

# Responsible Workforce Management

Revised approach – January 2021

The Responsible Workforce Management (RWM) approach supports the Government's focus on savings and efficiencies and effective management of full-time equivalent (FTE) growth in the Queensland Public Sector.

The HSCE, DDG or Commissioner QAS, has responsibility for ensuring the intentions of the [Savings and Debt plan](#) are met and that vacancies are managed in accordance with the key principles and the RWM approach.

## Key principles

Filling of all vacancies must be managed in consideration of the following:

- Ensuring the delivery of effective frontline services and effective workload management.
- All agreed frontline and frontline support roles are exempt from the RWM approach. (Attachment One).
- Compliance with industrial obligations/commitments within an industrial instrument (award or certified agreement) ([Schedule 1: Industrial Obligations](#)).
- A focus on FTE neutral arrangements
- Employment security and prioritising the employment of existing Queensland Health and Queensland public sector employees and limiting external recruitment.
- Maximising the existing Queensland Health workforce by filling vacancies using surplus pools and conversion opportunities (e.g. temporary to permanent and casual to permanent conversions, higher duties conversions).
- Managing senior officer and senior executive level roles (i.e. roles classified as SO, ASO, DSO, HES and AES) to support the natural reduction in the overall size of this cohort
- Not supplementing the existing workforce with an indirect workforce (e.g. contractors, labour hire).

## Responsibilities of the Department of Health, Queensland Ambulance Service and Hospital and Health Services

The Department, Queensland Ambulance Service (QAS) and Hospital and Health Services (HHSs) will establish a Responsible Workforce Management Committee (the Committee) as follows, for –

- the Department, to be chaired by the Deputy Director-General, Corporate Services Division
- QAS, to be chaired by the Commissioner, QAS (or their delegate).

- each HHS, to be chaired by the Health Service Chief Executive (or their delegate).

The Responsible Workforce Management Committee will, in accordance with this document, be responsible for -

- considering all requests to fill or recruit to new non-frontline roles based on established criteria and progressing endorsed requests through the system leader, where required, for relevant approval.
- reviewing all temporary roles, at least six (6) weeks prior to the completion date of the temporary arrangement and providing an outcome to the Requestor, no less than three weeks before the completion date of the temporary arrangement.
- reviewing indirect workforce arrangements with a view to bringing these arrangements to an end (this will be subject to a separate guide and process).

### Considering requests to fill or recruit to a vacancy (other than agreed frontline roles)

Requests are to be supported by a Non-Executive Role Business Case (Attachment 1) or an Executive Role Business Case (Attachment 2) which must be fully completed and provide supporting rationale where required.

Where required, the Committee is to make a recommendation to the system leader to seek approval to proceed to recruit. Where approved recruitment will be limited to existing Queensland public sector temporary and permanent employees, unless otherwise approved.

### Considering requests to extend a temporary arrangement (other than agreed frontline roles)

Requests are to be supported by a Non-Executive Role Business Case (Attachment 1) or an Executive Role Business Case (Attachment 2) which must be fully completed and provide supporting rationale where required.

## Frontline roles

All roles are to be assessed against the definition of frontline.

Frontline roles are defined in Attachment 1: [Agreed frontline role definition and examples](#).

To avoid any doubt, all existing established clinical roles (including those within the operational stream) within Hospital and Health Services and the Queensland Ambulance Service are deemed frontline for the purpose of the Queensland Health Responsible Workforce Management Approach. It is acknowledged that there may be a small number of roles that may not meet the definition, and these are to be referred to the Human Resources Branch, Department of Health for clarification.

Frontline roles are not subject to the Queensland Health Responsible Workforce Management Approach, and are to be filled in accordance with existing processes and delegations.

An [escalation pathway](#) has been developed to address issues relating to the local application of Responsible Workforce Management.

# Non-frontline roles

(excluding HES, AES, SO, ASO and DSO)

## Existing established non-frontline roles

- Where there are industrial obligations set out in certified agreements for the replacement of existing staff, these provisions must be abided by.
- However, it is acknowledged that from the commencement of this process in January 2021 there are a number of existing established non-frontline roles that have not been filled, the following process is to apply to these positions.
  - An established non-frontline permanent role which has been vacant for a period of between 0 and six months is eligible for automatic recruitment and is required to be filled permanently.
  - An established non-frontline permanent role which has been vacant and not occupied for a period of between six months and twelve months requires joint review and discussion between Queensland Health and the relevant unions/s in relation to how the position may be filled, or if the position may not be filled due to changes. Where a decision is made to fill a role, the process outlined below must be followed to fill the role permanently. **If the role is temporarily occupied it will be filled permanently in accordance with the below process**
  - A role which has been vacant and unoccupied for a period of greater than 12 months will not be filled. If the role is temporarily occupied it will be filled permanently in accordance with the below process.
  - The above timeframes will not apply in circumstances where organisational change is occurring. Where a formal organisational change process has commenced, the vacancy will be managed as part of the change process.

### Notes:

1. Where a position became vacant prior to 18 January 2021, the date of 18 January 2021 should be used to calculate the length of the vacancy.
2. Where a position becomes vacant after 18 January 2021, the date the position became vacant should be used to calculate the length of the vacancy.
3. All joint reviews and discussions between Queensland Health and the relevant union/s in accordance with the process set out for vacancies between six to 12 months must occur before 1 April 2021 for relevant vacancies as at 18 January 2021.
4. Where a recruitment process is occurring and the position is occupied by an employee in a temporary, casual or higher duties capacity who is not eligible for conversion, this employee should be extended in the position until such time as recruitment to the role is concluded.
5. Definition – In accordance with cl 11.6 Replacement of Existing Staff of the *Queensland Public Health Sector Certified Agreement (No. 10) 2019* A vacancy is created where a permanent employee leaves due to retirement, resignation, termination, transfer or promotion. In these instances, these employees will be replaced by a permanent employee.

This order must be followed when recruiting or permanently filling to existing non-frontline vacancies:

- In order or concurrently –
  - Where an eligible casual, temporary or permanent employee undertaking higher duties is working in the role to be filled permanently a conversion review must be undertaken in

accordance with Directives: Casual employment 08/20 or Fixed term temporary employment 09/20.

- Where there is a sufficient applicant pool within the HHS/Department/QAS (local): internal deployment including surplus pools (in accordance with the standard recruitment process), temporary to permanent and casual to permanent conversions, higher duties conversions, existing temporary employees and casuals. This may involve expressions of interest or other locally developed processes.
- Where there is a sufficient applicant pool across Queensland Health: internal deployment including surplus pools (in accordance with the standard recruitment process), temporary to permanent and casual to permanent conversions, higher duties conversions, existing temporary employees and casuals. This may involve expressions of interest or other system wide processes.
- Where a sufficient candidate pool does not exist within Queensland Health, either at the same level of the role or at a lower level (and there is evidence to support this), or the role is a specialist role. The role can be advertised across the Queensland Public Sector without first having been advertised across Queensland Health but must be inclusive of Queensland Health.
- Where no suitable applicant is identified through the above processes the role may be advertised as follows:
  - Across the Queensland Public Sector inclusive of Queensland Health (where the internal Queensland Health process was unable to identify a suitable candidate and there is evidence to support this).
  - Externally (where the Queensland Public Sector process, inclusive of Queensland Health, was unable to identify a suitable candidate and there is evidence to support this). External advertising is to occur. Local processes must be established to ensure that internal processes were utilised in the first instance.

## New non-frontline roles

For a new role a [Non-Executive Role Business Case](#) must be completed.

The business case is to be submitted via the local RWM Committee to the Statewide RWM Committee for approval to advertise across Queensland Health.

Where the internal Queensland Health process was unable to identify a suitable candidate (and there is evidence to support this) the local RWM Committee can make a request to the Director-General, through the Statewide RWM Committee, for the role to be advertised across the Queensland Public Sector inclusive of Queensland Health. If supported, the Director-General will progress the request to the Public Service Board where required.

If advertising across the Queensland Public Sector is unable to identify a suitable candidate (and there is evidence to support this) the local RWM Committee can make a request to the Director-General, through the Statewide RWM Committee, for the role to be advertised externally. If supported, the Director-General will progress the request to the Public Service Board where required.

## HES, AES, SO, ASO and DSO arrangements

In accordance with the Savings and Debt plan, HES, AES, SO, ASO and DSO classified roles are to be managed to support the natural reduction in the overall size of this cohort. This is to be achieved by:

- reviewing functions and activities
- reviewing contracts as they are due to expire
- not always backfilling vacancies
- extending the remit of existing executive roles to absorb core functions.

The department will provide increased oversight of all HES, AES, SO, ASO and DSO employment.

### Process

- Approval by the Director-General is required for recruitment activity for HES and AES vacancies, extension of existing contracts (including reappointments) and temporary acting arrangements (except where the temporary arrangement is internal, FTE neutral and less than six months in total).
- Approval by the Director-General will also be required for recruitment activity for SO, ASO and DSO vacancies of greater than six months in total.
- Requests for HES and AES vacancies and temporary acting arrangements are to be submitted via a [Executive Role Business Case](#) and role description.
- Requests for extension of existing contracts and reappointment are to be submitted via a [Executive Role Business Case](#), role description, and as per the contract obligations, the executive's request for extension/reappointment and the HSCE's/DDG's/QAS Commissioner's supporting statement.
- Requests for changes to terms and conditions of employment and/or remuneration are to be submitted via an [Executive employment conditions request form](#).
- Requests for SO, ASO and DSO positions should be submitted via a [Non-Executive Role Business Case](#).