

# Our people

The CMC recognises that committed and capable employees are central to achieving its objectives. We continue to review, develop and implement human resource management practices and programs to provide a supportive and stimulating environment for all staff.

## Staff profile

The CMC employs a diverse mix of professionals – lawyers, police, accountants, investigators, intelligence analysts, social scientists, computing specialists, corporate specialists and support officers.

As at 30 June 2013, the CMC had a workforce that equated to 302.97 full-time equivalent staff in various full-time and part-time roles. Compared with 30 June 2012, our full-time equivalents (FTEs) decreased by 38 permanent employees.

Table 12 shows the allocation of full-time equivalent permanent and temporary employees across the functional areas compared with the previous two years.

**Table 12. Workforce profile**

Functional area	Full-time equivalents*		
	30/6/11	30/6/12	30/6/13
Crime (including Intelligence)	79.6	87.0	84.93
Misconduct (including Applied Research and Evaluation)	118.3	134.3	99.84
Witness Protection and Operations Support	53.0	54.0	50.00
Strategy and Services (including Office of the Commission)	73.9	82.2	68.20
<b>Total</b>	<b>324.8</b>	<b>357.5</b>	<b>302.97</b>

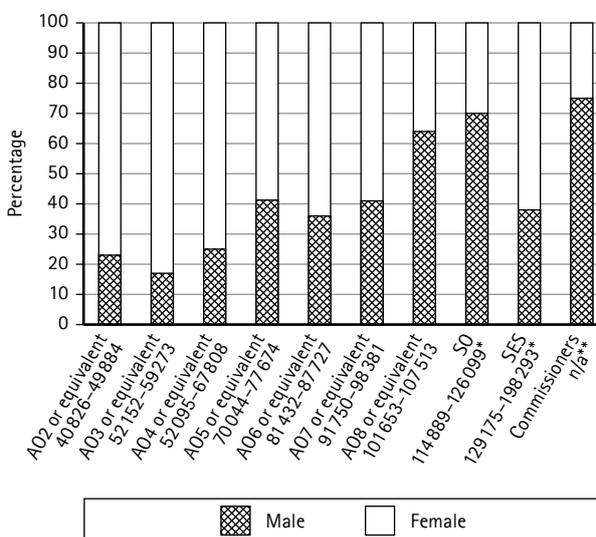
\*Full-time equivalents refer to all permanent and temporary staff.

Note: the CMC had a total of 315 permanent positions as at 30 June 2013.

## Workforce composition by gender and age groups

Women comprise 61.36 per cent of our permanent, non-police workforce. Women fill 45.95 per cent of all positions at and above A07 and equivalent classifications, and 50 per cent at the senior executive levels (which include Senior Executive Staff and Commissioners). See Figure 15.

**Figure 15. Profile of annual earnings and classification level by gender**

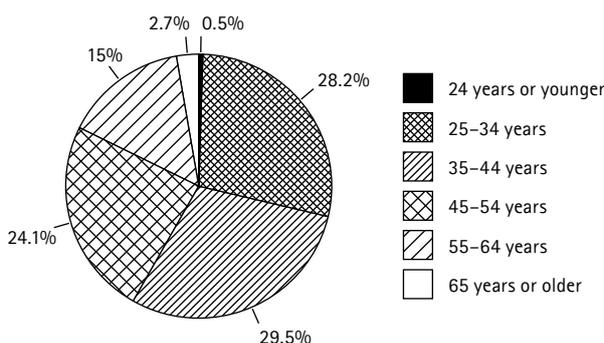


\*Superannuable salary.

\*\*No salary range quoted as Commissioners work on a part-time basis.

Figure 16 shows that 41.8 per cent of our permanent, non-police staff are aged 45 years and over, and 17.7 per cent are aged 55 years and over.

**Figure 16. Profile of staff by age group**



**Table 13.** Equity and diversity measures

	Percentage of permanent staff
Women	61.36
Men	38.64
Aboriginal and Torres Strait Islanders	1.36*
People with a disability	0.90*
People from non-English speaking backgrounds	7.27*

\*These results may not be fully representative as the data were gathered from responses to the CMC's annual EEO census.

## Retention

This year our permanent employee retention rate was 94.09 per cent (compared with 89.4 per cent last year). Our permanent employee separation rate was 17.72 per cent, well up on last year's 11 per cent (see Table 14). This is due, in part, to our program of redundancies (see "Early retirement, redundancy and retrenchment").

We are unable to compare this with the public service annual separations because the Public Service Commission provides quarterly figures based on separations from the public service as a whole and not on separations from individual public sector agencies. By contrast, the CMC counts as a separation any permanent or contracted staff member leaving the agency, whether or not the person moves to another public sector agency.

**Table 14.** Permanent staff separation rate, 2008–09 to 2012–13

2008–09	2009–10	2010–11	2011–12	2012–13
14%	12.7%	14.8%	11%	17.72%

## Early retirement, redundancy and retrenchment

A program of redundancies was implemented during 2012–13 as part of the CMC's project to align the organisation's establishment with the labour budget. During the period, 13 permanent employees received redundancy packages at a cost of \$981 567 (gross).

In 2012–13, no employees received early retirement packages.

## Workforce management and planning

### Promoting a sustainable workforce

In 2011–12, as part of the CMC's Strategy, Structure and Resourcing Allocation project, a project team was established to consider resourcing options for strengthened service delivery in line with our labour budget. This work continued in 2012–13; following a review of positions across the Commission, 28 permanent positions were disestablished and a number of temporary contracts were not renewed. In the review, none of the employees in positions identified for disestablishment were identified as suitable for transfer or redeployment. (As already noted, 13 permanent employees received redundancy packages.)

This year the CMC's Agency Appointment Review Committee continued to review all appointments to ensure the ongoing sustainability of our workforce, given available resources. This initiative supports the Queensland Government's commitment to achieving better control of establishment numbers and realising savings through greater scrutiny over recruitment decisions.

In 2013–14 the outcomes of the organisational and administrative restructure of the CMC, which is being overseen by the Implementation Panel progressing recommendations from the review of the Crime and Misconduct Act and the PCMC Inquiry, are likely to affect the shape and focus of future workforce planning activities.

### Restructure in police positions

Due to planned restructure in the QPS, the CMC's contingent of seconded police has undergone some change. As a consequence of the restructure, three Inspector positions were reclassified to Senior Sergeant positions, and a Chief Superintendent position was disestablished. This resulted in the redundancy of two police officers seconded to the CMC. Despite these changes there was no disruption to CMC operational activities.

### Workforce continuity

Reflecting demographic trends throughout Australia, the CMC has an ageing workforce. The CM Act, under which we operate, also contributes to staff turnover as many of our

senior positions have limits on duration of tenure. To meet this challenge in 2012–13, we identified operational and management roles linked to workforce continuity, and determined the competencies required in these roles. This analysis will inform the development of the CMC's workforce continuity plan.

## Attraction

The CMC offers prospective employees unique professional and developmental experience. Examples include our proceeds of crime area, our crime hearings division and our witness protection unit. Although this makes us an attractive employer, the skills and experience acquired through working at the CMC also make many of our specialised staff highly sought after by other employers.

We are committed to attracting and retaining staff, particularly with respect to professional groupings such as lawyers and accountants.

## Providing flexible employment conditions

The CMC supports flexible work practices that help staff balance their work and home lives. Our flexible working arrangements incorporate options such as part-time work, flexible start and finish times, access to accrued time off, compressed working arrangements and flexible leave options, including "purchasing" additional recreation leave through salary averaging.

In the period, part-time work arrangements were in place for 11.82 per cent of our permanent, non-police staff. Of these staff, 63 per cent are at or below AO5 (and equivalent), while 37 per cent are at or above AO6 (and equivalent).

To promote greater workplace flexibility, this year the CMC implemented a new telecommuting policy. We also reviewed a number of existing policies for part-time work and job-sharing arrangements. The final phase of our review of the hours of duty policy has been delayed subject to the outcomes of the enterprise bargaining process.

## Developing our staff

All new staff are provided with a structured induction program when they start working at the CMC. This includes a corporate orientation covering the role of the CMC, hours of work, our code of conduct, including appropriate workplace behaviour, workplace health and safety, and salary and superannuation arrangements. Job-specific induction focuses on role requirements and business unit expectations.

This year, in support of the objectives of our Indigenous Engagement Strategy, the CMC commenced cultural intelligence training for all staff. Other organisation-wide training conducted in 2012–13 focused on Code of Conduct refresher training, recruitment and selection processes, effective communication, and online training for the Microsoft Office 2007 suite of programs.

To ensure that specialist staff maintain and enhance their skills, staff were given opportunities to attend a range of workshops, seminars and conferences.

## Support for professional development

We helped 24 staff to undertake tertiary study by providing financial assistance toward course fees and granting leave to attend examinations, lectures and tutorials. Courses included Bachelor of Criminology and Criminal Justice, Bachelor of Business, and Certified Practising Accountant programs. To assist staff with their ongoing professional development and engagement, we reimbursed 23 staff either 50 per cent or 100 per cent of their professional membership fees.

## Managing staff performance

To promote workplace productivity and a performance-based culture, we continued to implement a revised Achievement and Capability Planning (ACP) framework. ACP is specifically structured to align individual effort and development opportunities with corporate and business objectives, thereby contributing to a highly skilled and flexible workforce in a strategic and economical way. This year the CMC implemented an updated version of the ACP to include temporary staff in the performance management process.

## CMC officer charged

A CMC officer was charged with an alleged contravention of secrecy under the Crime and Misconduct Act. The charge related to the alleged unauthorised release of information contained in a confidential CMC research report prepared for law enforcement agencies only. In November 2012, the CMC officer appeared before the Brisbane Magistrates Court and entered a plea of guilty. The officer was sentenced to eight months imprisonment, wholly suspended for a period of 18 months. A conviction was recorded.

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## Ensuring a safe and healthy work environment

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In 2012–13, we had nine reported workplace health and safety (WHS) incidents and six WorkCover claims. We also provided rehabilitation and return-to-work programs for staff where required.

### Compliance with the Work Health and Safety Act

The CMC maintains a comprehensive health and safety program consistent with the *Work Health and Safety Act 2011*. In 2012–13, we completed a revised Work Health and Safety manual and updated a number of related policies. We also provided due diligence and harmonisation training for all senior managers.

### Promoting staff wellness

Through our Employee Assistance Program, we continued to offer staff and their families access to free, confidential professional counselling for personal or work-related problems. Details of the services offered and access details are available on the intranet.

The CMC Wellness Program was established to promote health and wellbeing among our staff. Two seminars were held in 2012–13: Change Management and Will Writing and Power of Attorney. Under the Wellness Program, we sponsored staff to compete in the Corporate Games 2013 by subsidising their enrolment fees by 50 per cent. We also continued our corporate flu vaccinations program in March–April 2013, with 166 staff being vaccinated.

The CMC Consultative Forum provides opportunity for staff to raise matters of concern to them and management, and to provide timely and ongoing feedback on current issues. During 2012–13 the forum considered matters related to the enterprise agreement ballot process, the CMC redundancy program and the corporate awards program.

### Recognising staff achievements

At our corporate awards ceremony in February 2013, we recognised the performance of:

- 16 staff with Work Achievement awards
- 1 staff member with a Learning and Development award
- 1 staff member with a Conduct award.

Forty-five staff also received recognition for meritorious service:

- 26 staff received a 5-year award
- 10 staff received a 10-year award
- 2 staff received a 15-year award
- 4 staff received a 20-year award
- 3 staff received a 25-year award.

### Industrial environment

Eighty-five of our staff are employed under the CMC Employees Award – State 2012, with the balance employed under written contracts of employment. Staff covered by the Award are generally at the Administrative Officer 1–5 levels and equivalents (with limited exceptions). Our Award staff are covered by an enterprise bargaining agreement, the CMC Certified Agreement 2009, which had a nominal expiry date of 31 July 2012. For the first time, in 2012–13 the CMC was included in the State Government Departments Certified Agreement 2012 negotiations, which are ongoing.