

## **Together Union Submission – Review of Regional and Central Office Human Resources Service Delivery for Queensland Schools**

**August 2021**

### ***Without Prejudice - Union Submission***

Together Union members working across the Human Resources Branch provide the following submission to the Review.

#### **Introduction**

The Department of Education Certified Agreement 2019 provides:

#### ***PART 28: REVIEW OF REGIONAL AND CENTRAL OFFICE HUMAN RESOURCES SERVICE DELIVERY FOR QUEENSLAND SCHOOLS***

*28.1. The Department commits to review the functions, activities and service delivery models utilised in Human Resources (regional and central office). The Department will consult with the Union on the terms of reference for the review and will ensure meaningful engagement and consultation with the Union throughout the review.*

This provision was agreed following years of reporting of significant workload concerns from human resources staff, and the feedback from schools and business units that they needed additional human resources support.

There is a context of the human resources area being cut or downsized while at the same time the numbers of schools and school staff has continually increased, as has the workforce in other business areas of the Department, commensurate with the increasing population and needs to deliver a successful education system from early childhood and beyond.

This disproportionate increase of staff to be managed and relative loss in numbers of human resources positions has created a significant workload issue and service gap.

#### **The Progress of the Review**

While there were agreed terms of reference in 2020 following certification of the Agreement (**Attachment 1**) the last reference group meeting was convened on the 20<sup>th</sup> of May. Both at that meeting and subsequently via email on the 1<sup>st</sup> of June (**Attachment 2**) Together representatives requested a copy of the survey results and the draft report. To date there has been no response from the Department in relation to these requests. There was a set of minutes from the 20<sup>th</sup> of May meeting emailed to members of the group on the 15<sup>th</sup> of June. There has been no other response to the questions asked by Together representatives in relation to the Review, nor has there been a meeting convened since May.

Together suggests that the Department is not engaging in the Review as agreed, there has been a lack of engagement in the process to date (see relevant email correspondence **Attachment 3**).

Together members have resolved to put forward a clear agenda for what is needed to address the resourcing gaps in the Human Resources Branch in each Region.

### **The case for change**

The following represents a clear 'ask' from members to senior management to address the key gaps and the workload concerns identified by members.

While this is not a complete agenda to address resourcing across the Human Resources Branch it is the clear position of Together. Members are seeking genuine engagement on the basis of delivering these vital resource improvements to recognise the essential role of HR staff, the needs of schools and business units.

### **Reclassification of Roles and Replacement of Staff**

Given the unique nature of enquiries, the requirement to analyse, apply and synthesise information from multiple Agreements, Awards, policies and Directives, and the essential independent decision making and work of officers it is imperative that the 'base grade' of all HR personnel across the Branch is AO3 as a minimum measure. With Job evaluation of standard roles to be addressed.

The frontline and essential nature of these roles require immediate replacement of staff. Like school Business Managers, it is imperative that HR staff are replaced for absences of over 5 days.

It is also essential that the full establishment (plus the additional requirements outlined below) are filled. There are critical issues arising when there is a delay in recruitment or a loss of positions due to 'vacancy management'.

Members have grave concerns about any suggestion that the HR Advisory Service would be resourced by regional HR staff. HR officers already provide an expert advisory service and support schools.

Members also identified that a 'nice to have' would be a psychologist or wellbeing professional available to staff through the "Wellbeing Service" – perhaps the new wellbeing resources would enable this.

## **Far North Queensland Region**

Requirement for additional staff:

### **Workforce Management**

- 2 x AO6 Senior Human Resources Consultants

These positions are required to undertake the un-resourced employee relations work that the region undertakes, to manage the current workload and to provide capability development required to support schools.

### **Recruitment**

- 1 x AO6 – In establishment State of the Schools role (which is due to cease December 2021)
- 1 x AO4 – To enhance recruitment support (for Teaching and non-teaching vacancies) for the Torres Straits, Cape York and Mossman/Port Douglas Areas
- 1 x AO2 – To support the AO4 with employee commencement forms, marketing, enquires, TAC & QCT compliance, relocations, booking of flights etc

This is in acknowledgment of the current and increasing workload and to enable the team (currently 3.4 FTE allocated to support all recruitment) to provide an enhanced level of service to FNQ Principals with a particular focus on attracting applicant to work in Torres Straits and Cape York communities (which includes some of Australia's most disadvantaged communities). The additional FTE would also provide the team with the opportunity to deliver ongoing R&S upskilling (noting the high staff turnover of classified teachers/line managers within the region) and enable the AO7 to undertake strategic attraction and supply projects (instead the current high level of operational duties).

### **Employee Relations, Health, Safety and Wellbeing**

- 1 x AO6 - To assist with the management of integrity and complaint matters
- 1 x AO3 - Claims Management /WHS admin support Officer

This is in acknowledgement of the increasing workload in the case management and workplace health and safety.

### **Additional Comments:**

These positions are required to undertake the un-resourced employee relations work that the region undertakes, to manage the current workload and to provide capability development required to support schools.

## **North Queensland Region**

Requirement for additional staff:

1. An additional Principal Human Resources Consultant
2. An additional Claims Management Officer

### **Comments:**

This has been a very busy period with increasing workload and increased support needed from our schools with SBS going live, the bulk temporary to permanent offers resulting in further consultation and education with schools about funding. Our HR team has been short-staffed continuously by at least 3 people for the whole year.

## **Central Queensland Region**

The following additional positions are required for the region:

### **HR Workforce Management**

- Put back the .4 FTE AO2 which was taken to upgrade the AO3 to AO4 roles. This will take the AO2 position back to fulltime
- 1 x AO7 PHRC – to work with the complaints/integrity area
- 1 x SHRC AO6 – currently 4 SHRCs working with 47 to 50 schools each. This will reduce the number of schools per SHRC
- 3 x AO4 – currently 2 CSOs working with almost 100 schools each. These additional numbers would allow for alignment with the SHRCs

### **Organisational Health**

- 2 x AO6
- 2 x AO3 (look to review level)
- Currently each team in CQR includes 1 x SIMC and 1 x CMO and each pair services approximately 100 schools each.
- Current case load for CQ region is 375 cases. This time last year it was 325 cases.
- We are requesting a review of the classification of the CMO role based on the increasing complexities for this position.
- Additional 0.5 SIMC position was previously assigned to the region due to workload issues. However due to the way this position needed to be staffed by an agency the provider was not able to offer any suitable applicants and the region went without this position for most of the time it was allocated. Recently the positions became permanent however CQ region lost entitlement to this 0.5 position and it was reallocated to other regions
- In April 2021 the Organisational Wellbeing Consultant position became vacant. This position has not been replaced. Initially there was some comments that the position may be able to be filled as a SIMC position in a temporary capacity. Recently the advice was that the position was not going to be filled and had been reallocated in CO.

- Due to the introduction of a new Injury Management System, this has created a significant increase in workload both in program operation and training of RRTWC in schools on the system
- Given high numbers and caseloads specific tasks that are requested by Central office to be done, cannot be completed because of the sheer volume of work that we are currently undertaking e.g. reconciliations.
- Increase in management of complex claims
- Impacts of increased caseloads on wellbeing of org health staff.

#### Recruitment Team

- 2 x AO4 (opportunity to review role requirement/ review classifications)
- 1 x AO3
- 1 x AO7 PHRC (dedicated to the recruitment team. The current AO7 is a centralized position and we want it permanently based in CQ region)

#### **Other Concerns/ comments from CQR:**

- Review recruitment team structure/roles
- There is a need to review injury management roles
- If additional position granted in Workforce Management, review roles/duties
- No FTE to be taken from the regional allocation to support HR Advisory Service

Some additional information to support the needs in the recruitment team, see the figures here:

Total positions filled for 2021 as of 02/08/2021	
Total	645
Britt	270
Tash	151
Dana	155
Rosie	69

Total positions filled for 2022 as of 02/08/2021	
Total	64
Britt	30
Tash	15

Dana	15
Rosie	4

Total T2P positions filled for 2021	
Total	24
Britt	18
Tash	2
Dana	1
Rosie	3

### **North Coast Region**

Requirement for additional staff:

1. An additional AO6 Senior Human Resources Consultant (potentially a need for an AO7) for each office North Lakes, Maroochydore and Maryborough.
2. An additional Human Resources Officer for each office (AO3/ AO4 to be determined by JEMS review for base grade role) for each office, North Lakes, Maroochydore and Maryborough
3. North Coast Region Payroll staff are seeking review of their role levels given increasing complexity of the roles, currently staff are employed from AO2-AO4 – with AO4s supervising a team of 21 HR staff.
4. With 230 schools and growing the claim's management officer position requires a review (with a view to AO4 expectation due to workload, capability level required and client numbers)

### **Comments:**

With payroll, recruitment and other project areas along with growth, loss of resources from HR has not matched the loss of workloads. In fact they have increased with less staff available to undertake the tasks. It is really a case of prioritising work rather than 'just in time' service delivery.

### **Darling Downs South West Region**

Requirement for additional staff:

1. An additional AO7 Principal Human Resources Consultant
2. An additional AO6 Senior Human Resources Consultant
3. An additional AO4 Human Resources Officer
4. An additional Claims Management Officer
5. Potentially an additional AO5 Team Leader for Recruitment – in our region we have been able to absorb some of this role within the "State of the Schools" Project which

ends at the end of this year, and the AO7s are direct line supervisors however we need someone to represent our region at the state-wide recruitment collaboration at a more senior level, to be part of the strategic direction required and bring back to our regional leadership team.

**Comments:**

The current recruitment officers are now only able to cover reactive tasks eg teacher recruitment for right now and not work on future vacancies and no longer able to do quality forecasting or implement supportive tasks across the teams, without more FTE tasks will need to be realigned and may have to revert to other team members and align with the school portfolio current structure or stop doing some tasks, for example 'permanent offers of employment letters' will need to go back to the SHRCs to action and process. The current FTE leaves very limited time for team members to upskill and learn other HR skills due to the high demand to fill teacher vacancies and not having the appropriate systems to action this.

With regards to Recruitment – if considering as a standalone unit within the HR Team ideally it would be great to have a AO7/AO6 Team Leader/Project Manager, 3 x AO4/AO3 Recruitment Officers and 1 x AO3. This would allow work to be delegated at appropriate levels, actively participating and being a critical stakeholder in state-wide collaboration and projects, supporting workforce planning data, provide advanced consultancy to schools by presenting this information to schools to support decision making etc. Also working with other business units eg TLC, CLAW, Recruitment Services, Supply and Demand etc.

Our region requires additional support and time to cover integrity, employee relations and wellbeing. There is so much capacity building to be done in our schools in these areas.

We also require the ability to hire a casual administration officer for when we do not have cover for the Human Resources reception phone and filing. We agree that the automation of letters would be of assistance, but this will not take away the workload stressors which are about higher level complex tasks. We would also recommend automation and support through payroll with meritorious sick leave calculations.

The comments from the Metropolitan Region RE recruitment also apply for us. In our Region the Team Leader for Recruitment is a substantive AO4 where other regions have a Recruitment Team Leader structure at A06 and AO5 levels. We have been able to absorb some of this role with the State of the Schools Project which ends at the end of this year if not sooner and we are lucky to have our AO7's be direct line supervisors however, we need to have someone represent our region at the state-wide recruitment collaboration at an appropriate level to be part of the strategic direction required and bring back into our local regional leadership team. This role could also undertake collation of workforce planning data, provide advanced consultancy to schools by presenting this information to schools to support decision making etc. Also working with other business units eg TLC, CLAW, Recruitment Services, Supply and Demand etc.

The current recruitment officers are now only able to cover reactive tasks eg teacher recruitment for **now** and not work on future vacancies and are no longer able to do quality

forecasting or implement supportive tasks across the teams, without more FTE I believe tasks will need to be realigned and may have to revert to other team members and align with the school portfolio current structure or stop doing some tasks, for example 'permanent offers of employment letters' will need to go back to the SHRCs to action and process. The current FTE leaves very limited time for team members to upskill and learn other HR skills due to the high demand to fill teacher vacancies and not having the appropriate systems to action this.

### **Injury Management – Organisational Health and Wellbeing**

The recent addition of the 1.0 FTE for SIMC will be a great help.

However, the current FTE of 1.3 (only 1 permanent CMO position as 0.3FTE is just additional hours that HRBP has provided, so not a permanent position) for the claim's management requires a review. We would at the very least require another 0.7 FTE ( taking us up to 2.0 in line with other regions of similar size and staffing) Would also be good if the position could be re classified as an A04 at a minimum. In our region, we have approximately 210 schools which currently means we have (approximately) 1 SIMC and 0.65 CMO per 105 schools.

Also there is a need for additional staffing for the Senior Workplace Health and Safety Consultant. -1.0 FTE for a region this size is not enough – considering the number of schools and the size geographically.

## **Metropolitan Region**

Requirement for additional staff:

1. An additional AO6 Senior Human Resources Consultant
2. An additional AO4 Human Resources Officer
3. An additional AO6 SHRC – Integrity
4. An additional AO7 PHRC - Project Manager
5. An additional AO6 Senior Injury Management Coordinator
6. An additional Claims Management Officer

### **Comments:**

- As schools gain more students, they are provided more staff. There is no linkage to the increase support staff in Regional Office even though our roles directly support each of the growing school numbers.
- SBS going “automated” and “knowledge base articles- Tier 1” are going to have very limited impact on increasing load on the HR team.
- Schools do not have the capacity or the inclination to manage all things and are constantly looking for assistance in the areas of HR and Injury Management. With the ratios we have in metro region – 1 SIMC and CMO to about 66 school (we have only just got another SIMC and it still has not been finalised as yet) it is still a huge workload that makes it difficult to do your core hours.
- Additional FTE or funding in workforce services. So we don’t have to not backfill positions just to afford paying other employees the correct classification.
- 5 years ago when there were 3 SIMCs and 4 CMOs and 1 SCMO the Workcover data was:

#### Metro April 2016

19 psych claims

185 non psych claims

Compared with today with 3 SIMCs and 3 CMOs and 1 SCMO

#### Metro April 2021

46 psych claims

303 non psych claims

TA 140% increase in psych claims and 64% increase in non-psych claims.

With the current staff level we cannot adequately business partner with resources we currently have while balancing health and wellbeing of existing staff. The current level results in experienced staff leaving for other roles, which is then compounded by challenges with recruiting to fill these roles, which is compounded again with onboarding new staff by time poor, overworked existing staff. This is not sustainable. Additional staff will allow us to gently broaden the scope of these roles which will have positive impacts on other roles within region (org health/recruitment/integrity roles)

Integrity is a high risk area not resourced sufficiently to allow timely and tailored support to schools and employees while balancing health and wellbeing of existing staff (including vicarious trauma).

Additional resources would - allow for PD within teams and school leaders on performance and allow for improved case management for alternate duties/PID/suspension/wellbeing checks.

- We need more FTE, the schools allocation is modelled on enrolment numbers however Region is not. The Region is growing in terms of both more teachers at existing schools and the opening of new schools but our resources have not been adjusted to match this increase. Having 1 more SHRC and HRO team would reduce some of this workload. If we are not able to get more FTE then we need to review what tasks sit with the SHRC role as we have taken on duties that are above the AO6 level and these potentially need to be removed.
- This is in relation to only the Metro HR staff that sit in the Workforce Service Team in Nundah office. Excluding Mount Gravatt & Ipswich:

#### Staffing - 2016

- 1 x A07
- 3 x A06 (Just Brisbane North and half Brisbane South schools in portfolio's - Teaching)
- 1 x A05 (non-teaching only)
- 1 x A03 (non-teaching only)
- 2 x A03 (teaching)
- 2 x A02
- Total: 10

#### Staffing – 2021

- 1 x A07
- 4 x A06 (geographic areas expanded to include schools from all geographic areas – Teaching & non-teaching)
- 3 x A03 (and one of these positions is currently still unreplaced – Teaching & non-teaching)
- Total: 8

#### What's changed in the work space since 2016?

- Introduction of SBS – a time consuming activity across all terms. Automation may assist day to day, however, there is no longer a clear picture of how many credits schools have available for use, as the data is only as accurate as paperwork being sent to payroll. For example, a teacher may only be on a term contract, likely to be extended for the year. SBS would give a school a false impression that they have available credits. We anticipate that reconciliation of SBS is going to be a bigger job than ever.
- SBS Audits.
- Teaching Payroll processing gone to Payroll and subsequent working through processing/school errors with schools.
- Introduction of Service Now.
- Increase in concerns/contact in relation to school staff well-being.
- Temp to Perm for non-teaching staff.
- QCOT checking.
- Official workforce planning tool.
- Increased union interventions.

- Increased interventionist union representatives which creates more HR intervention (as it often has Business Managers brought to tears). Increased employee complaints.
- Increased referrals to Integrity Unit.
- Flexible by Design concerns from schools.
- COVID.
- SHRCs now oversee HR for teaching and non-teaching staff, so staff have to try and stay across multiple Awards and EB's.
- Growth in our schools.

#### Growth in one of the SHRC's Schools

- 2016: Student enrolments = 16,297.20
- 2021: Student enrolments = 19,259.40
- Difference: 2,962.2 enrolments

Together members also noted that when the “Review Team” visited the Region that HR team members were asked to work in the office for consecutive days in order to be observed and work tracked. Complex work including performance management and injury management, workforce planning, maximisation of teacher—aides, dispute resolution and coaching is most often undertaken face to face at the school in line with the business partnering approach, with a focus on relationship building and maintenance.

When the Review team visited we were asked to only sit at our desks and essentially perform mainly Tier 1 and Tier 2 work we are very concerned that the full range of work that HR in regions undertakes was not fully observed or considered.

The team were later given the opportunity to summarise key tasks and roles in a separate document after raising this concern however this document has not been requested from the review team or considered.

#### **Claims Management – Metro Region Comments:**

Over the last 5 years staffing numbers in metro region schools have increased significantly with 3254 more employees during this time. As at 2020 Metro region has the management of 24,896 school based staff.

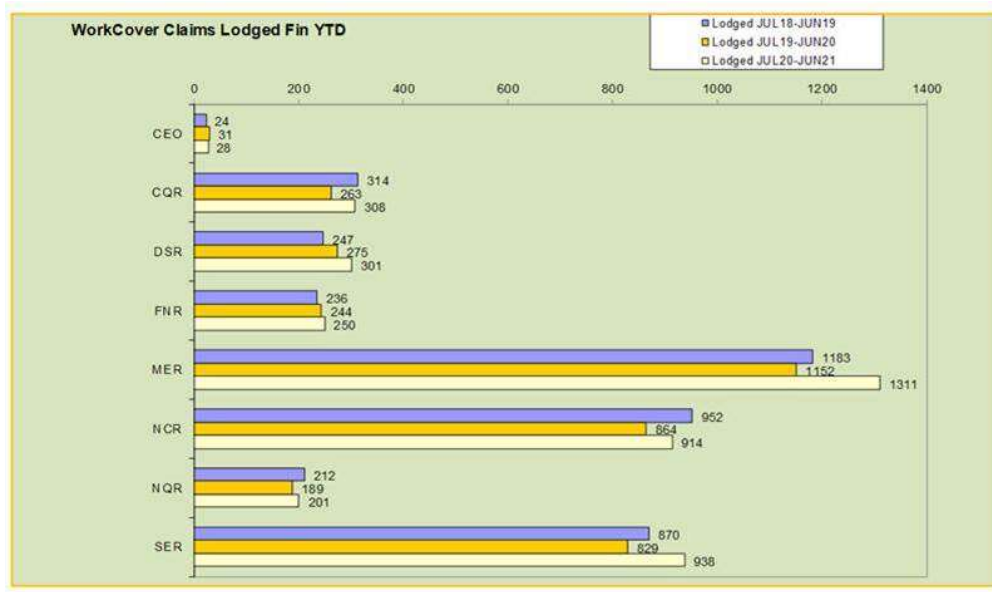
There has been a huge increase in demand on the Claims Management Teams, including the ever increasing number of personal leave claims we are processing. Injury Management is seen as a service to support personal illness when personal employee leave and backfill arrangements is predominately a HR function or issue until rehabilitation is required.

Workloads have substantially increased due to increasing staff numbers in our schools and also major changes to our operational systems (MYHR IMS) has actually increased workloads.

There is a consistent lack of understanding and consideration given to the intrinsic nature of CMO roles and unsustainable workloads. One SIMC and CMO is assigned to the same number of schools that 3 SHRCs and HROs manage and this cannot continue.

Metro Claims is split into 3 regions – North, South and West with each region running with 1 SIMC (AO6) @ FTE 1.00 and 1 CMO (AO3) @ FTE 1.00. In addition the Team also has 1 Senior Claims Management Officer (AO4). This means 3 SIMC's, 3 CMO's and 1 SCMO manage all sick and/or injured employees in the region. This includes all teaching and non-teaching roles (including cleaners) over a total 263 Metro primary, secondary and special schools plus regional employees.

This below graph is from the WorkCover Data received in June this year with Metro Claims managing 1311 claims in the last 12 months - July 2020 to June 2021.



Metro's QSuper claims have also increased tremendously but actual claim numbers have not been recorded or available to use as a comparison between regions.

In Term 1 2021 Metro Claims was approved for an additional SIMC taking the A06 FTE to 4.00. This was a permanent replacement to the previous A06 project role. To best utilise this for the benefit of our whole Team it was agreed to take .4 from an A05 role within Organisational Health so we could also increase our CMO FTE to 4.00. This would allow for our workload to be split over 4 regions with a fulltime SIMC and CMO in each and reduce the current number of schools we each manage (ie. Metro North would go from 89 to 65). To date this has not happened. Additionally, this means we have lost the whole A05 role so we are operating at levels dating back to pre-2017 staffing levels.

Data for the last 5 years confirms the huge increase to Metro's claim numbers. These numbers can only continue to climb due to the steep incline to Metro schooling FTE staffing numbers, our Claims FTE has not increased over this same period time in line with the data.

### **South East Region**

Requirement for additional staff to support growth across the region and to accommodate the increasing expectations, SER regional HR is requesting staff for two additional Groups, and one additional A03 for the recruitment team and additional A05 to assist with complex matters. Here are the requirements:

- 2 x Principal HR Consultants (A07)
- 2 x Senior HR Consultants (A06)
- 2 x Senior Injury Management Consultants (A06)
- 1 x HR Advisor (A05) support for IER/complaint/complex matters
- 1 x Senior HR Services Officer (A04)
- 2 x Claims Management Officers (A03)
- 3 x Corporate Service Officers (A03)

While SER HR would have one less team than the regional services teams, we believe six staffing groups with a recruitment team of two and additional A03 admin support would be sufficient.

Please **see Attachment 4** – supporting information to support this additional staffing requirement for South East Region.

### **Additional Issue – Organisational Safety and Wellbeing- Claims Management Officer Classification**

The role of the Claims Management Officer has evolved and should be evaluated. These positions are at the complexity level of a minimum A04, or higher in some areas.

There is also a broad consensus that if there are to be additional demands for Workplace Health and Safety Consultants that the current allocation of 1 per Region is insufficient, and there should be additional resources for this work.

# Terms of Reference

Title	<b><i>Review of Human Resources Service Delivery for Queensland Schools</i></b>
Phases	<ul style="list-style-type: none"> <li>• Phase 1: Current State Analysis</li> <li>• Phase 2: Proposed evaluation of HR team structures, roles, responsibilities and workloads</li> <li>• Phase 3: Development and agreement of outcomes</li> <li>• Phase 4: Implementation of Outcomes</li> <li>• Phase 5: Review</li> </ul>
Assumptions/ Guiding Principles	<ul style="list-style-type: none"> <li>• Maintaining and improving: <ul style="list-style-type: none"> <li>○ service delivery to schools and all areas across the Department; and</li> <li>○ employment security for HR staff.</li> </ul> </li> </ul> <p>There will be no reduction in the total number of HR staff or FTE as a result of this Review.</p> <ul style="list-style-type: none"> <li>• Addressing key concerns regarding workload as evidenced by the current state analysis and data gathering.</li> <li>• This Review will fulfill the commitment as provided in the Department of Education Certified Agreement 2019 Part 28: <ul style="list-style-type: none"> <li>○ <i>28.1. The Department commits to review the functions, activities and service delivery models utilised in Human Resources (regional and central office). The Department will consult with the Union on the terms of reference for the review and will ensure meaningful engagement and consultation with the Union throughout the review.</i></li> </ul> </li> </ul>
Purpose	<ul style="list-style-type: none"> <li>• To review the current service delivery models including roles, responsibilities, staff numbers (including projected future growth) and workloads.</li> <li>• Identify any quick wins while the Regional Workload Review is being undertaken, to be implemented in consultation with impacted staff.</li> <li>• Identify patterns and consistencies in service delivery that will inform future decision.</li> <li>• Identify new projects and reforms, and potential/proposed changes in roles and scope, to ensure resources are deployed at appropriate levels in each regional/ central HR team.</li> <li>• Provide a report with recommendations to HR Executive Leadership Team and ADG HR.</li> </ul>

Outcomes	<ul style="list-style-type: none"> <li>• Establish a core regional HRBP team structure to be used as a template across regions ensuring flexibility for local differences.</li> <li>• Stocktake of roles and responsibilities across HRBP teams to develop clear role statements for all staffing levels.</li> <li>• Identification of how current and future changes through improved technologies, systems, policy and innovation will lead to sustainable workloads and improved service delivery.</li> <li>• Project design to incorporate an assessment of how the deliverables/benefits of the project will impact on the workload of HRBP teams and staff. (Note that this must be done in consultation with HR teams and staff)</li> <li>• Identify processes for consultation and workload impact statements with new projects or programs being rolled out</li> <li>• Examine the impacts of reclassifications or change in structure of existing employees.</li> </ul>
Timeframe  Phase 1 -  Completed November 2020	<ul style="list-style-type: none"> <li>• <b>Terms of Reference (ToR)</b> - Consultation with Together Union to review ToR and Current State Analysis.</li> <li>• A sample of onsite data gathering to be undertaken. Initially two Regions will have a “deep dive” of workload. The Regions are Metropolitan and Central Queensland.</li> <li>• Consideration of data that is already captured and available from within the past 12 months.</li> <li>• Undertake non-compulsory staff survey.</li> <li>• Provision of any external data to inform discussions</li> </ul>
Timeframe  Phase 2 –  TBC	Quick wins identified and action plans consulted and agree   Draft report circulated for Review
Timeframe  Phase 3 - TBC	Development of agreed actions and recommendations.   Development on consultation process and timelines.

Timefame Phase 4 - TBC	Implementation of Outcomes/ Recommendations - TBC
Timefame Phase 5 - TBC	Review to be completed 12 months following implementation.
Chair	Dion Coghlan ADG HR
Project Manager	Sandra Lucke,
Working Group	Rynell Hastie-Burrows, A/ED, Business Partnering and Safety & Wellbeing  David Miller, ED, OTC  Janita Valentine, ED, I&ER
Key Stakeholders	<ul style="list-style-type: none"> <li>• Human Resources Executive Leadership Team (ELT)</li> <li>• Together Union</li> <li>• HRBP Directors</li> <li>• Regional Directors</li> <li>• School Leaders – representative Associations Department leadership</li> </ul>
Related areas for consideration	<ul style="list-style-type: none"> <li>• Teacher Mobility Program, and other initiatives identified by the Strategic Directions Committee</li> <li>• School Improvement Unit reviews</li> <li>• Ongoing growth of staffing numbers</li> <li>• Provisions in the Department of Education Certified Agreement 2019 - including safe workloads</li> <li>• Government Employment Security Policy</li> <li>• Legislative and policy changes (eg Public Service Act amendments)</li> <li>• Workplace Edge - Review of Health, Safety &amp; Wellbeing function</li> <li>• Teaching Queensland's Future Strategy</li> </ul>

## Attachment 2

**From:** Kate Flanders

**Sent:** Tuesday, 1 June 2021 9:36 AM

**To:** COGHLAN, Dion <Dion.COGHLAN@qed.qld.gov.au>; MILLER, David <David.MILLER@qed.qld.gov.au>; HASTIE-BURROUGHS, Rynell <Rynell.HASTIE-BURROUGHS@qed.qld.gov.au>; VALENTINE, Janita <Janita.VALENTINE@qed.qld.gov.au>

**Cc:** COOK, Shannon <Shannon.COOK@qed.qld.gov.au>

**Subject:** Request for Information and Action - HR Workload Review and Hours of Work

**Importance:** High

Dear Dion, David, Rynell and Janita,

As part of the Human Resources Workload Review and the spirit and intention of this agreement (s117 of the *Department of Education Certified Agreement 2019* and the attached Terms of Reference, Together requests the department work in partnership with Together union to address the issues of concern about workload and staff health and wellbeing that have been confirmed through the survey. Transparency of this information is critical to our members and all staff having a high level of trust in the outcomes of this process. Accordingly we request:

1. A copy of the survey results presented at the meeting on Thursday 20<sup>th</sup> of May, also comments and qualitative data
2. The draft report or data collected in the regional 'deep dive' look at regions and the feedback collated prior to the next meeting of the Committee so that union representatives can consider this and inform discussion at the next meeting.

In addition Together requests confirmation of the timelines on the implementation of the proposed 'quick wins' identified. Noting that these processes are not used in every HR team within the Review.

### Hours of Work

Together also notes that HR staff are being told by Directors and others that if you are 'working from home' or working remotely from the office then you are only eligible to record a 'standard day'. If this is true this is an inaccurate representation of hours and poor practice.

Together requests that the hours of work policy and rules be reiterated as a priority to confirm that no matter where a worker is working, that their hours worked are to be recorded.

Thank you

Kate

Kate Flanders | Assistant Branch Secretary | **Together**

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**From:** MILLER, David <[David.MILLER@qed.qld.gov.au](mailto:David.MILLER@qed.qld.gov.au)>

**Sent:** Friday, 12 February 2021 5:39 PM

**To:** GOULEVITCH, Paul <[Paul.GOULEVITCH@qed.qld.gov.au](mailto:Paul.GOULEVITCH@qed.qld.gov.au)>; NICOL, Aisla <[Aisla.NICOL@qed.qld.gov.au](mailto:Aisla.NICOL@qed.qld.gov.au)>; LINDSAY, Tracey <[Tracey.LINDSAY@qed.qld.gov.au](mailto:Tracey.LINDSAY@qed.qld.gov.au)>; HARRINGTON, Peta <[Peta.HARRINGTON@qed.qld.gov.au](mailto:Peta.HARRINGTON@qed.qld.gov.au)>; MCWATERS, Sharon <[Sharon.McWATERS@qed.qld.gov.au](mailto:Sharon.McWATERS@qed.qld.gov.au)>; MOFFATT, Belinda <[Belinda.MOFFATT@qed.qld.gov.au](mailto:Belinda.MOFFATT@qed.qld.gov.au)>;

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**Subject:** Invitation for regular reference group meeting re: Regional review

Dear all,

I hope you're well and are having a good start to 2021.

Following on from our discussions last year about the HR workload review (clause 117 of the Certified Agreement), I would like to propose a regular monthly meeting to discuss progress.

We are aware of the crucial role that regional HR staff play in supporting Queensland schools and remain committed to the review and addressing workload concerns for our regional HR colleagues. Over recent months we have conducted a deep dive to understand workloads and possible improvement options by visiting two of our regions. We are now collecting input more broadly across all regions.

Before I send a formal meeting invitation, can you please let me know if a regular meeting on the **first Thursday of each month** will work for you?

We look forward to meeting with you and updating you on progress, as well as discussing next steps as per our Terms of Reference (which I've attached for reference).

Kind regards,

**David Miller**

Executive Director  
Organisational Transformation & Capability  
Human Resources  
Department of Education  
P: 07 305 52855  
M: 0417 430 162  
E: [david.miller@qed.qld.gov.au](mailto:david.miller@qed.qld.gov.au)

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PO Box 15033 | City East QLD 4002



### **Attachment 3- Chronology – Progress of the Review**

3. Minutes of the 20<sup>th</sup> of May meeting distributed on 15<sup>th</sup> of June 2021
4. Email to management representatives requesting data and an update/ action – 1 June 2021

**From:** Kate Flanders

**Sent:** Tuesday, 1 June 2021 9:36 AM

**To:** COGHLAN, Dion <Dion.COGHLAN@qed.qld.gov.au>; MILLER, David <David.MILLER@qed.qld.gov.au>; HASTIE-BURROUGHS, Rynell <Rynell.HASTIE-BURROUGHS@qed.qld.gov.au>; VALENTINE, Janita <Janita.VALENTINE@qed.qld.gov.au>

**Cc:** COOK, Shannon <Shannon.COOK@qed.qld.gov.au>

**Subject:** Request for Information and Action - HR Workload Review and Hours of Work

**Importance:** High

Dear Dion, David, Rynell and Janita,

As part of the Human Resources Workload Review and the spirit and intention of this agreement( s117 of *the Department of Education Certified Agreement 2019* and the attached Terms of Reference, Together requests the department work in partnership with Together union to address the issues of concern about workload and staff health and wellbeing that have been confirmed through the survey. Transparency of this information is critical to our members and all staff having a high level of trust in the outcomes of this process. Accordingly we request:

1. A copy of the survey results presented at the meeting on Thursday 20<sup>th</sup> of May, also comments and qualitative data
2. The draft report or data collected in the regional 'deep dive' look at regions and the feedback collated prior to the next meeting of the Committee so that union representatives can consider this and inform discussion at the next meeting.

In addition Together requests confirmation of the timelines on the implementation of the proposed 'quick wins' identified. Noting that these processes are not used in every HR team within the Review.

#### **Hours of Work**

Together also notes that HR staff are being told by Directors and others that if you are 'working from home' or working remotely from the office then you are only eligible to record a 'standard day'. If this is true this is an inaccurate representation of hours and poor practice.

Together requests that the hours of work policy and rules be reiterated as a priority to confirm that no matter where a worker is working, that their hours worked are to be recorded.

Thank you

Kate

Kate Flanders | Assistant Branch Secretary | **Together**

5. Meeting of the Review Working Group – 20<sup>th</sup> of May 2021
6. Meeting of the Review Working Group – 20<sup>th</sup> of April 2021 (survey distributed in April)
7. Meeting of the Review Working Group – 3<sup>rd</sup> of March 2021
8. Emails regarding establishment of regular meetings to progress the work – February 2021
9. 29<sup>th</sup> October 2020 – Survey Questions discussed

**From:** LUCKE, Sandra <[Sandra.LUCKE@qed.qld.gov.au](mailto:Sandra.LUCKE@qed.qld.gov.au)>  
**Sent:** Thursday, 22 April 2021 4:57 PM  
**To:** GOULEVITCH, Paul <[Paul.GOULEVITCH@qed.qld.gov.au](mailto:Paul.GOULEVITCH@qed.qld.gov.au)>; NICOL, Aisla <[Aisla.NICOL@qed.qld.gov.au](mailto:Aisla.NICOL@qed.qld.gov.au)>; LINDSAY, Tracey <[Tracey.LINDSAY@qed.qld.gov.au](mailto:Tracey.LINDSAY@qed.qld.gov.au)>; HARRINGTON, Peta <[Peta.HARRINGTON@qed.qld.gov.au](mailto:Peta.HARRINGTON@qed.qld.gov.au)>; MCWATERS, Sharon <[Sharon.McWATERS@qed.qld.gov.au](mailto:Sharon.McWATERS@qed.qld.gov.au)>; MOFFATT, Belinda <[Belinda.MOFFATT@qed.qld.gov.au](mailto:Belinda.MOFFATT@qed.qld.gov.au)>; COCKRAM, Liz <[Liz.COCKRAM@qed.qld.gov.au](mailto:Liz.COCKRAM@qed.qld.gov.au)>; AMIES, Aaron <[Aaron.AMIES@qed.qld.gov.au](mailto:Aaron.AMIES@qed.qld.gov.au)>; GALT, Shayne <[Shayne.GALT@qed.qld.gov.au](mailto:Shayne.GALT@qed.qld.gov.au)>; BARRETT, Stuart <[Stuart.BARRETT@qed.qld.gov.au](mailto:Stuart.BARRETT@qed.qld.gov.au)>; VAN DER LEE, Dafni <[Dafni.VANDERLEE@qed.qld.gov.au](mailto:Dafni.VANDERLEE@qed.qld.gov.au)>; HORE, Jeremy <[Jeremy.HORE@qed.qld.gov.au](mailto:Jeremy.HORE@qed.qld.gov.au)>; MATHEWSON, Deborah <[Deborah.MATHEWSON@qed.qld.gov.au](mailto:Deborah.MATHEWSON@qed.qld.gov.au)>; MCAULIFFE, Jade <[Jade.MCAULIFFE@qed.qld.gov.au](mailto:Jade.MCAULIFFE@qed.qld.gov.au)>; PEARCE, Niamh <[Niamh.PEARCE@qed.qld.gov.au](mailto:Niamh.PEARCE@qed.qld.gov.au)>; PARKER, Gayle <[Gayle.PARKER@qed.qld.gov.au](mailto:Gayle.PARKER@qed.qld.gov.au)>; WARD, Rebecca <[Rebecca.WARD@qed.qld.gov.au](mailto:Rebecca.WARD@qed.qld.gov.au)>; Kate Flanders <[Kate.Flanders@together.org.au](mailto:Kate.Flanders@together.org.au)>  
**Cc:** LOWE, Kristal <[Kristal.LOWE@qed.qld.gov.au](mailto:Kristal.LOWE@qed.qld.gov.au)>; HASTIE-BURROUGHS, Rynell <[Rynell.HASTIE-BURROUGHS@qed.qld.gov.au](mailto:Rynell.HASTIE-BURROUGHS@qed.qld.gov.au)>; MILLER, David <[David.MILLER@qed.qld.gov.au](mailto:David.MILLER@qed.qld.gov.au)>  
**Subject:** Minutes - Review of Regional HR Workloads Reference Group meeting 20 April 2021

Good Afternoon,

Please find attached Minutes of Review of Regional HR Workloads Reference Group meeting held 20 April 2021.

Regards,

Sandra

**Sandra Lucke**

**HR Project Manager – HR Transformation**

Central Queensland Region

Department of Education

P: 07 4842 8334 E: [sandra.lucke@qed.qld.gov.au](mailto:sandra.lucke@qed.qld.gov.au)

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**Inspiring minds. Creating opportunities. Shaping Queensland's future.**

Please consider the environment before printing this email.



**From:** MILLER, David

**Sent:** Monday, 19 April 2021 9:00 AM

**To:** GOULEVITCH, Paul <[Paul.GOULEVITCH@qed.qld.gov.au](mailto:Paul.GOULEVITCH@qed.qld.gov.au)>; NICOL, Aisla <[Aisla.NICOL@qed.qld.gov.au](mailto:Aisla.NICOL@qed.qld.gov.au)>; LINDSAY, Tracey <[Tracey.LINDSAY@qed.qld.gov.au](mailto:Tracey.LINDSAY@qed.qld.gov.au)>; HARRINGTON, Peta <[Peta.HARRINGTON@qed.qld.gov.au](mailto:Peta.HARRINGTON@qed.qld.gov.au)>; MCWATERS, Sharon <[Sharon.McWATERS@qed.qld.gov.au](mailto:Sharon.McWATERS@qed.qld.gov.au)>; MOFFATT, Belinda <[Belinda.MOFFATT@qed.qld.gov.au](mailto:Belinda.MOFFATT@qed.qld.gov.au)>; COCKRAM, Liz <[Liz.COCKRAM@qed.qld.gov.au](mailto:Liz.COCKRAM@qed.qld.gov.au)>; AMIES, Aaron <[Aaron.AMIES@qed.qld.gov.au](mailto:Aaron.AMIES@qed.qld.gov.au)>; GALT, Shayne <[Shayne.GALT@qed.qld.gov.au](mailto:Shayne.GALT@qed.qld.gov.au)>; BARRETT, Stuart <[Stuart.BARRETT@qed.qld.gov.au](mailto:Stuart.BARRETT@qed.qld.gov.au)>; VAN DER LEE, Dafni <[Dafni.VANDERLEE@qed.qld.gov.au](mailto:Dafni.VANDERLEE@qed.qld.gov.au)>; HORE, Jeremy <[Jeremy.HORE@qed.qld.gov.au](mailto:Jeremy.HORE@qed.qld.gov.au)>; MATHEWSON, Deborah

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PEARCE, Niamh <[Niamh.PEARCE@qed.qld.gov.au](mailto:Niamh.PEARCE@qed.qld.gov.au)>; PARKER, Gayle  
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HASTIE-BURROUGHS, Rynell <[Rynell.HASTIE-BURROUGHS@qed.qld.gov.au](mailto:Rynell.HASTIE-BURROUGHS@qed.qld.gov.au)>

**Subject:** Agenda and attachments for upcoming review of regional HR workloads reference group

Hi all,

I hope you've had a good weekend!

We are looking forward to meeting with you and updating you on progress with the regional review of HR workloads at the reference group meeting tomorrow afternoon.

Please find attached a couple of draft documents that we will discuss in the meeting, including an update on the staff consultation process and an options paper on streamlining the TSS letters package. Also attached is an agenda for the meeting.

See you tomorrow,

**David Miller**

Executive Director

Organisational Transformation & Capability

Human Resources

Department of Education

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**From:** MILLER, David <[David.MILLER@qed.qld.gov.au](mailto:David.MILLER@qed.qld.gov.au)>

**Sent:** Monday, February 15, 2021 5:26:52 PM

**To:** Kate Flanders <[Kate.Flanders@together.org.au](mailto:Kate.Flanders@together.org.au)>; GOULEVITCH, Paul  
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**Subject:** RE: Invitation for regular reference group meeting re: Regional review

Hi Kate,

Thanks for your email, and thanks also to everyone else for the responses to far.

Thanks also for sharing the feedback. This is useful for us to understand as we continue with this work, and we will ensure we are empathetic to the concerns raised and address them proactively.

In terms of timing for our regular meetings, would 2pm on the first Wednesday of each month (for 1 hour) work for you? (and yes it's fine to respond to me directly)

Kind regards,

**David Miller**

Executive Director

Organisational Transformation & Capability

Human Resources  
Department of Education

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**From:** Kate Flanders <[Kate.Flanders@together.org.au](mailto:Kate.Flanders@together.org.au)>

**Sent:** Monday, 15 February 2021 12:42 PM

**To:** MILLER, David <[David.MILLER@qed.qld.gov.au](mailto:David.MILLER@qed.qld.gov.au)>; GOULEVITCH, Paul  
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PEARCE, Niamh <[Niamh.PEARCE@qed.qld.gov.au](mailto:Niamh.PEARCE@qed.qld.gov.au)>; PARKER, Gayle  
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**Subject:** RE: Invitation for regular reference group meeting re: Regional review

Hi David,

Thank you for sending this out, as you know we have been very eager to progress this work.

Sandra and Kristal nice to 'e-meet' you – we look forward to working with you as a union group and hearing about your projects.

A piece of feedback I have received in the last week I thought was really apt and reflective of some important conversations:

We continue to feel that public servant positions are being 'devalued' considered 'non-frontline' even though we support everyone inside the school gate. We keep hearing about an agenda for a reduction in public servants based on the introduction of IT solutions and through reduction of "non-essential" duties. The problem being is that while there may be a saving in one area the workload does not disappear as it moves to another, usually with increased workload e.g. SBS and going on line requires a larger audit function from the Region to protect schools and clients. Due to the nature of turnover in schools there will be an ongoing training and support program from Regional HR. In regard to reduction of essential services we don't want to overlook that what may not be considered essential today maybe/will be tomorrow. We worry that things then collapse before it is recognised that it was a result of the removal of a "non-essential" service. Timing and foresight are amazing factors in our roles. We need to be consulted about any 'quick wins'.

### **Timing of Meetings**

Unfortunately the first Thursday of the month (any Thursday) is a challenge for my diary.

Tuesday/ Wednesdays are better for me. Sorry, I realise I haven't seen feedback from our delegate colleagues yet.

Did you want us to reply directly to you or to someone else?

Thanks

Kate

Kate Flanders | Assistant Branch Secretary | **Together**

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**From:** MILLER, David <[David.MILLER@qed.qld.gov.au](mailto:David.MILLER@qed.qld.gov.au)>

**Sent:** Friday, 12 February 2021 5:39 PM

**To:** GOULEVITCH, Paul <[Paul.GOULEVITCH@qed.qld.gov.au](mailto:Paul.GOULEVITCH@qed.qld.gov.au)>; NICOL, Aisla <[Aisla.NICOL@qed.qld.gov.au](mailto:Aisla.NICOL@qed.qld.gov.au)>; LINDSAY, Tracey <[Tracey.LINDSAY@qed.qld.gov.au](mailto:Tracey.LINDSAY@qed.qld.gov.au)>; HARRINGTON, Peta <[Peta.HARRINGTON@qed.qld.gov.au](mailto:Peta.HARRINGTON@qed.qld.gov.au)>; MCWATERS, Sharon <[Sharon.McWATERS@qed.qld.gov.au](mailto:Sharon.McWATERS@qed.qld.gov.au)>; MOFFATT, Belinda <[Belinda.MOFFATT@qed.qld.gov.au](mailto:Belinda.MOFFATT@qed.qld.gov.au)>; COCKRAM, Liz <[Liz.COCKRAM@qed.qld.gov.au](mailto:Liz.COCKRAM@qed.qld.gov.au)>; AMIES, Aaron <[Aaron.AMIES@qed.qld.gov.au](mailto:Aaron.AMIES@qed.qld.gov.au)>; GALT, Shayne <[Shayne.GALT@qed.qld.gov.au](mailto:Shayne.GALT@qed.qld.gov.au)>; MOORE, Brett <[Brett.MOORE@qed.qld.gov.au](mailto:Brett.MOORE@qed.qld.gov.au)>;

BARRETT, Stuart <[Stuart.BARRETT@qed.qld.gov.au](mailto:Stuart.BARRETT@qed.qld.gov.au)>; VAN DER LEE, Dafni <[Dafni.VANDERLEE@qed.qld.gov.au](mailto:Dafni.VANDERLEE@qed.qld.gov.au)>; HORE, Jeremy <[Jeremy.HORE@qed.qld.gov.au](mailto:Jeremy.HORE@qed.qld.gov.au)>; MATHEWSON, Deborah <[Deborah.MATHEWSON@qed.qld.gov.au](mailto:Deborah.MATHEWSON@qed.qld.gov.au)>; MCAULIFFE, Jade <[Jade.MCAULIFFE@qed.qld.gov.au](mailto:Jade.MCAULIFFE@qed.qld.gov.au)>; PEARCE, Niamh <[Niamh.PEARCE@qed.qld.gov.au](mailto:Niamh.PEARCE@qed.qld.gov.au)>; PARKER, Gayle <[Gayle.PARKER@qed.qld.gov.au](mailto:Gayle.PARKER@qed.qld.gov.au)>; WARD, Rebecca <[Rebecca.WARD@qed.qld.gov.au](mailto:Rebecca.WARD@qed.qld.gov.au)>; Kate Flanders <[Kate.Flanders@together.org.au](mailto:Kate.Flanders@together.org.au)>  
**Cc:** HASTIE-BURROUGHS, Rynell <[Rynell.HASTIE-BURROUGHS@qed.qld.gov.au](mailto:Rynell.HASTIE-BURROUGHS@qed.qld.gov.au)>; LUCKE, Sandra <[Sandra.LUCKE@qed.qld.gov.au](mailto:Sandra.LUCKE@qed.qld.gov.au)>; LOWE, Kristal <[Kristal.LOWE@qed.qld.gov.au](mailto:Kristal.LOWE@qed.qld.gov.au)>  
**Subject:** Invitation for regular reference group meeting re: Regional review

Dear all,

I hope you're well and are having a good start to 2021.

Following on from our discussions last year about the HR workload review (clause 117 of the Certified Agreement), I would like to propose a regular monthly meeting to discuss progress.

We are aware of the crucial role that regional HR staff play in supporting Queensland schools and remain committed to the review and addressing workload concerns for our regional HR colleagues. Over recent months we have conducted a deep dive to understand workloads and possible improvement options by visiting two of our regions. We are now collecting input more broadly across all regions.

Before I send a formal meeting invitation, can you please let me know if a regular meeting on the **first Thursday of each month** will work for you?

We look forward to meeting with you and updating you on progress, as well as discussing next steps as per our Terms of Reference (which I've attached for reference).

Kind regards,

**David Miller**  
Executive Director  
Organisational Transformation & Capability

Human Resources  
Department of Education

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**From:** JENSEN, Shannon <[Shannon.JENSEN@qed.qld.gov.au](mailto:Shannon.JENSEN@qed.qld.gov.au)>  
**Sent:** Thursday, 29 October 2020 9:55 AM  
**To:** Kate Flanders <[Kate.Flanders@together.org.au](mailto:Kate.Flanders@together.org.au)>  
**Cc:** HASTIE-BURROUGHS, Rynell <[Rynell.HASTIE-BURROUGHS@qed.qld.gov.au](mailto:Rynell.HASTIE-BURROUGHS@qed.qld.gov.au)>; GALT, Shayne <[Shayne.GALT@qed.qld.gov.au](mailto:Shayne.GALT@qed.qld.gov.au)>; HORE, Jeremy <[Jeremy.HORE@qed.qld.gov.au](mailto:Jeremy.HORE@qed.qld.gov.au)>  
**Subject:** Workload Management Survey Gap Analyses

**Shannon Jensen**

**A/Project Manager**

**State of the Schools Project**

Business Partnering, Safety and Wellbeing

Human Resources

Department of Education

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**E:** [shannon.jensen@qed.qld.gov.au](mailto:shannon.jensen@qed.qld.gov.au)

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**Working together to lift learning and skilling outcomes for Queensland.**

Please consider the environment before printing this email.



**From:** Kate Flanders

**Sent:** Wednesday, 23 September 2020 9:49 AM

**To:** VALENTINE, Janita <[Janita.VALENTINE@qed.qld.gov.au](mailto:Janita.VALENTINE@qed.qld.gov.au)>; COGHLAN, Dion <[Dion.COGHLAN@qed.qld.gov.au](mailto:Dion.COGHLAN@qed.qld.gov.au)>; MILLER, David <[David.MILLER@qed.qld.gov.au](mailto:David.MILLER@qed.qld.gov.au)>; HASTIE-BURROUGHS, Rynell <[Rynell.HASTIE-BURROUGHS@qed.qld.gov.au](mailto:Rynell.HASTIE-BURROUGHS@qed.qld.gov.au)>

**Subject:** HR Teams - Survey

**Importance:** High

Dear Dion, Janita, David and Rynell,

Following on from the discussion yesterday.

As previously outlined Together delegates have looked at this survey and the questions are well designed to identify workload concerns and 'push and pull' factors. We know that this is not captured online yet but if questions like this (or the same) were used in an online survey to look at workload.

[https://www.worksafe.qld.gov.au/\\_data/assets/pdf\\_file/0009/128286/paw-survey.pdf](https://www.worksafe.qld.gov.au/_data/assets/pdf_file/0009/128286/paw-survey.pdf)

Delegates also noted that there should be at least one 'free text' box or we can otherwise collect/collate data and submit.

Kate

Kate Flanders | Assistant Branch Secretary | **Together**

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**From:** VALENTINE, Janita <[Janita.VALENTINE@qed.qld.gov.au](mailto:Janita.VALENTINE@qed.qld.gov.au)>

**Sent:** Tuesday, 22 September 2020 10:04 AM

**To:** COGHLAN, Dion <[Dion.COGHLAN@qed.qld.gov.au](mailto:Dion.COGHLAN@qed.qld.gov.au)>; MILLER, David <[David.MILLER@qed.qld.gov.au](mailto:David.MILLER@qed.qld.gov.au)>; HASTIE-BURROUGHS, Rynell <[Rynell.HASTIE-BURROUGHS@qed.qld.gov.au](mailto:Rynell.HASTIE-BURROUGHS@qed.qld.gov.au)>; Kate Flanders <[Kate.Flanders@together.org.au](mailto:Kate.Flanders@together.org.au)>; GOULEVITCH, Paul <[Paul.GOULEVITCH@qed.qld.gov.au](mailto:Paul.GOULEVITCH@qed.qld.gov.au)>; AMIES, Aaron <[Aaron.AMIES@qed.qld.gov.au](mailto:Aaron.AMIES@qed.qld.gov.au)>; LINDSAY, Tracey <[Tracey.LINDSAY@qed.qld.gov.au](mailto:Tracey.LINDSAY@qed.qld.gov.au)>; VAN DER LEE, Dafni <[Dafni.VANDERLEE@qed.qld.gov.au](mailto:Dafni.VANDERLEE@qed.qld.gov.au)>; MCAULIFFE, Jade <[Jade.MCAULIFFE@qed.qld.gov.au](mailto:Jade.MCAULIFFE@qed.qld.gov.au)>; MOFFATT, Belinda <[Belinda.MOFFATT@qed.qld.gov.au](mailto:Belinda.MOFFATT@qed.qld.gov.au)>

**Subject:** ToR HR teams evaluation\_Mark UP\_DoE\_11092020 with further comment.docx

Good Morning All

Please find attached updated ToR with actions noted.

DoE will draft the survey and distribute for feedback.

Regards

**Janita Valentine**

**Executive Director, Transformation and Capability**

Human Resources

Department of Education

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**From:** MILLER, David <[David.MILLER@qed.qld.gov.au](mailto:David.MILLER@qed.qld.gov.au)>  
**Sent:** Friday, 11 September 2020 8:06 AM  
**To:** Kate Flanders <[Kate.Flanders@together.org.au](mailto:Kate.Flanders@together.org.au)>  
**Cc:** COGHLAN, Dion <[Dion.COGLAN@qed.qld.gov.au](mailto:Dion.COGLAN@qed.qld.gov.au)>; HASTIE-BURROUGHS, Rynell <[Rynell.HASTIE-BURROUGHS@qed.qld.gov.au](mailto:Rynell.HASTIE-BURROUGHS@qed.qld.gov.au)>; VALENTINE, Janita <[Janita.VALENTINE@qed.qld.gov.au](mailto:Janita.VALENTINE@qed.qld.gov.au)>  
**Subject:** RE: RE:Previous TOR for HR Review (from early 2019)- Follow Up

Dear Kate,

Thanks again for your email, and for the discussion about this last week.

As outlined in the Department of Education Certified Agreement 2019, we are committed to addressing workload management issues and look forward to continued conversations with Together Union about improved management of workloads across HR, including in the Regions.

We have considered the amendments made by TQ to the Terms of Reference, and have added further amendments which we hope will meet with your agreement. Please find the attached document, with tracked changes, for your review.

Please let me know if you would like to discuss.

Kind regards,

**David Miller**

**Executive Director, Integrity & Employee Relations**

Human Resources

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**From:** Kate Flanders <[Kate.Flanders@together.org.au](mailto:Kate.Flanders@together.org.au)>  
**Sent:** Tuesday, 4 August 2020 2:54 PM  
**To:** MILLER, David <[David.MILLER@qed.qld.gov.au](mailto:David.MILLER@qed.qld.gov.au)>; COGHLAN, Dion <[Dion.COGLAN@qed.qld.gov.au](mailto:Dion.COGLAN@qed.qld.gov.au)>; HASTIE-BURROUGHS, Rynell <[Rynell.HASTIE-BURROUGHS@qed.qld.gov.au](mailto:Rynell.HASTIE-BURROUGHS@qed.qld.gov.au)>; VALENTINE, Janita <[Janita.VALENTINE@qed.qld.gov.au](mailto:Janita.VALENTINE@qed.qld.gov.au)>  
**Subject:** RE:Previous TOR for HR Review (from early 2019)- Follow Up  
**Importance:** High

Dear Dion, David, Rynell and Janita,

Following our meeting on Tuesday 21<sup>st</sup> of July and David's email follow up with the original Terms of Reference – Together provides the attached revised version as a suggested new first draft. In order to make this 'readable' I took out the track changes as there were a few.

We are also eager to follow up on the decision in relation to surveying staff using this tool:

<https://www.worksafe.qld.gov.au/injury-prevention-safety/mentally-healthy-workplaces/guidance-and-tools/people-at-work/overview>

We would be very happy to meet and progress this work as soon as possible.

Kind Regards

Kate

Kate Flanders | Assistant Branch Secretary | **Together**

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**From:** Kate Flanders

**Sent:** Wednesday, 26 August 2020 7:17 PM

**To:** COGHLAN, Dion <Dion.COGLAN@qed.qld.gov.au>; VALENTINE, Janita <Janita.VALENTINE@qed.qld.gov.au>; 'MILLER, David' <David.MILLER@qed.qld.gov.au>; HASTIE-BURROUGHS, Rynell <Rynell.HASTIE-BURROUGHS@qed.qld.gov.au>

**Subject:** Follow up - Regional and Central Office HR Review and State Wage Case

**Importance:** High

Dear Dion, Janita, David and Rynell,

I am writing to follow up on the below email from the 4<sup>th</sup> of August. To date I do not believe we received a response or acknowledgement in relation to our suggested amendments to the Terms of Reference or the use of the survey.

Can you please advise on any progress or response in relation to the Review?

Together members across HR continue to engage with us about emerging issues and trends and are eager to see this work progressing.

#### **State Wage Case**

I also wanted to note the State Wage Case decision released today and the movement of wages for AO, OO, TO and PO staff in the Department which will provide a 1.75% pay increase for these workers from 1 September this year.

We will undertake some communication regarding this tomorrow/ Friday. Will the Department also do a broadcast message?

We are yet to hear back from OIR regarding the Wage Determination Mechanism however we have corresponded with Tony James around this.

Kind Regards,

Kate

Kate Flanders | Assistant Branch Secretary | **Together**