

Our People

CITEC sees the effective delivery of human resource management strategies as a critical success factor in the achievement of our business objectives. We have continued to implement new initiatives that improve our policy and practices and in turn add value to our business operations, our client services and our people.



CITEC staff participate in regular learning and development initiatives

Over the past 12 months we have both continued, and introduced, a number of initiatives that proactively support our workforce and achieve strategic objectives, namely:

Leadership Development

Ensuring that our organisation has capable and trained managers and staff to guide our growth and maintain successful business continuity is one of our critical success factors. CITEC has invested significantly in Leadership Development, which aims to implement an agreed set of leadership competencies, common understandings and language that are aligned to our strategic plan and corporate values. During 2002/03, 128 CITEC leaders attended four Leadership Development programs.

HR Yellow Pages

'HR Yellow Pages' is an online educational tool developed as part of CITEC's Leadership Development agenda. It was created as a one-stop shop for HR Information that can be easily located, read and understood. While it contains links to relevant web-sites and broader information, its primary objective is to encourage and educate managers and supervisors in HR practice, and to make this education process a user-friendly one.

Values

In 2002, a group of CITEC's leaders were given the task of developing a new set of CITEC values. In doing this, the group consulted widely with staff across CITEC to gain input into CITEC's existing and proposed values. The recommendations from these sessions have formed the basis of CITEC's current values:

- Integrity
- Trust
- Community Spirit
- Leadership
- Sustainable Profit

CITEC's values will form a significant basis for all activities and initiatives in the future, including recruitment and selection, performance management, and achievement and excellence awards.

Workforce Planning

CITEC has identified Workforce Planning as a key strategy for linking the management and development of our human resources to our business outcomes. The nature of work in CITEC requires that the workforce be managed in a manner that ensures the peaks and troughs of resource demands are accommodated. Managers need to identify and manage core staffing levels, appropriate skill mixes, human resource demands and recruitment strategies, to ensure that their human resources are capable of meeting business needs, both now and in the future.

Workplace Diversity

CITEC's employees have varied careers, backgrounds, work experiences, education, life experiences, beliefs and perspectives. This workforce diversity is one of our greatest strengths.

Capitalising on our workforce's diversity is a primary business strategy that has as its goal the harnessing of these skills and talents. Recognising our diversity improves our ability to compete, our productivity, employee morale and satisfaction, and enables us to satisfy our social responsibilities and legal requirements.

A number of successful Workplace Diversity strategies implemented throughout CITEC in 2002/03 were:

- 2002-2005 Equal Employment Opportunity (EEO) Management Plan. This reflects our conscious decision to improve our organisational culture, staff skills and work environment to reflect that of the community at large.
- HERO (Harassment and Equity Referral Officer) Network. CITEC has HEROs located within every business unit across Australia. Our 22 HEROs are volunteer staff, who in addition to their normal

responsibilities, take on the role of being referral officers for staff who may be experiencing problems within the workplace. HEROs are extensively trained in their role and meet quarterly as part of the national network.

Learning and Development

Learning and development is an essential component of our achievements as a leader in the provision of innovative, business-driven services that support the solutions requirements of our customers.

Our major learning and development initiatives over the past 12 months were:

- *What's On @ CITEC*, an online learning and development calendar of internal and external courses offered to staff.
- The implementation of the Employer Subsidised Learning and Development policy framework, which has allowed CITEC to achieve greater economies of scale in learning and development across the organisation, more equitable training expenditure for all staff, and an improved return on investment on learning and development for CITEC.

Workplace Health and Safety

CITEC continues to focus on providing a safe and healthy workplace environment for all employees. During 2002/03, CITEC continued to:

- provide a supportive organisational environment that helps employees to manage any occupational stress;
- identify, control and report hazards;
- investigate and analyse incidents;
- provide ongoing training for safety personnel; and
- conduct induction and specific workplace health and safety training programs.

In addition, CITEC achieved re-accreditation for rehabilitation from WorkCover Queensland. As part of this re-accreditation process, CITEC revised the rehabilitation policy and procedures, developed user friendly documentation and templates, and developed an injury kit for workers. This was also endorsed by QComp.

CITEC also launched a rehabilitation intranet site, coordinated 79 Health Checks for selected staff in key roles and conducted seven health forums on topics such as Stress Survival Skills, Posture, and Increasing Everyday Energy.

There were a total of 62 Rehabilitation/WorkCover cases managed in this period. This includes cases involving WorkCover, QSuper, non-work related injury and Injury Report Only cases.

Workforce Management

CITEC has undertaken significant restructuring activity within the last year. Overall, the non-contractor workforce reduced in size from 647 in the last year to 567 by June 2003. This reduction was mainly due to the transfer of the GIRS team to Access Queensland and the acceptance of voluntary early retirement packages by 40 staff whose positions were no longer required by the business.



CITEC frontline managers have undertaken Diploma of Frontline Management training