

# Our people

Our people have always been, and will continue to be, the key to our success. In 2021–22, the RTA has invested in ongoing learning and development of our customer-focused workforce to drive a high performing culture. To position the RTA as an employer of choice, we continued to focus on the employee experience by prioritising benefits that promote the wellbeing of our people, including flexible and remote work arrangements, workplace health and safety and wellbeing, and maintaining a positive and respectful workplace culture.

## Learning and organisational development

The RTA prioritises learning and organisational development to drive a high performing culture and highly engaged workforce that facilitates great customer experiences. In 2021–22, this was evidenced by 97 per cent of our people exceeding performance expectations. In addition, the RTA received an agency engagement score of 72 per cent from the 2022 Working for Queensland Survey, which exceeded the benchmark for public service offices (non-departments). We also exceeded the benchmark across most other categories in the survey.

This year, our Learning and Organisational Development team continued to empower our staff and enhance the customer experience by:

- developing a new quality model and supporting tools, including a new scorecard, analytics to drive business intelligence, and a strong focus on partnering with the business to ensure continuous improvement
- performing 6,721 quality checks on individual work items to identify gaps in skills and processes that could impact the user experience, and providing practical solutions to resolve these issues
- delivering 1,386 hours of training to RTA staff, including 26 hours of DFV-specific training, 34 hours of empathy training, and 176 hours of Bulk Bond Lodgement Web Service training
- conducting 1,018 internal coaching sessions to help staff identify and grow their strengths and to ensure consistency of information to our customers
- providing cross-skilling programs to drive operational flexibility and agility, with 95 per cent of our Customer Experience Officers trained to assist with inbound phone calls
- conducting a review project to improve our standard responses, which involved collaboration between 63 internal and external stakeholders
- launching a range of internal development initiatives, including:
  - the RTA Learning Calendar, which provides all training and development opportunities in a single place
  - the myCareer Launchpad, which focuses on career development through a suite of initiatives including an employee skills matrix, 'Day in the life' experiences with other business units, and an internal mobility program
  - tailored leadership development opportunities through our Emerging Leaders Program, mentoring program, leadership forums, coaching and training.
- continuing to focus on improving the employee experience, by launching a new RTA Engagement Approach.

## Flexible and remote working

The RTA acknowledges the significant benefits that flexible work arrangements deliver to employees and the organisation. We are committed to providing these arrangements to all staff to promote work-life balance. We promote initiatives such as part-time hours, options to take leave at full or half pay, flexible time off, compressed hours, job sharing, and the option to work some days from home or from a distributed work centre. Being flexible with how we work allows us to capitalise on diversity and achieve better business outcomes. It also assists in attracting and retaining employees who value balance and flexibility.

## Workplace Health, Safety and Wellbeing

In 2021–22, the RTA placed strong emphasis on prioritising the health, safety, and wellbeing of our employees, particularly with increased cases of COVID-19 in the community. The RTA's *Workplace Health and Safety Strategic Plan 2022–24* was developed and updated throughout the year to build on this. The plan focuses on five key priority areas including Health and Wellbeing, Safety and Injury Prevention, Leadership and Training, Mental Health and Psychological Safety and Work Health, and Safety Culture.

As part of the plan, we launched a renewed Health and Wellbeing Program in January 2022. This program focuses on four pillars of wellbeing including physical health, emotional wellness, social wellness, and financial wellbeing. Staff have ongoing access to the Employee Assistance Program and social and wellness events through the RTA's Social Club.

## Diversity and inclusion

To support our work towards achieving and maintaining a diverse and inclusive culture, Human Resources developed the *Diversity and Inclusion Strategy 2021–24*, which was launched in the November 2021. As a result, the RTA obtained a membership with the Diversity Council Australia and established the Diversity and Inclusion Committee. The committee is made up of a diverse group of RTA employees who design and deliver tailored initiatives to grow and support our culturally diverse workforce, and assists the RTA achieve its goals outlined in the *Diversity and Inclusion Strategy 2021–24* and the *Queensland Multicultural Action Plan 2019–22*.

## Enhancing our employee relations

We're committed to fostering a positive and respectful workplace culture where all employees are accountable for their actions and decisions, and comply with the RTA's *Code of Conduct*. Our goal is to provide and maintain a workplace that is free from all types of bullying, harassment, and discrimination, and where all employees are treated with courtesy, dignity, and respect.

In 2021–22, we restructured our Human Resources team following the outsourcing of our payroll function to the Corporate Administration Agency. The new structure has a strong focus on business partnering which enables us to prioritise and proactively improve our employee attraction, retention, engagement and performance management practices.

## Our workforce is the key to our success

Our workforce is critical in achieving the deliverables outlined in the *RTA Strategic Plan 2019–23*.

The permanent separation rate for 2021–22 was 12.8 per cent of the workforce. This includes staff who resigned to take up roles elsewhere in the public service. No redundancy packages were paid during the period.

## Workforce profile

Employees (FTE) by division and gender as at 17 June 2022 <sup>1</sup>			
Division	Female	Male	Total
Customer Experience	87	43	130
People and Culture	25	7	32
Financial and Assurance Services	20	5	25
Digital Business Centre	7	9	16
Office of CEO	2	0	2
<b>Total</b>	<b>141</b>	<b>64</b>	<b>205</b>

<sup>1</sup> Minimum Obligatory Human Resources Information (MOHRI) FTE data for fortnight ending 17 June 2022

# Performance highlights

## Objective 1 – Customers value our services

Performance indicators 2021–22	Achievements 2021–22
<p><b>Our services meet the needs of our customers</b></p>	<ul style="list-style-type: none"> <li>• Delivery of services across the RTA Contact Centre received an average customer satisfaction rating of 83 per cent</li> <li>• Resolved 76.3 per cent of conciliated disputes when parties volunteered to participate</li> <li>• Enabled over 95 per cent of our Customer Experience Officers to handle inbound customer calls through successful cross-skilling</li> <li>• Released the final product in our Web Services suite, the Bulk Bond Lodgement service, allowing customers to lodge multiple bonds and bond increases and pay for them in a single online transaction</li> <li>• Provided same day processing of paper and online bond refund forms</li> <li>• Saw a 5 per cent increase in uptake across all RTA Web Services</li> <li>• Received 70.2 per cent of all tenancy and bond forms through our digital channels</li> </ul>
<p><b>Customers and stakeholders have positive experiences with us</b></p>	<ul style="list-style-type: none"> <li>• Delivered process efficiencies and education in the early stages of an investigation, with 243 investigation requests received and 241 investigations finalised. Some of these cases investigated multiple alleged offences. In total, the RTA investigated 549 alleged offences</li> <li>• Facilitated three Stakeholder Forum meetings and received an overall average satisfaction of 79 per cent from Stakeholder Forum members</li> <li>• Participated in 70 stakeholder engagement activities and presentations</li> <li>• Published 39 news articles on the RTA website</li> <li>• Responded to over 35 media requests</li> <li>• Created website content and digital customer resources for the new Bulk Bond Lodgement Web Service</li> <li>• Launched a new Customer Experience Research Project, which engages customers and stakeholders to understand the strategic direction of the RTA</li> </ul>

## Objective 2 – Provide smart, digital services

Performance indicators 2021–22	Achievements 2021–22
<b>Responsive and accessible RTA online services</b>	<ul style="list-style-type: none"> <li>• Launched the Bulk Bond Lodgement Web Service in December 2021</li> <li>• Updated the RTA website and resources as each stage of the emergency COVID-19 Regulations were rolled back</li> <li>• Continued to provide and accept paper forms for customers who do not have digital access</li> <li>• Provided alternative support channels for vulnerable tenants and residents to lodge paper forms relating to urgent bond matters</li> <li>• Responded to 556 requests made under the Administration Access Policy</li> </ul>
<b>Increased digital innovation across RTA services</b>	<ul style="list-style-type: none"> <li>• Planning and data gathering for future works to ensure the RTA's future digital optimisation</li> <li>• Published 25 new podcast episodes, attracting 4,415 listens across the 44 published podcast episodes on the RTA website.</li> <li>• Delivered 12 educational webinars, attracting 515 attendees and more than 3,594 digital views</li> <li>• Continued to develop business intelligence reporting dashboards, reviewed reporting metrics and criteria for accurate reflections and improved data quality and processes</li> <li>• Continued to invest in cyber security measures</li> </ul>

## Objective 3 – Business efficiency

Performance indicators 2021–22	Achievements 2021–22
<b>Digital solutions, business efficiencies and benefits continue to be realised</b>	<ul style="list-style-type: none"> <li>• Migrated to Office 365, which involved upgrading to Exchange Online, replacing the RTA's on-premises voice solution with cloud-based voice solutions, and completing the replacement and relocation of the RTA network</li> <li>• Migrated RTA servers to CITEC QCloud to enable us to switch server locations without interrupting RTA services</li> </ul>
<b>Improved culture of innovation</b>	<ul style="list-style-type: none"> <li>• Supported Queensland's rental sector with Stage 1 of the <i>Housing Legislation Amendment Act 2021</i> around the rollout of DFV provisions via webinars, information sessions, and updated online resources</li> <li>• Incorporated customer feedback and input in the development of the Bulk Bond Lodgement Web Service</li> <li>• Met monthly with our Stakeholder Working Group to gain practical advice on improving communication and education throughout the tenancy lifecycle</li> <li>• Continued to partner with the Queensland Government Statistician's Office (QGSO) and provide a single dataset methodology for median rents</li> </ul>

## Objective 4 – Customer focused workforce

Performance indicators 2021–22	Achievements 2021–22
<p><b>Attraction, development and retention of our workforce</b></p>	<ul style="list-style-type: none"> <li>• Achieved an agency engagement score of 72 per cent in the annual Working for Queensland survey</li> <li>• Performed 6,721 quality checks on individual work items to identify gaps in skills and processes that could impact the user experience, and providing practical solutions to resolve these issues</li> <li>• Delivered 896 hours of training to RTA staff, including 93 hours for DFV-specific training and 176 hours for Bulk Bond Lodgement Web Service training</li> <li>• Conducted 1,018 coaching sessions to help staff identify and grow their strengths</li> <li>• Enabled over 95 per cent of Customer Experience Officers to handle inbound customer calls through cross-skilling</li> <li>• Brought in flexible working arrangements permanently to promote work life balance</li> </ul>
<p><b>Safe workplace and an agile, resilient workforce</b></p>	<ul style="list-style-type: none"> <li>• Developed our <i>Workplace Health and Safety Strategic Plan 2022–24</i>, which prioritised the health, safety, and wellbeing of our employees, particularly with increased cases of COVID-19 in the community</li> <li>• Renewed our Health and Wellbeing Program, which focuses on the four pillars of wellbeing including physical health, emotional wellness, social wellness, and financial wellbeing</li> <li>• Developed the <i>Diversity and Inclusion Strategy 2021–24</i>, to work towards achieving a diverse workforce and inclusive culture</li> </ul>

# RTA Service Delivery Statement

Service Delivery Statements (SDS), included within the Queensland Government Budget papers, provide budgeted financial and non-financial information for the budget year. A separate document is provided for each portfolio, with the RTA's content included within the Department of Communities, Housing and Digital Economy SDS. These documents are a key accountability mechanism, subject to public scrutiny, and form the basis of questions during the parliamentary estimates process.

In accordance with Department of Premier and Cabinet Annual Report requirements, details of the RTA's performance are:

Service standards	2021–22 Target/Est.	2021–22 Est. Actual	2022–23 Target/Est.
<b><i>Effectiveness measures</i></b>			
Proportion of disputes resolved after parties participated in the conciliation process <sup>1</sup>	<b>70%</b>	<b>75.7%</b>	<b>70%</b>
Overall client satisfaction with the Residential Tenancies Authority Contact Centre <sup>2, 3</sup>	<b>75%</b>	<b>83.5%</b>	<b>75%</b>
<b><i>Efficiency measure</i></b>			
Total operational cost for Residential Tenancies Authority output (excluding grants) as a proportion of the value of bonds held <sup>4</sup>	<b>3.7%</b>	<b>3.4%</b>	<b>3.6%</b>
<b><i>Discontinued measure</i></b>			
Average annual return on investment <sup>5, 6</sup>	<b>2.7%</b>	<b>-1.2%</b>	<b>Discontinued measure</b>

Notes:

1. The variance between the 2021–22 Estimated Actual and the 2021–22 Target/Estimate is due to the RTA's increased focus on improving customer participation in the dispute resolution process and better supporting customers to negotiate and achieve outcomes throughout the process. This was achieved by introducing more targeted performance measures for staff with increased coaching and feedback.
2. The wording of the service standard has been amended from the 2021–22 *Service Delivery Statements* (SDS) to clarify that this measure relates to overall satisfaction with the RTA's Contact Centre only. Calculation methodology has not changed.
3. The variance between the 2021–22 Target/Estimate and the 2021–22 Estimated Actual is due to a continued significant focus by the RTA on improving customer experience and the quality of its interactions and conversations. Initiatives that supported this goal included introducing a simplified service quality monitoring scorecard, providing additional staff training and coaching, and increasing the RTA's workforce management function to ensure staff capacity and capability meets customer demands.
4. The wording of this service standard has been amended from the 2021–22 SDS to clarify that the total cost for RTA output referenced within this measure relates to operational costs only. Calculation methodology has not changed.
5. This service standard is being discontinued due to RTA funding model changes to take effect from 1 July 2022, which will see the RTA receive a State Government grant to fund its operations and no longer invest rental bonds beyond 30 June 2022.
6. The variance between the 2021–22 Target/Estimate and the 2021–22 Estimated Actual is due to ongoing global financial market volatility having adverse impacts on the RTA's annual return on investment.

As the SDS is published prior to the end of the financial year, estimated actuals are provided. For the Effectiveness measures, the estimated actuals published in the SDS are the financial year to date averages as at 28 February 2022. For the Efficiency and Discontinued measures, the estimated actuals published in the SDS align with the RTA's forecasts as at 30 April 2022. The actual results as at 30 June 2022 are provided below.

<b>Service standards</b>	<b>2021–22 Actual result as at 30 June 2022</b>
<b><i>Effectiveness measures</i></b>	
Proportion of disputes resolved after parties participated in the conciliation process	<b>76.3%</b>
Overall client satisfaction with the Residential Tenancies Authority Contact Centre	<b>83.0%</b>
<b><i>Efficiency measures</i></b>	
Total operational cost for Residential Tenancies Authority output (excluding grants) as a proportion of the value of bonds held	<b>3.34%</b>
<b><i>Discontinued measure</i></b>	
Average annual return on investment	<b>-4.15%</b>