meet the challenge of increasingly complex statutory claims and rising claims costs in a rapidly changing external environment, we recognised the need to ensure the organisation had the most effective operating model. The right model means we can focus on the right things and deliver better outcomes for our customers.

In January 2022, we implemented an organisational restructure to support earlier determination and ongoing management of our claims and enable a stronger focus on outcomes across all areas of our business. The new structure welcomed three new members to the Executive Leadership Team: Chief New Claims Officer, Chief Partnerships and Relationships Officer and Chief People Officer.

Our New Claims Group is focused on early, claims decisions, to ensure our customers receive support as soon as possible after their injury. The creation of our Partnerships and Relationships Group reflects our continued focus on working together with customers and stakeholders to improve customer outcomes and scheme sustainability. Our People Group leads initiatives to attract, onboard, engage, develop and retain high-performing employees at WorkCover.

During 2021–2022, we introduced our new Chief Digital Information Officer who is focused on modernising and simplifying our digital environment to better serve our customers.

## Recruitment

To attract and retain the best talent in a highly competitive talent market, we continue to use

inclusive recruitment practices supported by consistent, transparent, and merit-based processes.

Throughout the year, we enhanced our candidate experience by refreshing our [Careers](#) page on the website, developing our Employee Value Proposition statement (EVP), and supporting collateral to promote and attract new talent to WorkCover.

During 2021-2022, we saw:

- 2,977 applications for vacant positions
- 200 external new starters welcomed to WorkCover as part of our permanent and fixed term workforce
- 70 internal movements to a new role, and
- 15.2% attrition rate as at 30 June 2022.

## Growing the capability of our people

### Enabling lifelong learning

WorkCover encourages a continuous learning culture by supporting our people through a blended approach to develop new skills and knowledge via easily accessible, on-demand learning tools, and on-the-job training. We continually build customised eLearning modules with tailored technical activities that connect learners to relevant industry, skills, and external learning resources.

All employees have access to LinkedIn learning to develop the required skills and knowledge for their role. 7,512 learning videos were viewed throughout 2021–2022.

### Personal Injury Education Foundation (PIEF)

WorkCover continues to maintain a corporate membership with PIEF to support the personal injury industry, acknowledging the value the foundation

provides to the industry and demonstrating our ongoing commitment to the professional development of our people.

In 2021-2022, 14 employees engaged in vocational studies with PIEF ranging from:

- Certificate IV in Personal Injury Management
- Diploma in Personal Injury and Disability Management, and
- Graduate Certificate in Personal Injury.

Industry education for leaders is supported through PIEF's professional development program. During 2020-2021 several leaders engaged with PIEF's online programs across a range of topics including:

- engaging remote and hybrid teams
- managing challenging interactions
- leading teams in uncertain times
- productivity and working well remotely, and
- presentation skills.

### **Managing mental health in the workplace**

WorkCover has partnered with AON since 2017 to provide our people with the opportunity to participate in Mental Health First Aid (MHFA) training to develop our capabilities and understand mental health and how it affects our people and customers. We continue to encourage all our people to attend MHFA training and complete accreditation as a Mental Health First Aider. The program helps our people to:

- recognise the symptoms of different illnesses and mental health crises
- know how to offer and provide initial help, and
- know how to guide a person towards appropriate treatments and other support.

Once qualified, our people are equipped to provide immediate assistance to someone who may be developing a mental health condition or experiencing a mental health crisis.

All our leaders must complete mental health first aid training to ensure we are providing the right support to our people and customers. In addition, all our people are offered the opportunity to complete MHFA training throughout the year.

### **Graduate program**

WorkCover's graduate program provides an opportunity for our graduates to map their career path with the organisation, complete further study or move on to a different role when they complete our two-year program.

In 2021, our eight graduates completed our inaugural program with all eight successful in obtaining either ongoing or fixed term roles at WorkCover.

In 2022, we welcomed four new graduates who are currently completing rotational programs specialising in Digital Technology and Design or Business Analytics and Insights, and we have started a new recruitment campaign for four more graduates to begin the program in 2023.

## **Leadership development**

### **Emerging Leaders program**

In early 2021, five people were selected to participate in the 10-month Emerging Leaders program. The program involved coaching, workshops and modules developing self, leading teams, leading the business and on-the-job experience.

Three participants were successful in obtaining leadership roles at the end of the program. In 2022, we started our new program with 10 participants in a format that utilises a self-directed approach, incorporating more coaching and networking to support our emerging leaders' growth.

### **Intentional leadership program for Claims leaders**

The WorkCover Queensland Intentional Leadership Program supports 54 Claims leaders in developing and refreshing foundational leadership knowledge and skills for newly promoted, mid-career or highly experienced leaders. Facilitated in partnership with the Institute of Managers and Leaders, the program helps our leaders to lead a productive, motivated and engaged team.

### **Harvard Corporate Learning**

To support leaders in continuously developing their capabilities, we provide on demand access to Harvard Corporate Learning through Harvard Spark. In 2021-2022, our people accessed over 9,370 content items.

## People survey

We measure how engaged our employees are at work because strong engagement drives discretionary effort, performance and retention. This leads to better outcomes for our customers, more consistent service and a more sustainable business. Our annual people survey also assess how our people align with our purpose and values, and how supported they feel by the business, with insights benchmarked against external organisations and used as a catalyst for action.

In early 2022, we completed our most recent pulse survey which had an 82% response rate, and a 6.7/10 sustainable engagement rate. Our people told us they are strongly aligned with WorkCover's goals and objectives, have a high willingness to expend discretionary effort, and feel they have strong social support within their teams and from their immediate managers. However, they are experiencing internal and external pressures that have impacted their experience at work. This includes rising claims cost and durations, business adjustments following the pandemic, and operational and structural changes.

Following the survey, we developed action plans focused on reducing pressure from rising workloads and increasing transparency of decision making by senior leaders.

## Health and wellbeing

We continue our commitment to the health, safety and wellbeing of our people and to providing a safe working environment. In December 2021, we refreshed WorkCover's health, safety and wellbeing strategy to include three strategic goals: healthy people, healthy systems and healthy workplace. These goals are supported by three key principles: transparency, trust and tailored needs.

The Workplace Health and Safety Committee continues to meet monthly, driving WorkCover's safety culture and aligning our activities around our strategic goals and principles. Key initiatives during 2021–2022 include:

- Human Rights Commission facilitated training for our newly formed Contact Officer network who are available to support employees who experience harassment in the workplace
- continuation of ergonomic assessments, early intervention physiotherapy services, early

intervention psychological services and access to the Employee Assistance Program (EAP) services

- introduction of WorkCover's mental health framework, with a focus on the important interplay between data and analytics, proactive interventions, policies and procedures and support mechanisms. This resource aims to provide a tailored framework to address the challenges of our workforce and create and maintain a high-performing, mentally healthy organisation
- a series of workshops and training for our people to build a psychologically safe and enriched work environment.

## Flexible working

WorkCover continues to support flexible work arrangements to help our people balance work, family and lifestyle and to ensure operational availability of the workforce as an ongoing COVID-19 management measure. We provide a 5-in-10 remote working framework (where our people may work 5 days at home in a 10-day fortnight).

## Early retirement, redundancy, and retrenchment

In 2021–2022, five employees received redundancy packages at a cost of \$524,532.56. Employees who did not request or accept a redundancy offer selected alternative employment placements. No early retirement or retrenchment packages were paid during the reporting period.

## Diversity, inclusion and belonging

Our diversity, inclusion and belonging activities continue to support those under-represented in the workforce, including but not limited to:

- women
- people with disability
- Aboriginal and Torres Strait Islander peoples
- the LGBTIQ+ community
- young people
- older people, and
- culturally and linguistically diverse people.

Key initiatives across 2021-2022 included:

- launching WorkCover's Reflect Reconciliation Action Plan (RAP) endorsed by Reconciliation Australia. This involves developing relationships with Aboriginal and Torres Strait Islander stakeholders, defining WorkCover's vision for reconciliation and exploring our sphere of influence, as well as committing to specific actions and initiatives along the journey. WorkCover's Reconciliation Working Group (RWG), as the governing body of WorkCover's RAP, was established in February 2020 and is now comprised of 15 members from across business, of which 33% identify as Aboriginal
- developing the Aboriginal and Torres Strait Islander Peoples employment strategy
- annual reviews of the diversity, inclusion and belonging strategy including awareness campaigns of National and United Nations observed significant dates, and
- signing the CEO statement of support for the United Nations Women's Empowerment Principles and Diversity Council Australia's #StandForRespect campaigns, advancing WorkCover's commitment to gender equity.

## Industrial and employee relations

WorkCover continually reviews workplace practices to ensure our people have the opportunity to contribute to the role WorkCover plays in the Queensland community. We want our people to have a voice, feel supported in raising employment concerns, seek advice, and make suggestions for improvement.

We continue to engage in purposeful consultation with Together Union on workplace matters. Through the WorkCover Consultative Committee, our leadership team, Together Union, and internal delegates are provided a forum to actively raise and quickly resolve matters, including organisational change, policy, people initiatives, wellbeing and safety.

The workload management toolkit has been developed under the WorkCover Employing Office Certified Agreement 2018 to assist leaders to work with employees to design work practices that promote wellbeing, work-life integration, and support performance. The toolkit was developed with Together Union through the WorkCover

Consultative Committee. This tool can also be used to build capability, improve outcomes, and performance to better serve our customers.

The WorkCover Employing Office Certified Agreement 2018 has a nominal expiry date of 30 September 2022. This Agreement applies to all Award-covered employees and bargaining commenced in early 2022.

Remuneration arrangements and terms of employment for employees on individual contracts are determined in accordance with WorkCover's annual remuneration strategy, endorsed by the People Committee.

## Positive performance management framework

WorkCover's positive performance management framework has been developed to align with the Public Sector Reform and to maintain and uplift the capability and performance of our people.

Managing performance proactively and effectively enhances overall organisational productivity and performance. WorkCover is focused on creating an environment where our people thrive throughout the employee lifecycle.