

MOHRI Occupied Headcount

MOHRI Occupied FTE

Area	Fiscal Year	Paypoint	MOHRI Occupied Headcount				MOHRI Occupied FTE				
			September	December	March	June	September	December	March	June	
Queensland Health	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%	
		Managerial and Clerical		20.15%	19.86%	20.12%		21.88%	21.52%	21.78%	
		Medical incl VMOs		9.38%	9.68%	9.49%		9.70%	10.06%	9.83%	
		Nursing		39.81%	40.22%	40.03%		37.49%	37.96%	37.85%	
		Operational		16.87%	16.50%	16.51%		16.40%	15.98%	15.97%	
		Trade and Artisans		0.55%	0.55%	0.54%		0.65%	0.65%	0.65%	
		Professional and Technical		13.24%	13.21%	13.32%		13.86%	13.81%	13.92%	
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
		Managerial and Clerical		20.16%	20.13%	19.46%	19.27%	21.85%	21.73%	20.95%	20.78%
		Medical incl VMOs		9.47%	9.43%	9.94%	9.95%	9.79%	9.80%	10.39%	10.35%
		Nursing		40.07%	40.03%	40.43%	40.49%	37.87%	37.85%	38.30%	38.33%
		Operational		16.55%	16.65%	16.32%	16.27%	16.03%	16.15%	15.78%	15.76%
		Trade and Artisans		0.53%	0.54%	0.54%	0.55%	0.63%	0.64%	0.64%	0.66%
		Professional and Technical		13.22%	13.24%	13.32%	13.48%	13.82%	13.84%	13.94%	14.12%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
		Managerial and Clerical		18.80%	18.46%	18.14%	18.16%	20.29%	19.90%	19.60%	19.59%
		Medical incl VMOs		10.11%	10.30%	10.64%	10.77%	10.54%	10.73%	11.11%	11.23%
		Nursing		40.73%	40.94%	41.26%	41.65%	38.52%	38.77%	38.94%	39.24%
		Operational		16.34%	16.35%	16.06%	15.53%	15.88%	15.90%	15.68%	15.34%
		Trade and Artisans		0.55%	0.54%	0.52%	0.50%	0.65%	0.65%	0.62%	0.60%
		Professional and Technical		13.48%	13.41%	13.38%	13.38%	14.13%	14.06%	14.05%	14.01%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
		Managerial and Clerical		18.38%	18.66%	18.59%	18.86%	19.85%	20.16%	20.09%	20.41%
		Medical incl VMOs		10.68%	10.59%	10.80%	10.65%	11.13%	11.02%	11.29%	11.11%
Nursing			41.53%	41.34%	41.53%	41.55%	39.12%	38.93%	39.05%	39.08%	
Operational			15.62%	15.60%	15.15%	15.05%	15.44%	15.34%	14.93%	14.81%	
Trade and Artisans			0.49%	0.49%	0.48%	0.48%	0.58%	0.59%	0.57%	0.58%	
Professional and Technical			13.31%	13.32%	13.44%	13.40%	13.88%	13.96%	14.07%	14.02%	
2015	Total		100.00%	100.00%			100.00%	100.00%			
	Managerial and Clerical		19.03%	19.16%			20.56%	20.69%			
	Medical incl VMOs		10.53%	10.44%			11.04%	10.95%			
	Nursing		41.73%	41.86%			39.16%	39.41%			
	Operational		14.84%	14.65%			14.71%	14.36%			
	Trade and Artisans		0.47%	0.46%			0.56%	0.55%			
	Professional and Technical		13.39%	13.44%			13.97%	14.04%			
Hospital And Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%	
		Managerial and Clerical		14.34%	14.11%	14.26%		15.36%	15.08%	15.25%	
		Medical incl VMOs		10.41%	10.74%	10.55%		10.95%	11.35%	11.10%	
		Nursing		45.16%	45.52%	45.39%		43.18%	43.60%	43.52%	
		Operational		17.44%	17.03%	17.07%		17.11%	16.63%	16.65%	
		Trade and Artisans		0.61%	0.61%	0.60%		0.74%	0.73%	0.73%	
		Professional and Technical		12.02%	12.00%	12.13%		12.65%	12.61%	12.75%	
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
		Managerial and Clerical		14.45%	14.65%	14.46%	14.50%	15.41%	15.54%	15.30%	15.36%
		Medical incl VMOs		10.51%	10.44%	10.95%	10.92%	11.05%	11.01%	11.60%	11.53%
		Nursing		45.36%	45.14%	45.26%	45.19%	43.51%	43.31%	43.46%	43.35%
		Operational		17.07%	17.16%	16.63%	16.53%	16.68%	16.79%	16.20%	16.14%
		Trade and Artisans		0.58%	0.59%	0.59%	0.60%	0.71%	0.72%	0.71%	0.72%

		Professional and Technical	12.03%	12.02%	12.11%	12.26%	12.66%	12.63%	12.73%	12.89%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.34%	14.30%	14.09%	14.24%	15.21%	15.14%	14.96%	15.09%
		Medical incl VMOs	11.04%	11.18%	11.50%	11.62%	11.66%	11.79%	12.15%	12.25%
		Nursing	45.33%	45.28%	45.39%	45.69%	43.44%	43.43%	43.37%	43.54%
		Operational	16.47%	16.44%	16.09%	15.42%	16.11%	16.08%	15.80%	15.34%
		Trade and Artisans	0.59%	0.58%	0.55%	0.52%	0.71%	0.70%	0.67%	0.63%
		Professional and Technical	12.23%	12.22%	12.39%	12.51%	12.86%	12.85%	13.05%	13.15%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.53%	14.87%	14.91%	15.29%	15.44%	15.79%	15.87%	16.32%
		Medical incl VMOs	11.51%	11.40%	11.60%	11.42%	12.12%	12.00%	12.26%	12.04%
		Nursing	45.47%	45.25%	45.34%	45.32%	43.33%	43.10%	43.09%	43.07%
		Operational	15.52%	15.49%	14.97%	14.84%	15.46%	15.34%	14.85%	14.71%
		Trade and Artisans	0.51%	0.52%	0.51%	0.51%	0.62%	0.63%	0.62%	0.62%
		Professional and Technical	12.45%	12.48%	12.67%	12.62%	13.03%	13.14%	13.31%	13.24%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	15.57%	15.78%			16.60%	16.83%		
		Medical incl VMOs	11.28%	11.17%			11.95%	11.84%		
		Nursing	45.41%	45.49%			43.05%	43.28%		
		Operational	14.64%	14.42%			14.62%	14.23%		
		Trade and Artisans	0.50%	0.49%			0.60%	0.59%		
		Professional and Technical	12.59%	12.64%			13.18%	13.24%		
Cairns And Hinterland Hosp & Hlth Svc	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		14.78%	14.90%	15.12%		15.94%	16.00%	16.20%
		Medical incl VMOs		8.74%	9.05%	8.90%		9.33%	9.65%	9.47%
		Nursing		46.07%	46.74%	45.99%		43.18%	44.00%	43.36%
		Operational		19.34%	18.51%	19.04%		19.50%	18.56%	19.03%
		Trade and Artisans		0.52%	0.51%	0.50%		0.64%	0.62%	0.60%
		Professional and Technical		10.54%	10.28%	10.45%		11.43%	11.16%	11.34%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.60%	15.53%	15.38%	15.38%	16.46%	16.27%	16.09%	16.04%
		Medical incl VMOs	8.83%	8.89%	9.41%	9.52%	9.45%	9.49%	10.09%	10.27%
		Nursing	45.87%	46.26%	45.81%	46.01%	43.29%	43.80%	43.40%	43.60%
		Operational	18.96%	18.56%	18.38%	18.01%	19.10%	18.76%	18.48%	18.22%
		Trade and Artisans	0.52%	0.52%	0.51%	0.51%	0.62%	0.62%	0.61%	0.61%
		Professional and Technical	10.22%	10.25%	10.51%	10.56%	11.07%	11.05%	11.32%	11.26%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.08%	15.08%	14.51%	13.62%	15.93%	15.94%	15.18%	14.30%
		Medical incl VMOs	9.68%	9.58%	9.80%	9.99%	10.43%	10.43%	10.61%	10.74%
		Nursing	46.03%	46.20%	46.73%	47.21%	43.40%	43.52%	44.15%	44.52%
		Operational	17.91%	17.87%	17.59%	17.78%	18.11%	17.97%	17.73%	18.05%
		Trade and Artisans	0.48%	0.48%	0.50%	0.64%	0.58%	0.57%	0.60%	0.78%
		Professional and Technical	10.82%	10.79%	10.87%	10.75%	11.55%	11.56%	11.72%	11.62%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	13.60%	14.10%	14.43%	14.44%	14.25%	14.77%	15.05%	15.22%
		Medical incl VMOs	9.92%	9.53%	9.77%	9.64%	10.64%	10.20%	10.58%	10.43%
		Nursing	47.14%	47.34%	46.97%	47.30%	44.42%	44.61%	43.92%	44.22%
		Operational	17.89%	17.63%	16.79%	16.72%	18.20%	17.89%	17.17%	17.03%
		Trade and Artisans	0.61%	0.61%	0.64%	0.61%	0.74%	0.73%	0.78%	0.74%
		Professional and Technical	10.83%	10.79%	11.39%	11.29%	11.75%	11.80%	12.49%	12.37%

	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	14.45%	14.22%			15.30%	15.05%		
		Medical incl VMOs	9.33%	9.28%			10.18%	10.08%		
		Nursing	47.88%	47.99%			44.67%	44.95%		
		Operational	16.40%	16.64%			16.88%	16.88%		
		Trade and Artisans	0.59%	0.57%			0.71%	0.70%		
		Professional and Technical	11.35%	11.31%			12.26%	12.34%		
Central Queensland Hospital & Hlth Svc	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		14.92%	14.31%	14.42%		16.04%	15.37%	15.54%
		Medical incl VMOs		7.08%	8.18%	8.04%		8.23%	9.63%	9.36%
		Nursing		46.34%	46.91%	46.39%		43.90%	44.24%	44.02%
		Operational		21.76%	20.82%	21.04%		20.77%	19.77%	19.86%
		Trade and Artisans		0.38%	0.40%	0.43%		0.48%	0.50%	0.51%
		Professional and Technical		9.52%	9.38%	9.68%		10.59%	10.49%	10.71%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.35%	15.09%	15.08%	14.81%	15.51%	16.06%	16.14%	16.07%
		Medical incl VMOs	7.88%	7.68%	7.18%	7.08%	9.15%	9.09%	8.45%	8.34%
		Nursing	47.07%	46.87%	46.87%	47.46%	44.96%	44.45%	44.69%	44.69%
		Operational	20.86%	20.96%	20.64%	20.44%	19.47%	19.91%	19.32%	19.44%
		Trade and Artisans	0.34%	0.37%	0.31%	0.40%	0.42%	0.46%	0.39%	0.51%
		Professional and Technical	9.50%	9.03%	9.92%	9.81%	10.49%	10.03%	11.01%	10.96%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.92%	15.03%	14.51%	15.18%	16.24%	16.33%	15.78%	16.45%
		Medical incl VMOs	7.40%	7.35%	7.57%	7.93%	8.63%	8.53%	8.74%	9.05%
		Nursing	47.10%	46.84%	47.37%	48.14%	44.53%	44.21%	44.98%	45.63%
		Operational	20.24%	20.41%	19.95%	18.47%	18.87%	19.33%	18.88%	17.72%
		Trade and Artisans	0.40%	0.40%	0.37%	0.35%	0.51%	0.51%	0.46%	0.43%
		Professional and Technical	9.93%	9.96%	10.23%	9.93%	11.23%	11.09%	11.16%	10.73%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.95%	15.11%	15.26%	15.64%	16.41%	16.75%	16.96%	17.36%
		Medical incl VMOs	7.99%	7.97%	7.87%	8.02%	9.03%	9.05%	9.09%	9.15%
		Nursing	47.51%	47.57%	47.53%	47.33%	45.07%	44.77%	44.57%	44.29%
		Operational	18.95%	18.92%	18.64%	18.66%	17.97%	17.95%	17.59%	17.84%
		Trade and Artisans	0.38%	0.38%	0.37%	0.37%	0.47%	0.48%	0.47%	0.46%
		Professional and Technical	10.21%	10.05%	10.34%	9.98%	11.05%	11.00%	11.32%	10.90%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	16.16%	16.15%			17.74%	17.53%		
		Medical incl VMOs	7.56%	7.73%			8.60%	8.96%		
		Nursing	47.26%	47.52%			43.96%	44.46%		
		Operational	18.59%	18.68%			18.04%	17.92%		
		Trade and Artisans	0.40%	0.37%			0.50%	0.46%		
		Professional and Technical	10.03%	9.55%			11.15%	10.66%		
Central West Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		14.83%	13.32%	14.94%		15.03%	13.98%	15.66%
		Medical incl VMOs		2.03%	3.97%	2.87%		2.46%	4.77%	3.41%
		Nursing		44.19%	44.72%	45.11%		42.97%	42.98%	43.65%
		Operational		33.43%	33.17%	32.76%		33.16%	32.52%	32.20%
		Trade and Artisans		0.29%	0.28%	0.29%		0.35%	0.35%	0.35%
		Professional and Technical		5.23%	4.54%	4.02%		6.04%	5.39%	4.73%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

		Managerial and Clerical	15.43%	14.97%	15.56%	15.50%	16.05%	15.86%	16.80%	16.58%
		Medical incl VMOs	3.02%	2.64%	3.17%	2.58%	3.55%	3.11%	3.43%	2.69%
		Nursing	44.95%	43.90%	43.77%	44.88%	43.13%	42.76%	42.53%	43.91%
		Operational	31.46%	33.35%	31.88%	31.87%	31.32%	32.28%	31.04%	30.80%
		Trade and Artisans	0.30%	0.29%	0.29%	0.29%	0.36%	0.35%	0.35%	0.35%
		Professional and Technical	4.84%	4.84%	5.33%	4.88%	5.58%	5.64%	5.85%	5.66%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.59%	15.07%	15.52%	15.06%	16.37%	15.91%	16.19%	16.08%
		Medical incl VMOs	2.65%	2.90%	2.26%	2.56%	2.79%	3.10%	2.54%	2.93%
		Nursing	45.59%	46.09%	46.37%	45.17%	44.88%	45.31%	45.45%	44.94%
		Operational	30.29%	30.72%	30.48%	32.10%	29.10%	29.62%	30.03%	30.05%
		Trade and Artisans	0.29%	0.29%	0.28%	0.28%	0.36%	0.35%	0.34%	0.34%
		Professional and Technical	5.59%	4.93%	5.08%	4.83%	6.50%	5.71%	5.44%	5.66%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.79%	16.25%	15.68%	15.25%	15.96%	17.01%	16.14%	16.37%
		Medical incl VMOs	2.82%	2.85%	4.60%	4.47%	3.25%	3.34%	5.42%	5.24%
		Nursing	46.75%	46.70%	46.86%	45.58%	46.43%	47.16%	46.56%	45.24%
		Operational	29.85%	29.93%	28.54%	29.71%	28.92%	27.60%	27.14%	27.82%
		Trade and Artisans	0.28%	0.29%	0.27%	0.26%	0.34%	0.34%	0.32%	0.31%
		Professional and Technical	4.51%	3.99%	4.06%	4.73%	5.10%	4.55%	4.41%	5.01%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	16.58%	16.45%			16.80%	17.21%		
		Medical incl VMOs	4.40%	4.36%			4.97%	4.98%		
		Nursing	46.40%	44.60%			45.85%	45.10%		
		Operational	27.54%	29.81%			27.08%	27.58%		
		Trade and Artisans	0.27%	0.27%			0.32%	0.32%		
		Professional and Technical	4.81%	4.51%			4.99%	4.81%		
Children's Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		15.17%	15.75%	15.90%		16.46%	16.83%	17.21%
		Medical incl VMOs		14.59%	15.18%	14.38%		14.12%	14.65%	13.77%
		Nursing		41.41%	40.93%	40.94%		40.59%	40.12%	40.21%
		Operational		9.00%	8.53%	8.52%		9.65%	9.23%	9.19%
		Trade and Artisans		0.00%	0.00%	0.00%		0.00%	0.00%	0.00%
		Professional and Technical		19.82%	19.60%	20.27%		19.18%	19.18%	19.61%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.61%	15.34%	15.21%	15.49%	15.74%	16.41%	16.20%	16.48%
		Medical incl VMOs	13.01%	13.56%	12.23%	12.65%	12.64%	12.97%	12.02%	12.32%
		Nursing	42.10%	40.33%	42.30%	41.64%	41.31%	39.58%	41.65%	41.17%
		Operational	7.65%	8.18%	7.50%	7.36%	8.40%	8.98%	8.15%	7.98%
		Trade and Artisans	0.00%	0.00%	0.00%	0.04%	0.00%	0.00%	0.00%	0.05%
		Professional and Technical	22.63%	22.59%	22.76%	22.82%	21.91%	22.05%	21.98%	22.00%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.92%	15.27%	14.89%	15.35%	16.20%	16.38%	15.89%	16.34%
		Medical incl VMOs	12.68%	12.63%	12.54%	12.41%	12.16%	12.11%	12.09%	11.85%
		Nursing	42.17%	42.09%	42.59%	42.12%	41.59%	41.58%	42.17%	41.76%
		Operational	7.27%	7.52%	7.55%	7.38%	8.06%	8.25%	8.20%	8.14%
		Trade and Artisans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		Professional and Technical	22.97%	22.48%	22.44%	22.74%	22.00%	21.69%	21.66%	21.91%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.95%	16.06%	16.74%	17.77%	17.06%	17.12%	17.69%	18.80%

		Medical incl VMOs	12.54%	12.50%	12.18%	11.90%	12.02%	11.98%	11.84%	11.70%
		Nursing	41.69%	41.29%	41.01%	40.04%	41.26%	40.59%	40.69%	39.89%
		Operational	7.57%	7.49%	7.36%	7.44%	8.32%	8.32%	7.87%	7.68%
		Trade and Artisans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		Professional and Technical	22.25%	22.66%	22.71%	22.86%	21.34%	22.00%	21.91%	21.93%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	18.23%	17.57%			19.17%	18.86%		
		Medical incl VMOs	12.26%	12.52%			11.90%	11.91%		
		Nursing	39.56%	43.22%			39.49%	43.05%		
		Operational	7.16%	3.28%			7.31%	3.36%		
		Trade and Artisans	0.00%	0.00%			0.00%	0.00%		
		Professional and Technical	22.79%	23.41%			22.12%	22.81%		
Darling Downs Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		11.24%	11.17%	11.17%		12.42%	12.31%	12.39%
		Medical incl VMOs		5.72%	6.27%	6.23%		6.50%	7.08%	7.00%
		Nursing		49.76%	49.67%	49.14%		47.05%	47.12%	46.56%
		Operational		22.96%	22.60%	22.91%		22.53%	22.02%	22.20%
		Trade and Artisans		0.85%	0.88%	0.85%		1.08%	1.12%	1.08%
		Professional and Technical		9.47%	9.41%	9.71%		10.40%	10.35%	10.77%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	11.41%	11.39%	11.55%	11.36%	12.57%	12.37%	12.49%	12.27%
		Medical incl VMOs	6.24%	6.10%	6.58%	6.74%	7.04%	6.88%	7.44%	7.62%
		Nursing	49.49%	48.90%	48.93%	49.10%	46.95%	46.68%	46.69%	46.61%
		Operational	22.65%	23.46%	22.64%	22.52%	22.10%	22.70%	21.81%	21.82%
		Trade and Artisans	0.78%	0.77%	0.80%	0.76%	0.98%	0.96%	0.98%	0.96%
		Professional and Technical	9.42%	9.38%	9.50%	9.53%	10.35%	10.42%	10.60%	10.72%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	11.32%	11.29%	11.25%	11.49%	12.26%	12.31%	12.34%	12.66%
		Medical incl VMOs	6.72%	7.00%	7.16%	7.27%	7.53%	7.85%	8.07%	8.09%
		Nursing	49.28%	49.22%	49.19%	48.98%	46.97%	46.52%	46.47%	46.04%
		Operational	22.18%	22.26%	22.20%	21.86%	21.35%	21.74%	21.67%	21.44%
		Trade and Artisans	0.76%	0.77%	0.73%	0.78%	0.95%	0.96%	0.93%	0.97%
		Professional and Technical	9.74%	9.46%	9.47%	9.62%	10.95%	10.63%	10.51%	10.81%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	11.90%	12.26%	12.22%	12.23%	13.05%	13.53%	13.61%	13.59%
		Medical incl VMOs	7.10%	7.37%	7.70%	7.52%	7.82%	8.16%	8.36%	8.18%
		Nursing	48.97%	48.32%	48.15%	48.82%	46.27%	45.52%	45.57%	45.76%
		Operational	21.71%	21.62%	20.91%	20.60%	21.36%	21.12%	20.26%	20.35%
		Trade and Artisans	0.72%	0.71%	0.74%	0.78%	0.91%	0.91%	0.93%	1.00%
		Professional and Technical	9.61%	9.71%	10.28%	10.05%	10.59%	10.76%	11.27%	11.11%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	12.64%	12.84%			14.01%	14.37%		
		Medical incl VMOs	7.44%	7.61%			8.17%	8.42%		
		Nursing	48.57%	47.75%			45.68%	44.96%		
		Operational	20.41%	20.82%			19.98%	20.08%		
		Trade and Artisans	0.80%	0.74%			1.00%	0.94%		
		Professional and Technical	10.14%	10.25%			11.16%	11.22%		
Gold Coast Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		12.91%	12.63%	13.46%		13.60%	13.38%	14.29%
		Medical incl VMOs		13.18%	13.28%	12.92%		14.10%	14.27%	13.76%

		Nursing		45.60%	46.49%	46.14%		43.82%	44.84%	44.54%
		Operational		15.47%	15.21%	15.14%		14.74%	14.42%	14.29%
		Trade and Artisans		0.35%	0.33%	0.33%		0.42%	0.39%	0.39%
		Professional and Technical		12.50%	12.05%	12.01%		13.32%	12.70%	12.71%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	13.71%	13.94%	13.36%	13.40%	14.53%	14.87%	14.04%	14.01%
		Medical incl VMOs	12.96%	12.90%	14.05%	14.11%	13.77%	13.83%	15.00%	14.99%
		Nursing	45.28%	44.98%	45.05%	44.78%	43.86%	43.29%	43.60%	43.23%
		Operational	15.63%	15.75%	15.37%	15.36%	14.74%	14.74%	14.35%	14.45%
		Trade and Artisans	0.31%	0.33%	0.31%	0.33%	0.37%	0.39%	0.37%	0.39%
		Professional and Technical	12.11%	12.11%	11.88%	12.03%	12.72%	12.88%	12.64%	12.93%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	13.25%	13.44%	13.37%	13.44%	13.97%	14.13%	14.09%	14.21%
		Medical incl VMOs	14.00%	13.94%	13.96%	13.95%	14.98%	14.88%	14.83%	14.79%
		Nursing	44.96%	45.10%	45.58%	45.38%	43.26%	43.66%	43.68%	43.57%
		Operational	15.32%	14.78%	14.24%	14.32%	14.35%	13.63%	13.57%	13.62%
		Trade and Artisans	0.36%	0.38%	0.31%	0.28%	0.44%	0.46%	0.37%	0.33%
		Professional and Technical	12.11%	12.36%	12.55%	12.64%	13.01%	13.24%	13.45%	13.47%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	13.70%	13.86%	13.58%	14.07%	14.59%	14.73%	14.50%	15.01%
		Medical incl VMOs	13.37%	13.15%	14.02%	13.79%	14.39%	14.06%	14.82%	14.39%
		Nursing	43.92%	43.86%	44.28%	44.23%	42.31%	42.22%	42.37%	42.62%
		Operational	16.67%	16.95%	15.94%	15.77%	15.42%	15.78%	15.15%	14.94%
		Trade and Artisans	0.28%	0.20%	0.17%	0.17%	0.34%	0.24%	0.21%	0.20%
		Professional and Technical	12.05%	11.98%	12.01%	11.96%	12.95%	12.97%	12.96%	12.84%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	14.40%	14.64%			15.33%	15.52%		
		Medical incl VMOs	13.59%	13.31%			14.19%	14.05%		
		Nursing	44.42%	44.73%			42.63%	43.18%		
		Operational	15.70%	15.30%			15.09%	14.37%		
		Trade and Artisans	0.16%	0.16%			0.20%	0.20%		
		Professional and Technical	11.72%	11.84%			12.57%	12.68%		
Mackay Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		16.38%	16.43%	16.84%		17.74%	17.73%	18.08%
		Medical incl VMOs		9.02%	9.22%	9.17%		9.64%	9.87%	9.89%
		Nursing		45.36%	44.85%	44.25%		43.10%	43.06%	42.32%
		Operational		19.07%	19.03%	19.21%		18.07%	17.67%	17.86%
		Trade and Artisans		0.25%	0.24%	0.24%		0.31%	0.30%	0.29%
		Professional and Technical		9.92%	10.24%	10.31%		11.14%	11.37%	11.57%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	16.98%	17.38%	17.06%	17.06%	18.03%	18.00%	17.64%	17.64%
		Medical incl VMOs	8.88%	8.80%	10.34%	10.41%	9.73%	9.56%	11.42%	11.69%
		Nursing	44.18%	44.40%	43.64%	43.58%	42.50%	42.98%	41.91%	41.56%
		Operational	19.32%	19.02%	18.18%	18.16%	17.91%	17.98%	17.05%	16.99%
		Trade and Artisans	0.28%	0.38%	0.32%	0.33%	0.33%	0.44%	0.38%	0.38%
		Professional and Technical	10.36%	10.02%	10.45%	10.45%	11.49%	11.03%	11.60%	11.75%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	16.90%	16.76%	16.49%	17.12%	17.57%	17.35%	17.06%	17.95%
		Medical incl VMOs	10.04%	10.17%	10.37%	10.31%	11.41%	11.56%	11.57%	11.54%
		Nursing	44.23%	43.80%	43.85%	43.58%	42.05%	41.80%	41.57%	41.20%

		Operational	18.13%	18.72%	18.52%	18.69%	17.14%	17.49%	17.61%	17.48%
		Trade and Artisans	0.33%	0.34%	0.34%	0.24%	0.38%	0.38%	0.38%	0.27%
		Professional and Technical	10.37%	10.22%	10.43%	10.07%	11.46%	11.41%	11.81%	11.57%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	16.99%	17.13%	17.20%	17.75%	17.68%	18.03%	18.12%	18.80%
		Medical incl VMOs	10.21%	10.07%	9.90%	9.65%	11.31%	11.21%	11.17%	10.90%
		Nursing	43.00%	43.31%	43.47%	42.79%	40.79%	40.98%	40.94%	40.61%
		Operational	19.02%	19.01%	18.56%	19.27%	18.13%	18.03%	17.73%	18.02%
		Trade and Artisans	0.24%	0.24%	0.23%	0.23%	0.27%	0.27%	0.26%	0.26%
		Professional and Technical	10.55%	10.23%	10.65%	10.31%	11.82%	11.48%	11.78%	11.41%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	17.97%	17.89%			19.01%	18.84%		
		Medical incl VMOs	9.77%	9.66%			11.00%	10.92%		
		Nursing	42.07%	42.63%			39.67%	40.49%		
		Operational	19.04%	19.10%			18.06%	17.92%		
		Trade and Artisans	0.27%	0.27%			0.27%	0.27%		
		Professional and Technical	10.88%	10.46%			11.98%	11.56%		
Metro North Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		13.96%	13.66%	13.81%		15.12%	14.75%	14.88%
		Medical incl VMOs		11.64%	11.89%	11.79%		12.00%	12.34%	12.23%
		Nursing		45.41%	45.88%	45.62%		43.34%	43.77%	43.53%
		Operational		15.39%	14.98%	15.07%		15.34%	14.98%	15.03%
		Trade and Artisans		0.78%	0.76%	0.77%		0.93%	0.92%	0.92%
		Professional and Technical		12.83%	12.82%	12.95%		13.27%	13.25%	13.41%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	13.95%	14.21%	14.00%	14.08%	15.04%	15.23%	14.90%	15.03%
		Medical incl VMOs	11.80%	11.77%	12.27%	12.09%	12.17%	12.21%	12.77%	12.47%
		Nursing	45.85%	45.39%	45.51%	45.63%	43.71%	43.46%	43.57%	43.86%
		Operational	15.05%	15.24%	14.82%	14.70%	15.06%	15.11%	14.75%	14.56%
		Trade and Artisans	0.77%	0.76%	0.77%	0.75%	0.93%	0.91%	0.92%	0.91%
		Professional and Technical	12.58%	12.63%	12.63%	12.74%	13.09%	13.08%	13.09%	13.17%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	13.86%	13.73%	13.84%	14.11%	14.81%	14.64%	14.75%	14.98%
		Medical incl VMOs	12.41%	12.53%	12.97%	13.01%	12.89%	12.96%	13.44%	13.54%
		Nursing	45.67%	45.67%	45.17%	45.84%	43.62%	43.76%	43.09%	43.48%
		Operational	14.73%	14.56%	14.29%	13.24%	14.71%	14.51%	14.26%	13.57%
		Trade and Artisans	0.76%	0.78%	0.74%	0.73%	0.92%	0.94%	0.90%	0.87%
		Professional and Technical	12.58%	12.73%	12.99%	13.08%	13.05%	13.20%	13.57%	13.56%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.24%	14.62%	14.87%	15.29%	15.17%	15.51%	15.77%	16.26%
		Medical incl VMOs	12.90%	12.84%	12.77%	12.58%	13.39%	13.32%	13.41%	13.18%
		Nursing	46.10%	45.74%	45.65%	45.61%	43.73%	43.44%	43.20%	43.28%
		Operational	12.90%	12.59%	12.28%	12.15%	13.23%	12.90%	12.52%	12.34%
		Trade and Artisans	0.73%	0.73%	0.74%	0.72%	0.88%	0.88%	0.89%	0.87%
		Professional and Technical	13.13%	13.48%	13.69%	13.64%	13.59%	13.96%	14.21%	14.08%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	15.39%	15.60%			16.46%	16.74%		
		Medical incl VMOs	12.43%	12.35%			13.10%	12.99%		
		Nursing	46.12%	46.11%			43.44%	43.53%		
		Operational	11.83%	11.84%			12.18%	12.08%		

		Trade and Artisans	0.69%	0.68%			0.84%	0.82%		
		Professional and Technical	13.54%	13.43%			13.98%	13.84%		
Metro South Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		14.96%	14.62%	14.51%		16.07%	15.69%	15.50%
		Medical incl VMOs		12.67%	12.83%	12.77%		12.79%	13.07%	12.89%
		Nursing		42.28%	42.84%	43.11%		40.82%	41.48%	41.78%
		Operational		15.31%	14.96%	14.67%		14.96%	14.50%	14.39%
		Trade and Artisans		0.69%	0.68%	0.70%		0.82%	0.81%	0.83%
		Professional and Technical		14.09%	14.07%	14.24%		14.54%	14.45%	14.62%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.79%	15.05%	14.95%	15.27%	15.92%	15.99%	15.92%	16.24%
		Medical incl VMOs	12.83%	12.60%	13.03%	12.84%	12.88%	12.77%	13.25%	12.94%
		Nursing	42.88%	43.10%	43.09%	42.69%	41.49%	41.54%	41.61%	41.24%
		Operational	15.17%	14.75%	14.46%	14.29%	14.81%	14.64%	14.14%	14.11%
		Trade and Artisans	0.69%	0.69%	0.67%	0.68%	0.82%	0.82%	0.79%	0.81%
		Professional and Technical	13.64%	13.80%	13.81%	14.23%	14.08%	14.23%	14.28%	14.65%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.21%	15.14%	14.92%	15.03%	16.17%	16.09%	15.96%	16.00%
		Medical incl VMOs	12.85%	12.99%	13.33%	13.80%	12.99%	13.06%	13.41%	13.82%
		Nursing	42.85%	42.97%	43.30%	43.49%	41.43%	41.47%	41.66%	41.85%
		Operational	14.41%	14.25%	13.70%	12.45%	14.21%	14.24%	13.68%	12.74%
		Trade and Artisans	0.68%	0.64%	0.61%	0.48%	0.81%	0.77%	0.74%	0.57%
		Professional and Technical	13.99%	14.01%	14.13%	14.75%	14.38%	14.36%	14.56%	15.02%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.46%	15.61%	15.34%	15.87%	16.46%	16.50%	16.29%	16.87%
		Medical incl VMOs	13.57%	13.31%	13.62%	13.44%	13.62%	13.35%	13.71%	13.51%
		Nursing	43.35%	43.40%	43.74%	43.77%	41.72%	41.75%	42.15%	42.08%
		Operational	12.45%	12.56%	12.14%	11.72%	12.71%	12.91%	12.34%	11.92%
		Trade and Artisans	0.45%	0.50%	0.46%	0.47%	0.54%	0.60%	0.55%	0.56%
		Professional and Technical	14.72%	14.61%	14.69%	14.73%	14.95%	14.89%	14.97%	15.05%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	16.18%	16.55%			17.20%	17.54%		
		Medical incl VMOs	13.24%	12.98%			13.41%	13.17%		
		Nursing	43.97%	43.99%			42.25%	42.39%		
		Operational	11.48%	11.61%			11.70%	11.71%		
		Trade and Artisans	0.47%	0.48%			0.55%	0.57%		
		Professional and Technical	14.67%	14.39%			14.89%	14.62%		
North West Hospital And Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		18.33%	19.32%	19.07%		18.40%	19.23%	19.13%
		Medical incl VMOs		6.82%	7.67%	7.76%		7.15%	8.08%	8.18%
		Nursing		45.05%	44.99%	44.26%		44.30%	43.98%	43.36%
		Operational		24.70%	23.16%	23.40%		24.84%	23.68%	23.70%
		Trade and Artisans		0.15%	0.15%	0.00%		0.17%	0.16%	0.00%
		Professional and Technical		4.95%	4.72%	5.51%		5.15%	4.86%	5.63%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	18.92%	18.93%	19.02%	17.72%	18.88%	19.24%	19.29%	17.82%
		Medical incl VMOs	7.89%	8.24%	7.57%	7.35%	8.28%	8.67%	8.09%	7.76%
		Nursing	43.09%	42.78%	44.01%	44.52%	42.00%	41.88%	42.45%	43.43%
		Operational	23.48%	24.17%	23.20%	23.78%	23.99%	24.13%	23.72%	24.14%
		Trade and Artisans	0.00%	0.15%	0.14%	0.14%	0.00%	0.16%	0.16%	0.16%



		Professional and Technical	6.62%	5.73%	6.05%	6.48%	6.84%	5.92%	6.28%	6.69%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	17.79%	18.34%	18.25%	18.84%	18.07%	18.16%	18.40%	18.86%
		Medical incl VMOs	6.83%	7.54%	8.16%	8.57%	7.26%	8.15%	8.60%	9.01%
		Nursing	45.39%	44.53%	44.73%	43.72%	44.01%	43.47%	43.83%	42.91%
		Operational	23.31%	23.08%	22.11%	21.98%	23.73%	23.39%	22.12%	22.08%
		Trade and Artisans	0.15%	0.15%	0.00%	0.15%	0.16%	0.16%	0.00%	0.17%
		Professional and Technical	6.54%	6.36%	6.75%	6.73%	6.77%	6.67%	7.04%	6.98%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	18.77%	19.79%	19.10%	19.45%	19.18%	20.31%	19.58%	20.01%
		Medical incl VMOs	8.76%	8.62%	7.93%	7.53%	9.20%	8.91%	8.29%	7.89%
		Nursing	43.23%	42.80%	42.38%	43.56%	42.24%	41.96%	41.59%	42.64%
		Operational	22.26%	22.19%	22.77%	22.33%	22.28%	22.00%	22.44%	21.96%
		Trade and Artisans	0.15%	0.15%	0.15%	0.14%	0.17%	0.17%	0.16%	0.16%
		Professional and Technical	6.83%	6.45%	7.67%	6.99%	6.92%	6.66%	7.94%	7.35%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	20.25%	21.27%			20.25%	21.76%		
		Medical incl VMOs	7.63%	6.80%			7.92%	7.20%		
		Nursing	44.24%	43.42%			44.00%	42.98%		
		Operational	21.13%	21.71%			20.78%	20.82%		
		Trade and Artisans	0.00%	0.00%			0.00%	0.00%		
		Professional and Technical	6.75%	6.80%			7.05%	7.24%		
South West Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		15.70%	15.87%	15.60%		16.62%	16.89%	16.14%
		Medical incl VMOs		3.14%	3.04%	2.69%		3.78%	3.66%	3.20%
		Nursing		43.88%	42.86%	43.67%		42.83%	41.95%	43.02%
		Operational		29.79%	30.75%	30.54%		28.38%	29.08%	29.25%
		Trade and Artisans		0.58%	0.70%	0.70%		0.72%	0.88%	0.87%
		Professional and Technical		6.92%	6.78%	6.79%		7.67%	7.53%	7.52%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.86%	16.01%	15.50%	16.03%	16.39%	17.06%	16.48%	16.75%
		Medical incl VMOs	2.72%	2.84%	3.21%	2.76%	3.15%	3.29%	3.84%	3.25%
		Nursing	43.47%	42.56%	43.44%	44.19%	43.45%	41.99%	43.12%	43.98%
		Operational	30.48%	31.36%	30.49%	29.21%	28.89%	29.87%	28.42%	27.12%
		Trade and Artisans	0.71%	0.71%	0.59%	0.69%	0.87%	0.88%	0.73%	0.85%
		Professional and Technical	6.75%	6.52%	6.77%	7.12%	7.26%	6.90%	7.42%	8.05%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.71%	16.31%	15.25%	16.56%	16.16%	16.74%	16.05%	17.25%
		Medical incl VMOs	2.64%	2.87%	2.57%	2.57%	3.12%	3.40%	3.04%	3.05%
		Nursing	44.61%	43.10%	45.52%	46.54%	44.07%	42.68%	44.48%	45.40%
		Operational	28.98%	29.46%	27.84%	26.64%	27.79%	28.17%	26.75%	25.79%
		Trade and Artisans	0.60%	0.60%	0.61%	0.49%	0.73%	0.74%	0.75%	0.60%
		Professional and Technical	7.45%	7.66%	8.20%	7.20%	8.13%	8.27%	8.93%	7.91%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	17.14%	17.56%	17.58%	17.47%	17.86%	18.55%	18.50%	18.51%
		Medical incl VMOs	2.20%	1.98%	2.60%	2.37%	2.59%	2.36%	3.11%	2.80%
		Nursing	47.28%	45.94%	46.23%	46.89%	46.26%	45.77%	46.00%	46.55%
		Operational	26.03%	27.60%	25.89%	25.43%	25.24%	25.70%	24.00%	23.82%
		Trade and Artisans	0.49%	0.49%	0.47%	0.47%	0.60%	0.61%	0.59%	0.58%
		Professional and Technical	6.85%	6.43%	7.22%	7.36%	7.46%	7.01%	7.80%	7.74%

	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	18.23%	18.55%			18.96%	19.09%		
		Medical incl VMOs	2.08%	2.00%			2.46%	2.36%		
		Nursing	45.88%	45.87%			45.63%	45.86%		
		Operational	25.93%	25.61%			24.10%	23.95%		
		Trade and Artisans	0.46%	0.59%			0.57%	0.73%		
		Professional and Technical	7.42%	7.39%			8.28%	8.00%		
Sunshine Coast Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		14.58%	14.08%	14.57%		15.08%	14.61%	15.24%
		Medical incl VMOs		10.31%	11.10%	10.81%		11.60%	12.59%	12.15%
		Nursing		47.83%	47.78%	47.45%		45.03%	44.78%	44.64%
		Operational		14.93%	14.49%	14.90%		15.24%	14.69%	14.93%
		Trade and Artisans		0.38%	0.37%	0.34%		0.49%	0.48%	0.44%
		Professional and Technical		11.97%	12.17%	11.92%		12.56%	12.84%	12.61%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.07%	15.55%	14.92%	15.19%	15.80%	16.09%	15.66%	16.34%
		Medical incl VMOs	10.48%	10.44%	11.46%	11.47%	11.68%	11.58%	12.90%	13.01%
		Nursing	47.67%	46.94%	47.23%	46.94%	44.73%	44.42%	44.26%	43.52%
		Operational	14.40%	14.53%	14.16%	14.12%	14.63%	14.59%	14.26%	14.09%
		Trade and Artisans	0.33%	0.32%	0.30%	0.32%	0.43%	0.42%	0.38%	0.41%
		Professional and Technical	12.06%	12.22%	11.93%	11.95%	12.74%	12.90%	12.53%	12.64%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.06%	15.01%	14.70%	14.96%	16.00%	15.77%	15.67%	16.01%
		Medical incl VMOs	11.39%	11.60%	12.13%	12.04%	12.75%	12.96%	13.64%	13.48%
		Nursing	46.66%	46.53%	46.33%	46.31%	43.58%	43.36%	42.93%	42.68%
		Operational	14.42%	14.32%	14.01%	13.73%	14.46%	14.55%	14.13%	14.04%
		Trade and Artisans	0.28%	0.28%	0.30%	0.30%	0.35%	0.36%	0.39%	0.39%
		Professional and Technical	12.19%	12.26%	12.53%	12.66%	12.85%	12.99%	13.24%	13.40%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.88%	15.25%	15.18%	15.73%	16.06%	16.52%	16.50%	17.09%
		Medical incl VMOs	12.38%	12.12%	12.67%	12.33%	13.73%	13.59%	14.14%	13.81%
		Nursing	46.10%	45.82%	46.22%	46.08%	42.48%	42.04%	42.26%	42.17%
		Operational	13.69%	13.72%	12.98%	13.06%	14.10%	13.81%	13.35%	13.32%
		Trade and Artisans	0.30%	0.30%	0.27%	0.27%	0.38%	0.39%	0.35%	0.35%
		Professional and Technical	12.65%	12.80%	12.68%	12.53%	13.24%	13.66%	13.40%	13.27%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	16.07%	16.65%			17.61%	17.99%		
		Medical incl VMOs	12.13%	11.63%			13.44%	12.99%		
		Nursing	45.85%	45.77%			41.85%	41.88%		
		Operational	13.02%	12.89%			13.37%	13.26%		
		Trade and Artisans	0.25%	0.27%			0.32%	0.34%		
		Professional and Technical	12.69%	12.80%			13.41%	13.54%		
Torres And Cape York Hhs	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		20.74%	19.86%	19.66%		21.83%	20.96%	20.55%
		Medical incl VMOs		2.34%	3.28%	2.70%		2.32%	3.08%	2.60%
		Nursing		31.54%	31.53%	32.53%		32.46%	32.56%	33.55%
		Operational		41.61%	41.43%	40.46%		39.32%	39.21%	38.36%
		Trade and Artisans		0.26%	0.38%	0.25%		0.28%	0.40%	0.27%
		Professional and Technical		3.50%	3.52%	4.40%		3.79%	3.79%	4.68%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

		Managerial and Clerical	20.61%	21.31%	20.95%	21.03%	21.53%	22.22%	22.16%	22.09%
		Medical incl VMOs	2.76%	2.62%	2.82%	2.83%	2.69%	2.51%	2.84%	2.99%
		Nursing	32.10%	32.26%	33.84%	33.65%	33.08%	32.84%	34.61%	34.17%
		Operational	40.33%	39.47%	38.10%	37.30%	38.18%	37.86%	35.82%	35.24%
		Trade and Artisans	0.12%	0.23%	0.34%	0.57%	0.13%	0.25%	0.37%	0.60%
		Professional and Technical	4.09%	4.10%	3.94%	4.63%	4.39%	4.32%	4.20%	4.91%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	18.98%	20.74%	21.67%	20.32%	19.97%	21.83%	22.85%	21.32%
		Medical incl VMOs	3.11%	3.55%	4.01%	3.84%	3.20%	3.58%	4.15%	3.85%
		Nursing	35.78%	34.07%	32.85%	35.32%	36.36%	34.62%	33.44%	35.86%
		Operational	36.85%	36.51%	36.31%	35.56%	34.73%	34.45%	33.99%	33.56%
		Trade and Artisans	0.35%	0.35%	0.36%	0.37%	0.38%	0.38%	0.39%	0.41%
		Professional and Technical	4.95%	4.78%	4.79%	4.58%	5.37%	5.14%	5.19%	5.00%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	23.06%	23.02%	22.98%	24.03%	24.06%	24.24%	23.62%	24.73%
		Medical incl VMOs	3.68%	3.69%	3.83%	3.32%	3.53%	3.47%	3.72%	3.14%
		Nursing	33.93%	33.29%	33.62%	32.83%	34.13%	33.87%	34.34%	33.20%
		Operational	33.86%	33.97%	33.56%	33.03%	32.56%	32.09%	31.99%	31.78%
		Trade and Artisans	0.38%	0.37%	0.48%	0.72%	0.41%	0.40%	0.52%	0.78%
		Professional and Technical	5.08%	5.66%	5.53%	6.08%	5.31%	5.92%	5.81%	6.38%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	24.12%	23.38%			25.30%	24.80%		
		Medical incl VMOs	3.13%	3.32%			3.01%	3.08%		
		Nursing	32.77%	32.87%			33.10%	33.13%		
		Operational	33.87%	34.21%			31.99%	32.34%		
		Trade and Artisans	0.70%	0.60%			0.77%	0.65%		
		Professional and Technical	5.42%	5.62%			5.82%	5.99%		
Townsville Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		14.42%	14.01%	14.05%		15.29%	14.87%	15.00%
		Medical incl VMOs		10.42%	10.17%	9.92%		10.85%	10.57%	10.35%
		Nursing		46.84%	47.49%	47.71%		44.52%	45.37%	45.38%
		Operational		16.24%	15.99%	15.95%		16.36%	15.96%	16.05%
		Trade and Artisans		0.78%	0.76%	0.76%		0.92%	0.89%	0.87%
		Professional and Technical		11.29%	11.57%	11.61%		12.06%	12.33%	12.35%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	13.90%	14.07%	14.03%	13.67%	14.79%	14.87%	14.79%	14.53%
		Medical incl VMOs	10.30%	10.04%	10.76%	10.88%	10.76%	10.50%	11.32%	11.48%
		Nursing	47.47%	47.22%	47.14%	47.06%	45.16%	44.99%	44.95%	44.73%
		Operational	15.97%	15.99%	15.20%	15.57%	16.04%	16.13%	15.23%	15.61%
		Trade and Artisans	0.64%	0.69%	0.77%	0.77%	0.75%	0.81%	0.90%	0.91%
		Professional and Technical	11.73%	11.98%	12.10%	12.04%	12.49%	12.70%	12.81%	12.74%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	13.76%	13.82%	13.39%	13.57%	14.55%	14.51%	14.04%	14.21%
		Medical incl VMOs	11.02%	11.18%	11.58%	11.46%	11.62%	11.70%	12.31%	12.05%
		Nursing	47.15%	46.70%	46.90%	46.50%	44.86%	44.51%	44.47%	44.10%
		Operational	15.39%	15.70%	15.51%	15.56%	15.39%	15.88%	15.70%	15.82%
		Trade and Artisans	0.78%	0.75%	0.70%	0.65%	0.93%	0.88%	0.83%	0.77%
		Professional and Technical	11.89%	11.86%	11.92%	12.26%	12.65%	12.52%	12.65%	13.04%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.17%	14.21%	14.19%	14.48%	14.85%	14.91%	14.97%	15.21%

		Medical incl VMOs	11.30%	11.24%	11.73%	11.64%	11.86%	11.77%	12.30%	12.21%
		Nursing	46.23%	46.32%	46.49%	46.33%	44.15%	44.09%	44.25%	44.03%
		Operational	15.75%	15.71%	15.18%	15.15%	15.76%	15.86%	15.31%	15.42%
		Trade and Artisans	0.68%	0.72%	0.72%	0.72%	0.80%	0.84%	0.85%	0.85%
		Professional and Technical	11.87%	11.80%	11.68%	11.68%	12.57%	12.52%	12.32%	12.28%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	14.67%	14.58%			15.40%	15.29%		
		Medical incl VMOs	11.51%	11.29%			12.23%	11.99%		
		Nursing	46.30%	46.61%			43.90%	44.26%		
		Operational	15.14%	15.33%			15.46%	15.52%		
		Trade and Artisans	0.69%	0.66%			0.81%	0.78%		
		Professional and Technical	11.69%	11.52%			12.20%	12.16%		
West Moreton Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		13.66%	13.46%	13.49%		14.29%	13.96%	14.10%
		Medical incl VMOs		9.45%	9.82%	9.66%		9.65%	10.06%	9.90%
		Nursing		44.56%	44.93%	44.78%		44.02%	44.56%	44.74%
		Operational		17.72%	17.17%	17.19%		16.54%	16.04%	15.71%
		Trade and Artisans		0.83%	0.78%	0.81%		1.01%	0.94%	0.97%
		Professional and Technical		13.78%	13.84%	14.08%		14.48%	14.44%	14.58%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.20%	13.65%	13.45%	13.30%	14.24%	14.40%	13.82%	13.60%
		Medical incl VMOs	9.46%	9.69%	9.96%	9.92%	9.86%	9.92%	10.33%	10.24%
		Nursing	44.75%	44.47%	45.10%	45.18%	44.73%	44.11%	44.84%	45.01%
		Operational	17.12%	17.40%	16.81%	16.93%	15.79%	16.17%	15.56%	15.64%
		Trade and Artisans	0.90%	0.96%	1.07%	0.92%	1.10%	1.14%	1.28%	1.10%
		Professional and Technical	13.57%	13.84%	13.61%	13.75%	14.28%	14.27%	14.15%	14.40%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	13.04%	12.51%	11.78%	12.03%	13.29%	12.78%	12.22%	12.62%
		Medical incl VMOs	10.52%	10.97%	11.38%	11.57%	10.73%	11.26%	11.72%	11.78%
		Nursing	45.40%	45.83%	46.26%	45.98%	45.24%	45.92%	45.93%	45.50%
		Operational	16.46%	16.38%	16.26%	16.29%	15.44%	14.98%	15.15%	15.16%
		Trade and Artisans	0.91%	0.76%	0.80%	0.82%	1.08%	0.92%	0.98%	0.99%
		Professional and Technical	13.66%	13.55%	13.50%	13.31%	14.22%	14.14%	14.01%	13.93%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	12.71%	13.84%	14.37%	14.53%	13.26%	14.51%	15.19%	15.40%
		Medical incl VMOs	11.49%	11.56%	11.40%	11.06%	11.63%	11.60%	11.49%	11.21%
		Nursing	46.22%	46.37%	46.63%	46.87%	45.35%	45.29%	45.34%	45.45%
		Operational	15.79%	14.63%	14.28%	14.21%	15.38%	14.51%	14.11%	13.97%
		Trade and Artisans	0.75%	0.79%	0.76%	0.75%	0.91%	0.95%	0.92%	0.91%
		Professional and Technical	13.03%	12.81%	12.56%	12.59%	13.47%	13.13%	12.94%	13.06%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	15.15%	15.58%			15.84%	16.40%		
		Medical incl VMOs	10.66%	10.34%			10.93%	10.53%		
		Nursing	46.65%	46.94%			45.10%	45.14%		
		Operational	13.97%	13.86%			14.05%	13.96%		
		Trade and Artisans	0.75%	0.78%			0.90%	0.94%		
		Professional and Technical	12.82%	12.52%			13.18%	13.04%		
Wide Bay Hospital & Health Service	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		15.40%	15.42%	15.53%		16.05%	15.94%	16.15%
		Medical incl VMOs		8.08%	8.20%	7.89%		9.49%	9.63%	9.19%

		Nursing		45.87%	45.79%	46.16%		43.89%	43.86%	44.41%
		Operational		21.25%	21.05%	20.84%		20.17%	19.88%	19.55%
		Trade and Artisans		0.55%	0.57%	0.56%		0.68%	0.71%	0.70%
		Professional and Technical		8.85%	8.96%	9.01%		9.72%	9.97%	10.00%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	15.52%	15.19%	14.97%	14.87%	16.10%	15.76%	15.48%	15.13%
		Medical incl VMOs	7.53%	7.69%	8.25%	8.70%	8.85%	9.05%	9.71%	10.15%
		Nursing	45.92%	46.63%	46.59%	46.18%	44.14%	44.59%	44.76%	44.46%
		Operational	21.01%	21.03%	20.46%	20.27%	19.53%	19.94%	19.12%	19.17%
		Trade and Artisans	0.59%	0.54%	0.50%	0.59%	0.73%	0.67%	0.62%	0.72%
		Professional and Technical	9.43%	8.91%	9.23%	9.39%	10.66%	9.98%	10.32%	10.37%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.71%	14.15%	13.65%	13.60%	15.19%	14.49%	14.03%	13.47%
		Medical incl VMOs	8.83%	9.37%	10.15%	10.40%	10.25%	11.00%	11.90%	12.32%
		Nursing	46.52%	46.55%	46.40%	48.92%	44.74%	44.94%	44.44%	46.42%
		Operational	20.16%	20.41%	19.82%	17.41%	19.02%	18.86%	18.34%	16.67%
		Trade and Artisans	0.46%	0.52%	0.43%	0.40%	0.57%	0.64%	0.53%	0.50%
		Professional and Technical	9.32%	9.01%	9.56%	9.28%	10.23%	10.07%	10.75%	10.62%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	14.13%	15.07%	15.26%	15.45%	14.21%	15.32%	15.80%	16.08%
		Medical incl VMOs	10.45%	10.56%	10.20%	10.05%	12.35%	12.59%	12.00%	11.81%
		Nursing	48.71%	46.95%	47.02%	46.77%	45.36%	44.25%	43.76%	43.54%
		Operational	16.97%	17.70%	17.29%	17.29%	17.03%	16.61%	16.58%	16.50%
		Trade and Artisans	0.40%	0.44%	0.40%	0.43%	0.49%	0.55%	0.50%	0.53%
		Professional and Technical	9.34%	9.29%	9.83%	10.01%	10.57%	10.68%	11.36%	11.54%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	15.62%	16.29%			16.11%	16.66%		
		Medical incl VMOs	10.58%	10.78%			12.37%	12.73%		
		Nursing	46.49%	45.45%			43.31%	42.58%		
		Operational	17.29%	17.32%			16.76%	16.32%		
		Trade and Artisans	0.33%	0.38%			0.41%	0.48%		
		Professional and Technical	9.70%	9.79%			11.04%	11.23%		
Department Of Health	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Managerial and Clerical		59.14%	59.05%	59.46%		60.78%	60.66%	61.02%
		Medical incl VMOs		2.42%	2.42%	2.34%		2.25%	2.26%	2.21%
		Nursing		3.86%	4.01%	4.00%		3.58%	3.75%	3.73%
		Operational		13.00%	12.90%	12.76%		12.17%	12.04%	11.88%
		Trade and Artisans		0.14%	0.15%	0.15%		0.15%	0.15%	0.16%
		Professional and Technical		21.44%	21.47%	21.29%		21.07%	21.14%	20.99%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	59.02%	58.40%	56.58%	55.50%	60.90%	60.25%	58.45%	57.50%
		Medical incl VMOs	2.41%	2.37%	2.46%	2.56%	2.22%	2.23%	2.33%	2.37%
		Nursing	4.06%	4.26%	4.54%	4.77%	3.75%	3.90%	4.10%	4.33%
		Operational	13.05%	13.07%	13.95%	14.24%	12.10%	12.14%	12.98%	13.19%
		Trade and Artisans	0.14%	0.15%	0.16%	0.18%	0.15%	0.15%	0.17%	0.18%
		Professional and Technical	21.32%	21.75%	22.30%	22.75%	20.88%	21.34%	21.96%	22.44%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	54.78%	54.36%	55.28%	55.42%	56.77%	56.38%	57.36%	57.62%
		Medical incl VMOs	2.65%	2.70%	2.76%	2.71%	2.48%	2.54%	2.64%	2.64%
		Nursing	3.58%	3.45%	3.49%	3.34%	3.11%	2.98%	2.95%	2.85%

		Operational	15.25%	15.60%	15.76%	16.59%	14.19%	14.50%	14.65%	15.30%
		Trade and Artisans	0.18%	0.21%	0.22%	0.26%	0.19%	0.21%	0.23%	0.27%
		Professional and Technical	23.55%	23.68%	22.49%	21.67%	23.26%	23.38%	22.17%	21.33%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Managerial and Clerical	55.65%	55.85%	55.88%	55.49%	57.95%	58.27%	58.17%	57.87%
		Medical incl VMOs	2.64%	2.61%	2.68%	2.76%	2.56%	2.49%	2.57%	2.65%
		Nursing	3.26%	3.07%	2.94%	2.94%	2.69%	2.52%	2.47%	2.48%
		Operational	16.57%	16.71%	17.01%	17.16%	15.31%	15.32%	15.64%	15.69%
		Trade and Artisans	0.25%	0.21%	0.18%	0.18%	0.26%	0.22%	0.19%	0.19%
		Professional and Technical	21.63%	21.54%	21.31%	21.47%	21.24%	21.19%	20.96%	21.12%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Managerial and Clerical	55.49%	55.25%			57.86%	57.59%		
		Medical incl VMOs	2.61%	2.58%			2.51%	2.49%		
		Nursing	2.97%	2.95%			2.47%	2.45%		
		Operational	16.96%	17.04%			15.58%	15.63%		
		Trade and Artisans	0.20%	0.20%			0.20%	0.21%		
		Professional and Technical	21.77%	21.97%			21.37%	21.63%		

RTI Released

Area	Fiscal Year	Paypoint	MOHRI Occupied Headcount				MOHRI Occupied FTE				
			September	December	March	June	September	December	March	June	
Queensland Health	2011	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	8.83%	8.55%	8.69%	7.07%	6.78%	7.00%		
			Grade 03 - 04	12.24%	11.78%	11.72%	11.73%	11.24%	11.23%		
			Grade 05 - 08	77.29%	78.11%	78.03%	79.14%	80.03%	79.83%		
			Grade 09 - 12	1.64%	1.56%	1.56%	2.06%	1.95%	1.94%		
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	8.60%	8.72%	8.47%	8.60%	6.89%	6.83%	6.75%	6.91%
			Grade 03 - 04	11.84%	11.83%	11.43%	11.48%	11.35%	11.36%	10.90%	10.98%
			Grade 05 - 08	78.02%	77.88%	78.56%	78.33%	79.85%	79.85%	80.43%	80.12%
			Grade 09 - 12	1.54%	1.57%	1.55%	1.59%	1.92%	1.96%	1.92%	1.99%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	8.36%	8.51%	7.98%	7.96%	6.70%	6.77%	6.48%	6.52%
			Grade 03 - 04	11.54%	11.58%	11.30%	11.25%	11.10%	11.15%	10.87%	10.87%
			Grade 05 - 08	78.54%	78.40%	79.30%	79.41%	80.26%	80.20%	80.86%	80.88%
			Grade 09 - 12	1.56%	1.51%	1.42%	1.38%	1.94%	1.88%	1.79%	1.74%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	7.89%	7.97%	7.75%	7.95%	6.48%	6.54%	6.28%	6.44%
			Grade 03 - 04	11.39%	11.53%	11.13%	11.28%	10.93%	11.11%	10.79%	10.88%
			Grade 05 - 08	79.31%	79.11%	79.77%	79.38%	80.81%	80.61%	81.24%	80.94%
			Grade 09 - 12	1.42%	1.39%	1.35%	1.39%	1.78%	1.74%	1.70%	1.75%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	8.18%	8.26%			6.65%	6.72%		
			Grade 03 - 04	11.42%	11.42%			11.06%	11.01%		
			Grade 05 - 08	78.98%	78.98%			80.50%	80.57%		
			Grade 09 - 12	1.42%	1.34%			1.80%	1.69%		
Hospital And Health Service	2011	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	8.94%	8.66%	8.81%		7.17%	6.88%	7.10%	
			Grade 03 - 04	12.39%	11.92%	11.87%		11.88%	11.38%	11.38%	
			Grade 05 - 08	77.12%	77.96%	77.88%		79.01%	79.91%	79.71%	
			Grade 09 - 12	1.55%	1.46%	1.45%		1.95%	1.83%	1.81%	
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	8.72%	8.83%	8.58%	8.72%	6.99%	6.93%	6.85%	7.01%
			Grade 03 - 04	11.99%	11.97%	11.56%	11.63%	11.50%	11.51%	11.04%	11.13%
			Grade 05 - 08	77.84%	77.68%	78.37%	78.13%	79.70%	79.67%	80.27%	79.95%
			Grade 09 - 12	1.45%	1.51%	1.48%	1.52%	1.82%	1.89%	1.85%	1.91%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	8.44%	8.59%	8.04%	8.02%	6.77%	6.83%	6.54%	6.57%
			Grade 03 - 04	11.64%	11.68%	11.40%	11.34%	11.20%	11.25%	10.96%	10.95%
			Grade 05 - 08	78.39%	78.26%	79.19%	79.31%	80.14%	80.08%	80.77%	80.80%
			Grade 09 - 12	1.52%	1.47%	1.37%	1.34%	1.89%	1.84%	1.73%	1.68%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	7.95%	8.03%	7.80%	8.00%	6.52%	6.58%	6.32%	6.48%
			Grade 03 - 04	11.47%	11.61%	11.20%	11.36%	11.00%	11.18%	10.85%	10.95%
			Grade 05 - 08	79.22%	79.03%	79.70%	79.31%	80.75%	80.56%	81.19%	80.89%
			Grade 09 - 12	1.36%	1.33%	1.30%	1.33%	1.72%	1.68%	1.64%	1.69%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	8.23%	8.31%			6.69%	6.76%		

			Grade 03 - 04	11.49%	11.49%			11.13%	11.08%		
			Grade 05 - 08	78.90%	78.91%			80.44%	80.52%		
			Grade 09 - 12	1.38%	1.30%			1.74%	1.64%		
Cairns And Hinterland Hosp & Hlth Svc	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		7.34%	6.99%	6.52%		4.75%	4.57%	4.77%
			Grade 03 - 04		15.32%	14.67%	14.69%		14.57%	14.12%	14.05%
			Grade 05 - 08		75.80%	76.94%	77.26%		78.71%	79.55%	79.26%
			Grade 09 - 12		1.55%	1.40%	1.54%		1.97%	1.76%	1.92%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	6.35%	6.25%	5.65%	5.49%	4.12%	4.05%	3.89%	3.89%
			Grade 03 - 04	15.54%	15.32%	14.84%	14.94%	14.57%	14.44%	13.89%	14.01%
			Grade 05 - 08	76.45%	76.82%	78.06%	77.96%	79.23%	79.52%	80.39%	80.07%
			Grade 09 - 12	1.66%	1.60%	1.45%	1.61%	2.08%	1.99%	1.83%	2.03%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	6.51%	6.75%	5.94%	5.87%	4.25%	4.31%	4.11%	4.09%
			Grade 03 - 04	15.09%	14.73%	14.39%	14.38%	14.15%	14.10%	13.69%	13.77%
			Grade 05 - 08	76.62%	76.84%	78.01%	78.17%	79.35%	79.48%	80.09%	80.11%
			Grade 09 - 12	1.78%	1.68%	1.65%	1.58%	2.26%	2.12%	2.10%	2.03%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	6.54%	7.45%	8.13%	8.80%	4.46%	5.32%	5.01%	5.72%
			Grade 03 - 04	14.28%	14.00%	13.45%	13.45%	13.80%	13.54%	13.18%	13.17%
			Grade 05 - 08	77.58%	77.24%	77.12%	76.43%	79.70%	79.49%	80.15%	79.44%
			Grade 09 - 12	1.61%	1.31%	1.31%	1.33%	2.04%	1.65%	1.66%	1.68%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	9.37%	9.94%			6.28%	6.64%		
			Grade 03 - 04	13.51%	13.47%			13.28%	13.05%		
			Grade 05 - 08	75.78%	75.27%			78.73%	78.64%		
			Grade 09 - 12	1.35%	1.32%			1.71%	1.67%		
Central Queensland Hospital & Hlth Svc	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		15.21%	14.66%	14.99%		12.77%	12.47%	12.90%
			Grade 03 - 04		17.46%	17.96%	17.66%		17.37%	17.31%	17.19%
			Grade 05 - 08		65.46%	65.67%	65.62%		67.41%	67.97%	67.64%
			Grade 09 - 12		1.87%	1.72%	1.73%		2.44%	2.24%	2.28%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	13.83%	14.74%	13.90%	14.46%	12.06%	12.87%	12.47%	12.93%
			Grade 03 - 04	18.54%	17.71%	17.98%	18.25%	17.77%	16.98%	17.34%	17.35%
			Grade 05 - 08	66.05%	65.83%	66.42%	65.57%	68.09%	67.88%	67.95%	67.42%
			Grade 09 - 12	1.58%	1.73%	1.70%	1.72%	2.07%	2.27%	2.23%	2.30%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	13.83%	13.81%	13.90%	13.66%	12.49%	12.20%	12.23%	12.38%
			Grade 03 - 04	17.73%	18.34%	17.06%	16.84%	17.09%	17.44%	16.65%	16.01%
			Grade 05 - 08	66.84%	66.36%	67.60%	67.97%	68.27%	68.38%	69.20%	69.60%
			Grade 09 - 12	1.60%	1.49%	1.45%	1.53%	2.14%	1.97%	1.92%	2.01%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	13.09%	13.44%	12.62%	13.11%	11.92%	11.80%	11.10%	11.59%
			Grade 03 - 04	17.46%	17.64%	16.85%	17.00%	16.47%	16.84%	16.18%	16.49%
			Grade 05 - 08	67.69%	67.42%	68.87%	68.23%	69.31%	69.36%	70.51%	69.70%
			Grade 09 - 12	1.76%	1.50%	1.66%	1.66%	2.30%	2.00%	2.21%	2.21%
	2015	Total		100.00%	100.00%			100.00%	100.00%		



		Nursing	Grade 01 - 02	14.32%	15.37%			12.54%	13.05%		
			Grade 03 - 04	17.20%	16.35%			16.27%	15.78%		
			Grade 05 - 08	66.86%	66.75%			69.05%	69.13%		
			Grade 09 - 12	1.62%	1.53%			2.14%	2.04%		
Central West Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		5.92%	5.71%	6.37%		6.62%	6.10%	6.43%
			Grade 03 - 04		28.29%	28.53%	28.66%		26.93%	28.03%	27.50%
			Grade 05 - 08		51.97%	52.45%	48.41%		49.30%	48.97%	45.32%
			Grade 09 - 12		13.82%	13.31%	16.56%		17.14%	16.90%	20.75%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	6.73%	8.02%	7.90%	7.04%	7.09%	7.36%	7.61%	6.57%
			Grade 03 - 04	27.59%	26.74%	27.25%	30.06%	25.82%	23.84%	24.51%	27.21%
			Grade 05 - 08	51.54%	51.19%	51.68%	51.39%	49.47%	51.42%	51.45%	52.47%
			Grade 09 - 12	14.13%	14.04%	13.17%	11.51%	17.62%	17.38%	16.44%	13.75%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	6.45%	6.92%	6.49%	6.68%	6.44%	6.62%	6.17%	6.84%
			Grade 03 - 04	29.68%	28.93%	27.60%	24.77%	26.69%	26.00%	23.96%	20.67%
			Grade 05 - 08	50.32%	51.57%	52.53%	53.46%	50.96%	52.25%	54.01%	54.96%
			Grade 09 - 12	13.55%	12.58%	13.39%	15.09%	15.91%	15.14%	15.86%	17.54%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	7.01%	7.32%	7.18%	8.08%	7.18%	6.37%	6.27%	6.86%
			Grade 03 - 04	23.64%	21.97%	20.77%	20.19%	20.26%	19.00%	18.62%	18.69%
			Grade 05 - 08	54.88%	56.67%	59.92%	58.46%	55.82%	58.20%	61.29%	58.83%
			Grade 09 - 12	14.47%	14.04%	12.12%	13.27%	16.74%	16.43%	13.81%	15.62%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	8.07%	8.12%			6.82%	7.00%		
			Grade 03 - 04	19.59%	20.23%			17.91%	18.87%		
			Grade 05 - 08	57.35%	56.78%			57.71%	57.02%		
			Grade 09 - 12	14.98%	14.87%			17.56%	17.11%		
Children's Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		4.41%	4.35%	4.20%		4.32%	4.34%	4.55%
			Grade 03 - 04		1.96%	2.41%	2.16%		1.96%	2.44%	2.15%
			Grade 05 - 08		92.53%	91.80%	92.57%		92.38%	91.59%	91.99%
			Grade 09 - 12		1.10%	1.44%	1.08%		1.35%	1.63%	1.31%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	3.67%	4.34%	3.57%	3.72%	3.72%	4.33%	3.67%	3.91%
			Grade 03 - 04	2.34%	2.51%	2.36%	2.47%	2.23%	2.38%	2.31%	2.41%
			Grade 05 - 08	92.77%	91.89%	92.78%	92.50%	92.55%	91.76%	92.45%	92.09%
			Grade 09 - 12	1.22%	1.26%	1.29%	1.31%	1.50%	1.52%	1.57%	1.59%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	3.74%	3.78%	3.69%	3.73%	3.86%	4.03%	3.88%	4.10%
			Grade 03 - 04	2.57%	2.60%	2.40%	2.33%	2.56%	2.69%	2.51%	2.39%
			Grade 05 - 08	92.57%	92.38%	92.78%	92.91%	92.22%	91.77%	92.24%	92.25%
			Grade 09 - 12	1.11%	1.23%	1.13%	1.04%	1.36%	1.50%	1.37%	1.26%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	3.38%	3.34%	3.55%	3.51%	3.82%	3.56%	3.64%	3.49%
			Grade 03 - 04	2.97%	3.44%	3.35%	3.51%	2.80%	3.65%	3.64%	3.82%
			Grade 05 - 08	92.62%	92.18%	91.99%	91.43%	92.12%	91.51%	91.37%	90.81%
			Grade 09 - 12	1.03%	1.04%	1.12%	1.55%	1.26%	1.29%	1.35%	1.87%

	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	3.47%	4.19%			3.70%	4.09%		
			Grade 03 - 04	4.18%	3.70%			4.58%	3.95%		
			Grade 05 - 08	90.92%	91.29%			89.99%	90.96%		
			Grade 09 - 12	1.43%	0.82%			1.73%	0.99%		
Darling Downs Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		10.44%	10.17%	10.79%		7.95%	7.25%	7.60%
			Grade 03 - 04		18.97%	18.70%	18.30%		19.08%	18.65%	18.49%
			Grade 05 - 08		68.92%	69.32%	69.21%		70.75%	71.69%	71.68%
			Grade 09 - 12		1.67%	1.82%	1.69%		2.22%	2.41%	2.24%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	10.35%	11.27%	10.75%	11.23%	7.88%	8.19%	8.20%	8.71%
			Grade 03 - 04	18.22%	17.82%	18.06%	17.49%	18.57%	18.37%	18.47%	17.82%
			Grade 05 - 08	69.97%	69.09%	69.56%	69.56%	71.61%	71.04%	71.21%	71.16%
			Grade 09 - 12	1.46%	1.82%	1.63%	1.73%	1.93%	2.40%	2.12%	2.31%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	10.77%	11.63%	10.12%	10.56%	8.46%	8.53%	7.77%	8.21%
			Grade 03 - 04	17.49%	17.16%	17.30%	17.53%	17.77%	17.33%	17.49%	17.61%
			Grade 05 - 08	69.96%	69.66%	71.16%	70.32%	71.41%	72.05%	72.84%	72.05%
			Grade 09 - 12	1.77%	1.56%	1.42%	1.59%	2.36%	2.09%	1.90%	2.13%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	11.06%	11.29%	10.35%	10.72%	8.41%	8.68%	7.76%	8.25%
			Grade 03 - 04	17.31%	17.28%	16.73%	17.41%	17.04%	17.29%	17.04%	17.41%
			Grade 05 - 08	70.22%	69.91%	71.16%	70.27%	72.64%	71.97%	72.83%	72.16%
			Grade 09 - 12	1.42%	1.52%	1.76%	1.60%	1.90%	2.06%	2.37%	2.18%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	11.09%	10.93%			8.57%	8.65%		
			Grade 03 - 04	17.47%	17.14%			17.54%	17.13%		
			Grade 05 - 08	70.00%	70.38%			71.95%	72.12%		
			Grade 09 - 12	1.43%	1.54%			1.95%	2.10%		
Gold Coast Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		4.66%	4.68%	4.57%		3.96%	4.10%	4.19%
			Grade 03 - 04		11.78%	10.80%	10.67%		10.62%	9.90%	9.88%
			Grade 05 - 08		82.43%	83.47%	83.78%		83.99%	84.70%	84.72%
			Grade 09 - 12		1.13%	1.04%	0.98%		1.42%	1.30%	1.21%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	5.08%	5.17%	4.78%	4.82%	4.36%	4.27%	4.10%	4.02%
			Grade 03 - 04	10.39%	10.67%	10.22%	10.39%	9.83%	9.79%	9.26%	9.63%
			Grade 05 - 08	83.46%	83.03%	83.81%	83.69%	84.51%	84.56%	85.19%	85.00%
			Grade 09 - 12	1.08%	1.12%	1.18%	1.10%	1.30%	1.38%	1.45%	1.35%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	4.80%	5.17%	4.66%	4.90%	4.28%	4.50%	4.30%	4.51%
			Grade 03 - 04	10.37%	10.16%	9.89%	9.89%	9.66%	9.59%	9.28%	9.36%
			Grade 05 - 08	83.54%	83.60%	84.32%	84.20%	84.48%	84.59%	85.00%	84.87%
			Grade 09 - 12	1.29%	1.07%	1.13%	1.01%	1.58%	1.33%	1.42%	1.26%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	5.25%	5.43%	5.30%	5.43%	4.76%	5.07%	4.81%	5.13%
			Grade 03 - 04	10.44%	10.78%	10.07%	10.02%	9.81%	10.22%	9.63%	9.51%
			Grade 05 - 08	83.39%	82.91%	83.75%	83.70%	84.29%	83.61%	84.46%	84.30%

			Grade 09 - 12	0.91%	0.87%	0.87%	0.86%	1.15%	1.09%	1.10%	1.06%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	5.54%	5.51%			5.03%	5.10%		
			Grade 03 - 04	10.47%	10.86%			9.89%	10.19%		
			Grade 05 - 08	82.94%	82.65%			83.80%	83.50%		
			Grade 09 - 12	1.05%	0.97%			1.28%	1.21%		
Mackay Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		6.42%	5.66%	6.06%		5.79%	4.99%	5.31%
			Grade 03 - 04		16.30%	16.35%	15.72%		14.94%	15.21%	14.31%
			Grade 05 - 08		75.22%	76.08%	76.63%		76.58%	77.33%	78.31%
			Grade 09 - 12		2.07%	1.91%	1.60%		2.70%	2.47%	2.07%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	6.46%	5.63%	5.44%	6.41%	5.45%	4.70%	4.31%	4.65%
			Grade 03 - 04	16.51%	15.92%	15.50%	14.78%	15.05%	14.95%	14.40%	14.26%
			Grade 05 - 08	75.44%	76.54%	77.37%	77.17%	77.44%	77.91%	79.13%	78.98%
			Grade 09 - 12	1.59%	1.91%	1.70%	1.63%	2.06%	2.44%	2.16%	2.11%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	6.02%	6.28%	4.86%	5.57%	4.40%	4.88%	4.02%	4.56%
			Grade 03 - 04	15.04%	15.49%	15.12%	14.74%	14.32%	14.83%	14.09%	13.89%
			Grade 05 - 08	77.28%	76.69%	78.37%	78.17%	79.13%	78.30%	79.77%	79.58%
			Grade 09 - 12	1.66%	1.54%	1.66%	1.53%	2.16%	1.98%	2.12%	1.98%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	5.23%	4.95%	5.12%	5.72%	4.62%	4.46%	4.31%	4.15%
			Grade 03 - 04	15.35%	14.95%	14.83%	13.87%	14.62%	14.04%	13.75%	13.27%
			Grade 05 - 08	77.65%	78.12%	78.24%	78.61%	78.49%	78.96%	79.60%	80.25%
			Grade 09 - 12	1.78%	1.98%	1.81%	1.80%	2.28%	2.54%	2.35%	2.33%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	6.27%	5.52%			4.82%	4.45%		
			Grade 03 - 04	13.71%	13.60%			13.16%	13.08%		
			Grade 05 - 08	78.20%	78.89%			79.68%	79.92%		
			Grade 09 - 12	1.82%	1.99%			2.35%	2.56%		
Metro North Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		11.05%	10.84%	10.97%		8.74%	8.52%	8.73%
			Grade 03 - 04		8.64%	8.26%	8.31%		8.57%	8.14%	8.13%
			Grade 05 - 08		79.30%	79.92%	79.66%		81.43%	82.10%	81.81%
			Grade 09 - 12		1.00%	0.98%	1.06%		1.26%	1.24%	1.33%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	10.97%	10.96%	10.79%	10.99%	8.63%	8.45%	8.51%	8.73%
			Grade 03 - 04	8.44%	8.53%	8.08%	8.22%	8.27%	8.37%	7.88%	8.07%
			Grade 05 - 08	79.57%	79.48%	80.06%	79.72%	81.82%	81.89%	82.28%	81.87%
			Grade 09 - 12	1.02%	1.03%	1.07%	1.07%	1.28%	1.29%	1.33%	1.33%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	10.45%	10.72%	9.76%	9.88%	8.26%	8.57%	7.91%	7.94%
			Grade 03 - 04	8.07%	8.22%	8.16%	7.96%	8.01%	8.07%	7.95%	7.84%
			Grade 05 - 08	80.42%	80.06%	81.12%	81.26%	82.42%	82.10%	82.94%	83.10%
			Grade 09 - 12	1.05%	1.00%	0.97%	0.90%	1.32%	1.25%	1.21%	1.13%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	9.77%	9.90%	9.59%	9.38%	7.97%	8.09%	7.83%	7.80%
			Grade 03 - 04	7.95%	8.12%	7.83%	8.25%	7.74%	8.06%	7.81%	8.14%

			Grade 05 - 08	81.34%	80.96%	81.70%	81.43%	83.10%	82.57%	83.23%	82.87%
			Grade 09 - 12	0.94%	1.02%	0.88%	0.95%	1.19%	1.28%	1.12%	1.19%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	9.61%	9.72%			7.87%	7.93%		
			Grade 03 - 04	8.42%	8.53%			8.33%	8.46%		
			Grade 05 - 08	81.03%	80.89%			82.60%	82.51%		
			Grade 09 - 12	0.94%	0.86%			1.21%	1.10%		
Metro South Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		8.94%	8.74%	8.66%		7.76%	7.45%	7.57%
			Grade 03 - 04		10.18%	9.44%	9.53%		9.67%	8.94%	8.98%
			Grade 05 - 08		79.75%	80.87%	80.85%		81.21%	82.44%	82.28%
			Grade 09 - 12		1.13%	0.95%	0.96%		1.37%	1.17%	1.17%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	8.63%	8.52%	8.59%	8.81%	7.57%	7.34%	7.40%	7.69%
			Grade 03 - 04	9.75%	9.72%	9.41%	9.58%	9.24%	9.31%	8.98%	9.16%
			Grade 05 - 08	80.60%	80.70%	80.88%	80.43%	81.95%	82.05%	82.25%	81.72%
			Grade 09 - 12	1.01%	1.06%	1.11%	1.18%	1.24%	1.30%	1.36%	1.43%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	8.57%	8.47%	8.15%	7.48%	7.43%	7.42%	7.16%	6.78%
			Grade 03 - 04	9.75%	9.81%	9.32%	9.22%	9.35%	9.41%	8.89%	8.85%
			Grade 05 - 08	80.57%	80.56%	81.53%	82.40%	81.88%	81.75%	82.70%	83.25%
			Grade 09 - 12	1.11%	1.16%	1.00%	0.90%	1.34%	1.42%	1.24%	1.11%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	7.44%	7.48%	7.35%	7.62%	6.68%	6.82%	6.71%	6.71%
			Grade 03 - 04	9.40%	9.64%	9.12%	9.14%	8.96%	9.22%	8.82%	8.82%
			Grade 05 - 08	82.21%	81.93%	82.56%	82.28%	83.19%	82.80%	83.29%	83.28%
			Grade 09 - 12	0.95%	0.94%	0.97%	0.96%	1.17%	1.16%	1.18%	1.18%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	8.26%	8.10%			7.17%	7.27%		
			Grade 03 - 04	9.38%	9.69%			9.17%	9.46%		
			Grade 05 - 08	81.35%	81.27%			82.42%	82.11%		
			Grade 09 - 12	1.01%	0.95%			1.24%	1.17%		
North West Hospital And Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		0.67%	0.66%	0.67%		0.46%	0.48%	0.16%
			Grade 03 - 04		14.46%	14.75%	13.80%		14.62%	14.54%	13.71%
			Grade 05 - 08		80.15%	79.02%	80.47%		79.60%	78.67%	80.46%
			Grade 09 - 12		4.71%	5.57%	5.05%		5.32%	6.32%	5.67%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	0.68%	0.69%	0.98%	0.97%	0.47%	0.53%	0.44%	0.82%
			Grade 03 - 04	13.32%	13.52%	12.97%	12.62%	12.77%	13.03%	12.37%	11.13%
			Grade 05 - 08	81.21%	80.24%	81.47%	80.26%	81.38%	80.23%	81.98%	81.15%
			Grade 09 - 12	4.78%	5.55%	4.58%	6.15%	5.38%	6.21%	5.21%	6.89%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	0.96%	1.00%	0.33%	0.68%	0.72%	0.74%	0.06%	0.37%
			Grade 03 - 04	12.48%	12.96%	11.28%	12.31%	11.72%	11.97%	10.50%	11.31%
			Grade 05 - 08	81.12%	80.07%	82.75%	81.53%	81.40%	80.47%	83.02%	82.13%
			Grade 09 - 12	5.44%	5.98%	5.64%	5.47%	6.16%	6.82%	6.42%	6.19%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	0.69%	0.35%	0.35%	0.33%	0.05%	0.40%	0.39%	0.37%

			Grade 03 - 04	11.67%	13.31%	10.75%	10.44%	10.38%	11.95%	9.39%	9.00%
			Grade 05 - 08	81.81%	81.09%	83.02%	82.71%	82.87%	81.68%	83.60%	83.27%
			Grade 09 - 12	5.84%	5.25%	5.89%	6.53%	6.70%	5.97%	6.62%	7.36%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	0.00%	0.33%			0.00%	0.37%		
			Grade 03 - 04	9.95%	10.00%			8.80%	8.68%		
			Grade 05 - 08	83.08%	83.33%			83.56%	83.87%		
			Grade 09 - 12	6.97%	6.33%			7.64%	7.08%		
South West Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		14.15%	13.01%	13.44%		11.35%	10.79%	11.24%
			Grade 03 - 04		26.18%	26.49%	27.27%		24.88%	25.38%	25.69%
			Grade 05 - 08		52.90%	53.44%	52.19%		55.31%	55.34%	54.48%
			Grade 09 - 12		6.76%	7.05%	7.10%		8.46%	8.49%	8.58%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	12.50%	13.89%	12.90%	13.30%	10.68%	11.32%	11.00%	11.58%
			Grade 03 - 04	26.51%	26.60%	25.24%	26.03%	25.54%	26.36%	24.29%	24.94%
			Grade 05 - 08	53.63%	51.76%	54.09%	53.91%	55.15%	53.23%	55.59%	55.52%
			Grade 09 - 12	7.36%	7.75%	7.78%	6.76%	8.64%	9.09%	9.12%	7.96%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	14.22%	14.25%	13.96%	13.60%	11.49%	11.26%	11.28%	10.88%
			Grade 03 - 04	24.24%	25.86%	23.19%	21.95%	23.41%	25.20%	22.72%	22.20%
			Grade 05 - 08	54.32%	51.84%	56.26%	59.11%	56.66%	53.95%	58.19%	60.51%
			Grade 09 - 12	7.21%	8.05%	6.59%	5.34%	8.45%	9.59%	7.81%	6.41%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	14.87%	14.87%	15.18%	15.01%	11.57%	11.93%	11.82%	11.61%
			Grade 03 - 04	20.47%	19.86%	18.91%	19.76%	20.89%	20.28%	18.81%	19.55%
			Grade 05 - 08	58.80%	59.20%	60.28%	58.91%	60.45%	60.82%	62.66%	61.31%
			Grade 09 - 12	5.86%	6.08%	5.63%	6.33%	7.09%	6.97%	6.71%	7.53%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	14.94%	15.17%			12.16%	12.21%		
			Grade 03 - 04	20.73%	21.36%			20.45%	21.00%		
			Grade 05 - 08	57.93%	57.83%			59.71%	60.11%		
			Grade 09 - 12	6.41%	5.63%			7.68%	6.68%		
Sunshine Coast Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		6.51%	5.75%	6.52%		5.06%	4.27%	5.06%
			Grade 03 - 04		12.97%	12.96%	12.76%		12.46%	12.17%	12.39%
			Grade 05 - 08		79.50%	80.26%	79.83%		81.07%	82.12%	81.32%
			Grade 09 - 12		1.01%	1.04%	0.89%		1.40%	1.44%	1.23%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	6.86%	6.22%	6.23%	5.91%	5.03%	4.77%	4.68%	4.53%
			Grade 03 - 04	12.32%	12.52%	12.19%	12.26%	11.99%	12.23%	11.68%	11.92%
			Grade 05 - 08	79.65%	80.09%	80.58%	80.69%	81.35%	81.43%	82.27%	81.95%
			Grade 09 - 12	1.18%	1.17%	1.00%	1.15%	1.63%	1.57%	1.37%	1.60%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	5.87%	5.61%	5.37%	5.18%	4.59%	4.30%	4.33%	4.20%
			Grade 03 - 04	12.50%	12.40%	12.14%	12.03%	12.33%	12.29%	11.84%	11.91%
			Grade 05 - 08	80.63%	81.08%	81.60%	81.99%	81.72%	82.15%	82.59%	82.78%
			Grade 09 - 12	0.99%	0.91%	0.89%	0.80%	1.37%	1.26%	1.24%	1.11%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

		Nursing	Grade 01 - 02	5.35%	5.99%	5.73%	5.62%	4.28%	4.63%	4.60%	4.55%
			Grade 03 - 04	11.98%	11.91%	12.09%	12.10%	11.70%	11.42%	11.60%	11.69%
			Grade 05 - 08	81.78%	81.45%	81.45%	81.55%	82.79%	83.02%	82.77%	82.72%
			Grade 09 - 12	0.89%	0.66%	0.73%	0.73%	1.23%	0.92%	1.03%	1.03%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	5.55%	5.76%			4.73%	4.68%		
			Grade 03 - 04	11.86%	12.17%			11.70%	11.82%		
			Grade 05 - 08	81.93%	81.37%			82.65%	82.52%		
			Grade 09 - 12	0.66%	0.70%			0.92%	0.98%		
Torres And Cape York Hhs	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		7.64%	6.40%	6.87%		6.07%	5.60%	5.65%
			Grade 03 - 04		6.19%	5.20%	6.40%		5.88%	5.14%	5.80%
			Grade 05 - 08		78.34%	81.20%	80.32%		79.73%	81.67%	81.78%
			Grade 09 - 12		7.83%	7.20%	6.40%		8.32%	7.58%	6.77%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	7.09%	8.01%	7.88%	7.94%	5.90%	6.51%	6.43%	5.82%
			Grade 03 - 04	5.74%	6.01%	6.34%	6.05%	5.43%	5.47%	5.47%	5.20%
			Grade 05 - 08	80.54%	79.63%	79.10%	78.96%	81.64%	81.26%	81.02%	81.41%
			Grade 09 - 12	6.64%	6.36%	6.68%	7.06%	7.03%	6.76%	7.07%	7.57%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	7.59%	7.73%	6.83%	7.72%	5.59%	6.03%	5.16%	5.01%
			Grade 03 - 04	6.43%	5.81%	5.47%	4.91%	5.78%	5.28%	5.30%	4.98%
			Grade 05 - 08	79.87%	79.96%	81.50%	82.11%	82.09%	81.76%	82.90%	84.35%
			Grade 09 - 12	6.11%	6.50%	6.20%	5.26%	6.54%	6.93%	6.64%	5.65%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	6.74%	6.65%	6.08%	6.18%	5.16%	4.86%	4.54%	4.59%
			Grade 03 - 04	4.87%	4.44%	5.37%	6.10%	4.86%	4.43%	5.34%	5.61%
			Grade 05 - 08	83.52%	83.49%	83.54%	82.64%	84.74%	84.93%	84.79%	84.34%
			Grade 09 - 12	4.87%	5.42%	5.01%	5.09%	5.24%	5.79%	5.33%	5.46%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	6.77%	6.55%			5.32%	4.67%		
			Grade 03 - 04	5.35%	6.55%			4.87%	6.15%		
			Grade 05 - 08	82.89%	82.53%			84.35%	84.45%		
			Grade 09 - 12	4.99%	4.37%			5.46%	4.72%		
Townsville Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		9.83%	9.98%	9.92%		7.92%	8.03%	7.83%
			Grade 03 - 04		13.49%	12.75%	12.59%		13.36%	12.55%	12.29%
			Grade 05 - 08		74.84%	75.74%	75.97%		76.46%	77.58%	78.03%
			Grade 09 - 12		1.84%	1.53%	1.51%		2.26%	1.85%	1.85%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	10.04%	10.24%	10.10%	9.66%	7.58%	7.71%	7.66%	7.40%
			Grade 03 - 04	13.13%	13.25%	12.47%	12.28%	12.97%	13.08%	12.26%	12.10%
			Grade 05 - 08	75.25%	75.12%	76.12%	76.77%	77.51%	77.50%	78.45%	78.91%
			Grade 09 - 12	1.58%	1.39%	1.32%	1.29%	1.94%	1.71%	1.62%	1.60%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	8.76%	8.64%	9.11%	9.20%	6.59%	6.50%	6.99%	7.14%
			Grade 03 - 04	12.97%	12.79%	12.87%	12.42%	12.79%	12.68%	12.74%	12.60%
			Grade 05 - 08	76.96%	77.18%	76.82%	77.15%	79.00%	79.10%	78.76%	78.73%
			Grade 09 - 12	1.31%	1.39%	1.21%	1.23%	1.62%	1.72%	1.51%	1.53%

	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	7.89%	8.64%	8.61%	9.38%	6.51%	7.08%	7.06%	7.50%
			Grade 03 - 04	13.20%	13.19%	12.55%	12.76%	13.09%	13.11%	12.58%	12.52%
			Grade 05 - 08	77.60%	76.95%	77.68%	76.75%	78.79%	78.29%	78.92%	78.60%
			Grade 09 - 12	1.31%	1.22%	1.16%	1.11%	1.62%	1.51%	1.44%	1.38%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	9.12%	9.58%			7.43%	7.66%		
			Grade 03 - 04	12.86%	13.17%			12.79%	12.95%		
			Grade 05 - 08	76.77%	75.98%			78.22%	77.81%		
			Grade 09 - 12	1.25%	1.27%			1.56%	1.57%		
West Moreton Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		3.89%	4.19%	4.72%		2.88%	2.99%	3.41%
			Grade 03 - 04		11.43%	10.31%	10.65%		11.01%	10.02%	10.32%
			Grade 05 - 08		83.27%	84.27%	83.47%		84.40%	85.53%	85.00%
			Grade 09 - 12		1.42%	1.23%	1.15%		1.70%	1.46%	1.28%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	4.28%	4.21%	3.67%	4.08%	3.05%	2.92%	2.67%	2.98%
			Grade 03 - 04	10.81%	10.64%	10.69%	10.55%	10.26%	10.03%	10.05%	9.99%
			Grade 05 - 08	83.62%	83.82%	84.17%	83.76%	85.18%	85.52%	85.65%	85.08%
			Grade 09 - 12	1.29%	1.33%	1.46%	1.61%	1.51%	1.53%	1.63%	1.94%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	3.73%	4.00%	4.11%	4.34%	2.59%	2.71%	2.83%	3.01%
			Grade 03 - 04	10.26%	10.20%	10.20%	11.44%	9.61%	9.77%	9.97%	11.55%
			Grade 05 - 08	84.43%	84.31%	84.60%	83.01%	85.99%	85.83%	85.91%	83.99%
			Grade 09 - 12	1.58%	1.48%	1.10%	1.21%	1.82%	1.69%	1.29%	1.45%
	2014	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	4.95%	4.90%	4.44%	4.68%	3.25%	3.22%	2.88%	3.09%
			Grade 03 - 04	11.74%	12.35%	12.50%	12.70%	11.77%	12.20%	12.56%	12.79%
			Grade 05 - 08	82.10%	81.69%	82.18%	81.68%	83.51%	83.27%	83.47%	82.96%
			Grade 09 - 12	1.20%	1.06%	0.89%	0.94%	1.47%	1.30%	1.09%	1.15%
	2015	Total		100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	3.89%	4.07%			2.84%	3.05%		
			Grade 03 - 04	12.53%	12.93%			12.49%	12.89%		
			Grade 05 - 08	82.39%	81.75%			83.18%	82.50%		
			Grade 09 - 12	1.20%	1.26%			1.48%	1.56%		
Wide Bay Hospital & Health Service	2011	Total			100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		10.89%	9.86%	10.38%		7.97%	7.09%	7.66%
			Grade 03 - 04		17.14%	17.10%	17.00%		15.97%	15.86%	16.58%
			Grade 05 - 08		70.02%	71.40%	70.90%		73.57%	74.95%	73.58%
			Grade 09 - 12		1.95%	1.65%	1.72%		2.50%	2.10%	2.18%
	2012	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	10.47%	10.88%	11.39%	11.05%	8.37%	7.80%	8.08%	8.17%
			Grade 03 - 04	17.38%	16.86%	15.90%	16.10%	16.47%	16.13%	14.94%	15.31%
			Grade 05 - 08	70.54%	70.45%	70.95%	71.09%	73.13%	73.76%	74.75%	74.30%
			Grade 09 - 12	1.60%	1.80%	1.76%	1.76%	2.03%	2.31%	2.23%	2.22%
	2013	Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	10.92%	10.72%	10.37%	10.28%	8.21%	7.56%	7.43%	7.52%
			Grade 03 - 04	15.99%	16.35%	15.31%	15.42%	15.06%	15.53%	14.56%	14.21%
			Grade 05 - 08	71.30%	71.33%	72.85%	72.63%	74.48%	74.89%	76.16%	76.10%

		Grade 09 - 12	1.80%	1.60%	1.47%	1.67%	2.25%	2.02%	1.85%	2.16%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	9.59%	6.84%	6.44%	6.54%	6.97%	4.06%	3.97%
			Grade 03 - 04	14.93%	15.27%	15.22%	15.08%	13.87%	13.95%	13.43%
			Grade 05 - 08	73.90%	76.16%	76.83%	76.81%	77.11%	79.72%	80.53%
			Grade 09 - 12	1.58%	1.73%	1.51%	1.58%	2.05%	2.27%	2.07%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	6.35%	6.30%			3.93%	3.70%	
			Grade 03 - 04	15.43%	15.46%			13.81%	13.52%	
			Grade 05 - 08	76.50%	76.63%			80.01%	80.66%	
			Grade 09 - 12	1.72%	1.61%			2.25%	2.12%	
Department Of Health	2011	Total		100.00%	100.00%	100.00%		100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02		0.00%	0.00%		0.00%	0.00%	0.00%
			Grade 03 - 04		0.77%	0.97%	0.71%	0.84%	1.01%	0.79%
			Grade 05 - 08		90.09%	89.33%	89.39%	88.97%	88.17%	87.93%
			Grade 09 - 12		9.15%	9.70%	9.90%	10.19%	10.82%	11.28%
	2012	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
			Grade 03 - 04	0.70%	1.37%	1.24%	0.88%	0.78%	1.30%	1.17%
			Grade 05 - 08	91.15%	92.67%	92.62%	92.70%	90.01%	91.97%	91.78%
			Grade 09 - 12	8.14%	5.96%	6.14%	6.42%	9.22%	6.73%	7.38%
	2013	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
			Grade 03 - 04	0.62%	0.00%	0.37%	0.00%	0.77%	0.00%	0.47%
			Grade 05 - 08	93.69%	94.31%	92.26%	92.24%	92.31%	92.90%	90.66%
			Grade 09 - 12	5.69%	5.69%	7.38%	7.76%	6.92%	7.10%	8.87%
	2014	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		Nursing	Grade 01 - 02	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
			Grade 03 - 04	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
			Grade 05 - 08	91.08%	90.42%	90.38%	90.38%	88.85%	87.99%	88.26%
			Grade 09 - 12	8.92%	9.58%	9.62%	9.62%	11.15%	12.01%	11.74%
	2015	Total	100.00%	100.00%			100.00%	100.00%		
		Nursing	Grade 01 - 02	0.00%	0.00%			0.00%	0.00%	
			Grade 03 - 04	0.00%	0.00%			0.00%	0.00%	
			Grade 05 - 08	91.30%	91.29%			89.57%	89.51%	
			Grade 09 - 12	8.70%	8.71%			10.43%	10.49%	



“A”

## Implementation Plan

### Health Infrastructure Branch, System Support Services

#### 1. Purpose of Implementation Plan

This document provides an overview of the implementation process for the restructure of the Health Infrastructure Branch (HIB) within System Support Services.

This document supports the consultation process in accordance with Termination Change and Redundancy provisions in the relevant award/s.

#### 2. Proposed Restructure

Health Infrastructure Branch (HIB) within System Support Services will be subject to a restructure which is likely to have a significant effect upon employees.

The current organisational structure and proposed organisational structure are available from Zoe Winter, [zoe.winter@health.qld.gov.au](mailto:zoe.winter@health.qld.gov.au) and 07 3006 2709.

It is anticipated that the restructure will directly impact upon four full-time equivalent (FTE) positions in the following employment categories:

- 3 permanent affected FTE's from the Administration stream
- 1 permanent affected FTE of a District Senior Officer

That is, 4 FTE positions have been identified as surplus to needs and, subject to the outcome of the consultation process, this will result in a reduction in the number of employees within HIB. A list of positions in your unit that are likely to be directly affected is provided below and is also available from Zoe Winter, [zoe.winter@health.qld.gov.au](mailto:zoe.winter@health.qld.gov.au) and 07 3006 2709.

#### 3. Steps for Implementation

The following steps will be followed in implementing the restructure:

1. Management makes a decision on the appropriate structure on the basis of operational and service delivery needs.
2. Management consults with employees and unions in relation to the proposed restructure, its likely effects, implementation plans and ways to avoid or minimise effects of the changes in accordance with TCR provisions. During this consultation, relevant documentation will be made available to employees and relevant unions.
3. During a specified period of consultation, affected employees and relevant unions will be consulted on the proposed changes, the likely effect of changes on employees and ways to avoid or minimise the effects of the changes. Following consideration of employee and union feedback through the consultation process, management will make a final decision on, and proceed to implement, the restructure.
4. Individual meetings will be held with affected employees to advise of the final decision, its impact on their position and to offer avenues of support through the process. Where affected employees are on leave, management will make contact with affected absent employees.
5. Management finalises restructure.

## 5. Supporting Employees Through Change

We appreciate this is a difficult time for affected employees.

For employees whose roles may be identified as surplus to needs, the support offered includes:

- Individual discussions to provide accurate, up-to-date information on the restructure and the likely impact of changes on the employees as soon as is possible in the process;
- Encouragement to contact the Employee Assistance Service (EAS) on 1300 361 008 should the employee require professional support through the restructure;

## 7. Timeline for implementing change

Date/s	Action	Responsible Officer
25 August 2014	Decision made about organisation changes.	Chief Health Infrastructure Officer (CHIO)
29 August 2014	Staff invited to attend change announcement sessions. (Providing at least 24 hours' notice).	CHIO
1 September 2014	Conduct a forum for all HIB staff to provide an introduction to the function structure proposed for HIB.	CHIO
3 September 2014	Relevant union/s invited to attend meeting discuss changes, table relevant documentation and commence formal consultation.	CHIO and HRS representative
3 September 2014	Commence meetings with union.	
11 September 2014	Consultation period concludes (close of business)	CHIO HRS representative
12 September 2014	All feedback considered. Finalise preparations for any processes required.	CHIO
15 September 2014	New organisational arrangements in place and commence.	CHIO

## 8. Providing feedback

Stakeholders are invited to provide feedback by 11 September about the implementation process. Feedback may be provided by:

**Email** HIB\_Bus\_Services@health.qld.gov.au

**Phone** 07 3006 2709

**Mail** Level 6 ANZAC Square  
200 Adelaide Street  
Brisbane Queensland 4001

**Attachment 1 – Summary of the effects of the changes**

Stream	Organisational Unit	Reductions in FTE	Occupancy Status	Total FTE
Administrative	Portfolio and Investment Unit	3	Occupied	3
			Vacant	
District Senior Officer	Portfolio and Investment Unit	1	Occupied	1
			Vacant	
<b>Total</b>		<b>4</b>	<b>Occupied</b>	<b>4</b>
			<b>Vacant</b>	

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Affected Positions spreadsheet: Health Infrastructure Branch, SSS.

**ABOLISHED POSITIONS**

Organisational Unit	Position Title	Classification	Number of Positions	Comments
Portfolio Management Investment Unit	Director Portfolio Accounting and Project Control	DSO1	1.0	Vacant
Portfolio Management Investment Unit	Senior Advisor, Portfolio Accounting	AO6	1.0	Vacant
Portfolio Management Investment Unit	Principal Advisor, Governance Risk & Assurance	AO7	1.0	Vacant
Asset and Property Services	Principal Property Advisor	AO7	1.0	Vacant

**DIRECT MATCH**

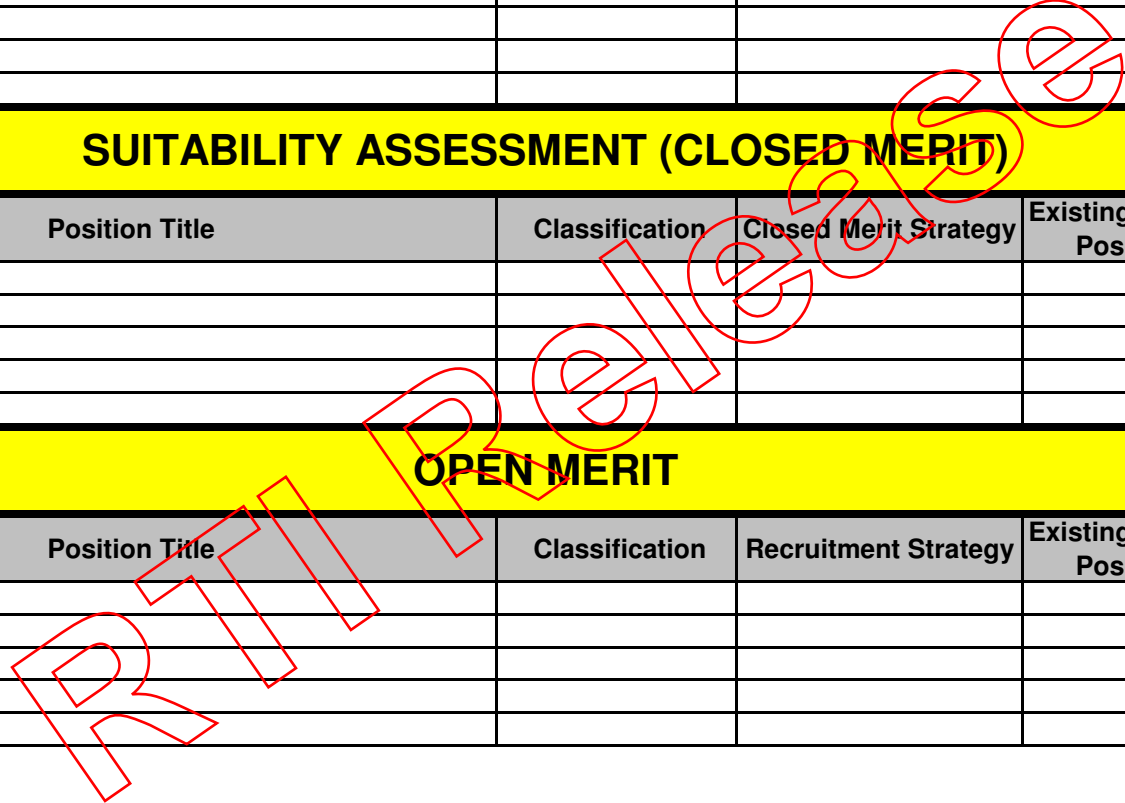
Organisational Unit	Position Title	Classification	Comments

**SUITABILITY ASSESSMENT (CLOSED MERIT)**

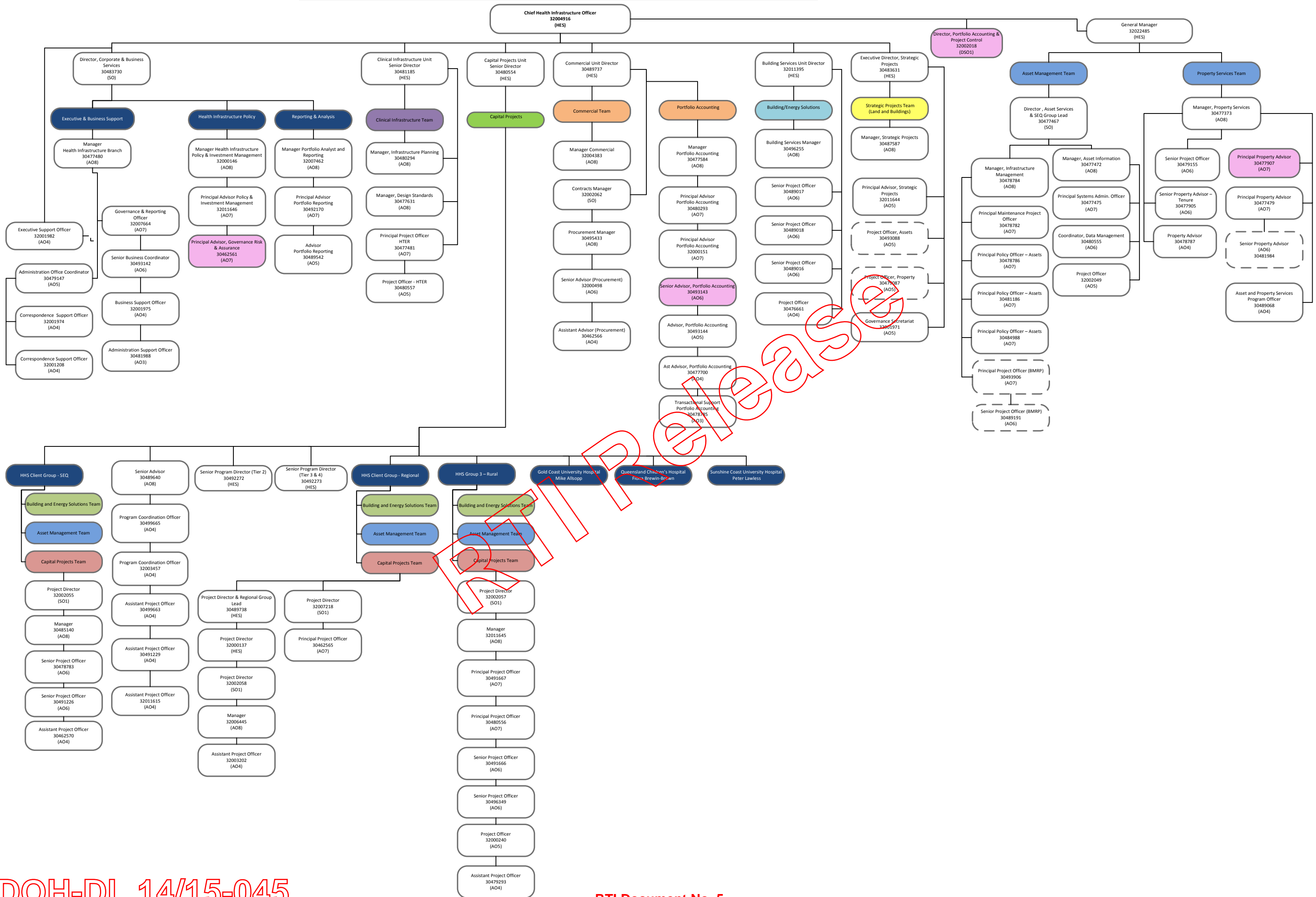
Organisational Unit	Position Title	Classification	Closed Merit Strategy	Existing or New Position	Number of Positions	Applicant Pool	Comments

**OPEN MERIT**

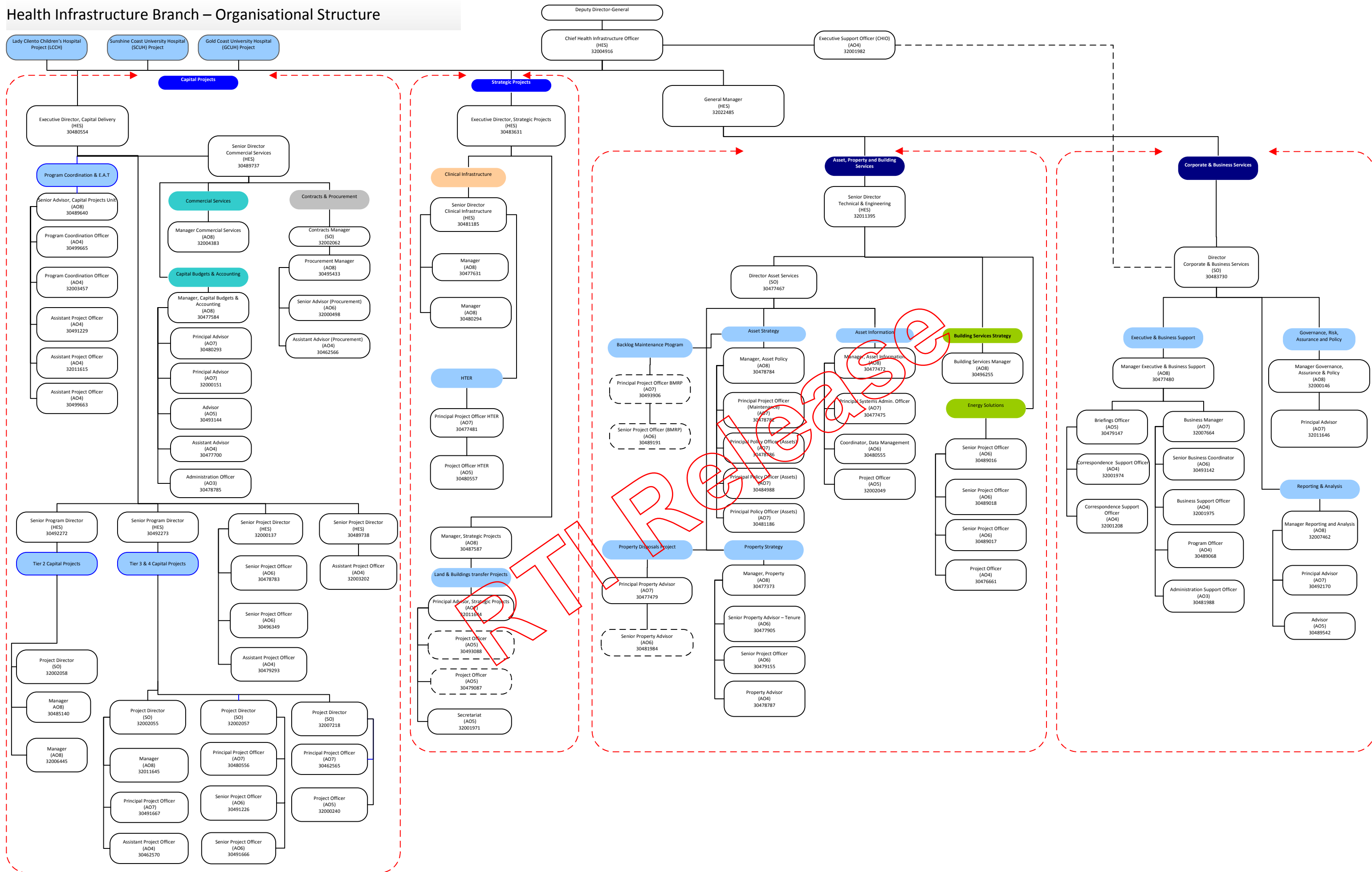
Organisational Unit	Position Title	Classification	Recruitment Strategy	Existing or New Position	Number of Positions	Comments



Health Infrastructure Branch Organisational Structure - August 2014



# Health Infrastructure Branch – Organisational Structure



# Proposed Implementation Plan

## Business Change and Training Organisational Change

### 1. Purpose of Implementation Plan

This document aims to provide an overview of the restructure of the Business Change and Training Unit for all our staff. In addition it aims to provide a broad guide of the process and impacts on our staff.

This document supports the consultation process in accordance with Termination Change and Redundancy provisions in the relevant award/s.

### 2. Proposed Restructure

Payroll Services is implementing a restructure of the Business Change and Training Unit. The restructure will result in a change in roles and responsibilities for many staff and realignment of reporting relationships.

The following realignment has been approved:

- The establishment of a formal Quality and Assurance Team (6 positions) to assess compliance and manage risks across Payroll Services.
- A change in reporting relationships for 11 regional Business Change and Training Officer positions, to report directly to Service Leaders (Chermside, Meadowbrook, Cairns, Townsville, Rockhampton, Nambour, Nerang, Toowoomba and Ipswich).
- The remaining 16 BCaT positions are realigned to the Statewide Operations Team

The restructure will not affect the number of positions or the employment status for employees substantively in these roles.

This document outlines how it is proposed that this change will be implemented. Payroll Services will undertake this change in accordance with government policy and relevant industrial obligations.

### 3. Steps for Implementation

The following steps will be followed in implementing the restructure:

1. Management makes a decision on the appropriate structure on the basis of operational and service delivery needs.
2. Management consults with employees and unions in relation to the proposed restructure, its likely effects, implementation plans and ways to avoid or minimise effects of the changes in accordance with TCR provisions. During this consultation, relevant documentation will be made available to employees and relevant unions.
3. Management will provide restructure details in a letter to those employees likely to be affected and relevant unions in accordance with TCR provisions. Where affected employees are on leave, management will make their best endeavours to communicate with the absent employee.
4. During a specified period of consultation, affected employees and relevant unions will be consulted on the proposed changes, the likely effect of changes on employees and ways to avoid or minimise the effects of the changes. Following consideration of employee and union feedback through the consultation process, management will make a final decision on, and proceed to implement, the restructure.
5. Individual meetings will be held with affected employees to advise of the final decision, its impact on their position and to offer avenues of support through the process. Where affected employees are on leave, management will make contact with affected absent employees.
6. Management finalises restructure.

## 4. Supporting Employees Through Change

We appreciate this is a difficult time for affected employees. There will be no employees identified as requiring placement as all permanent employees will remain and report to alternative managers.

Additional support offered includes:

- Individual discussions to provide accurate, up-to-date information on the restructure and the likely impact of changes on the employees as soon as is possible in the process;
- Encouragement to contact the Employee Assistance Service (EAS) on 1300 361 008 should the employee require professional support through the restructure.

## 5. Timeline for implementing change

Date/s	Action	Responsible Officer
5.9.14	Decision made about restructure.	Steve Dobson
8.9.14	Meeting with staff from BCaT and SWOT to announce changes and commence consultation period	Steve Dobson
9.9.14	Meeting with union to announce changes and table all relevant documentation for commencement of consultation	Steve Dobson
9-11.9.14	Individual meetings held with all affected staff	Steve Dobson
22.9.14	Consultation period concludes, and all feedback considered	Steve Dobson
24.9.14	Implementation Plan finalised. Implementation to commence	Steve Dobson
24.9.14	New reporting requirements commence	Steve Dobson
29.9.14	Confirmation letters issued to all affected staff	Toni Kely-Brown

## 6. Providing feedback

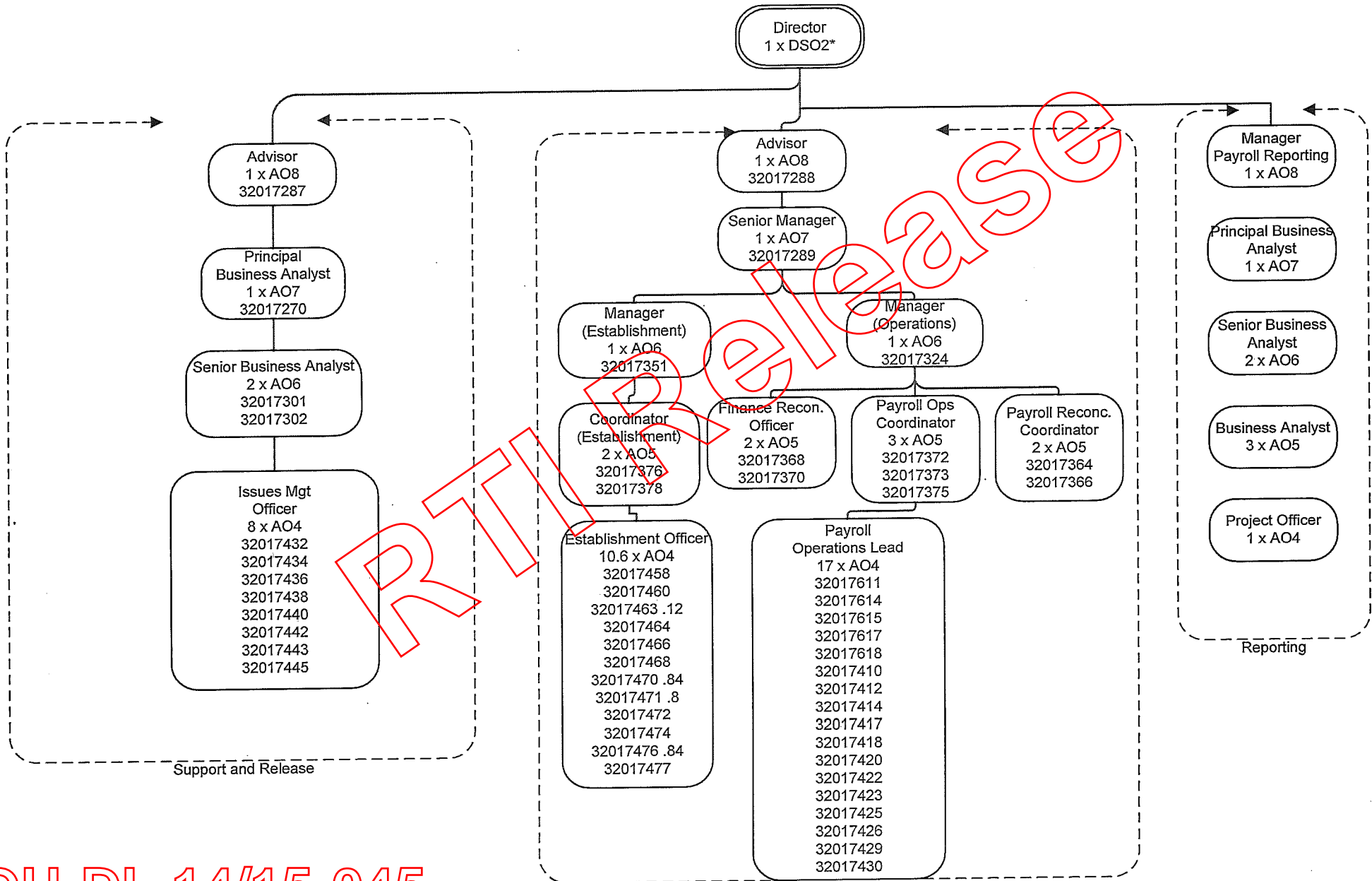
Stakeholders are invited to provide feedback by 22 September 2014 about the implementation process. Feedback may be provided by phone or via email:

**Email** Toni.Kely-Brown@health.qld.gov.au

**Phone** 3199 2989

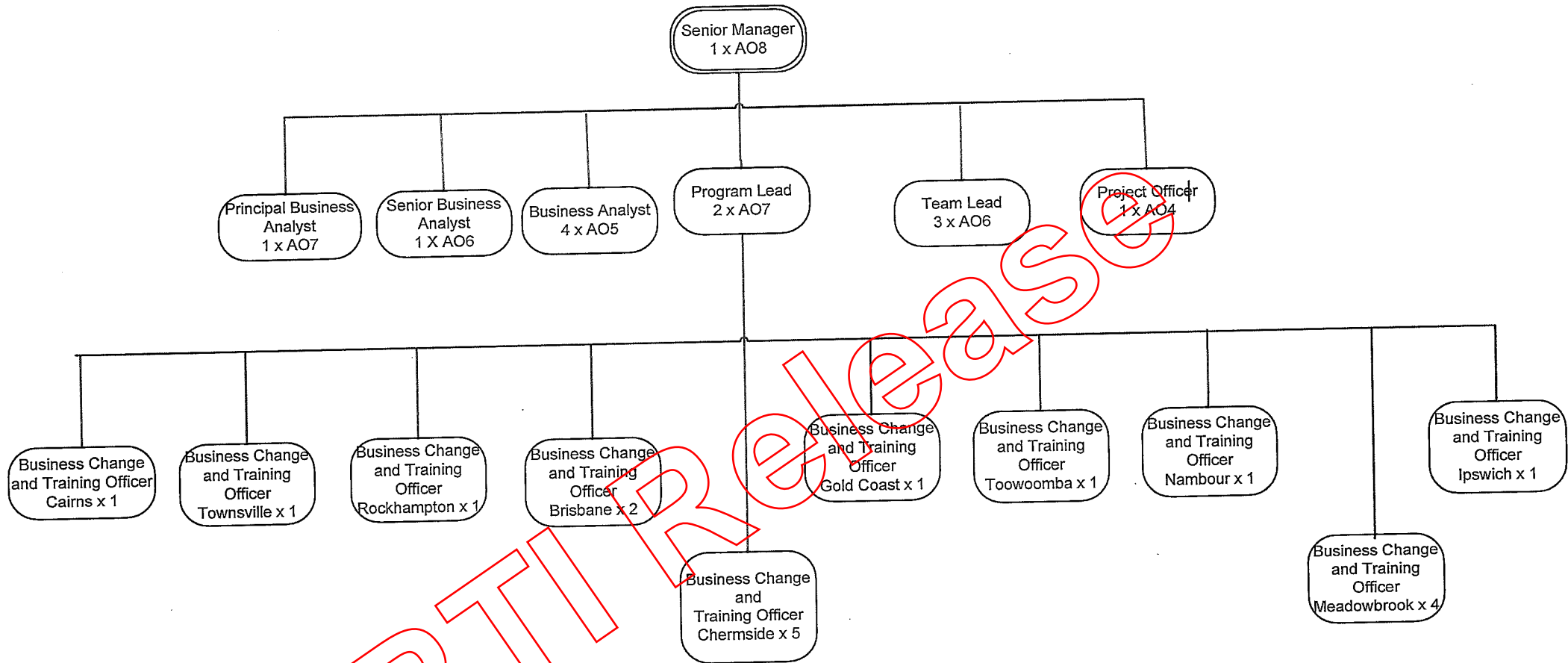


# Statewide Operations Team



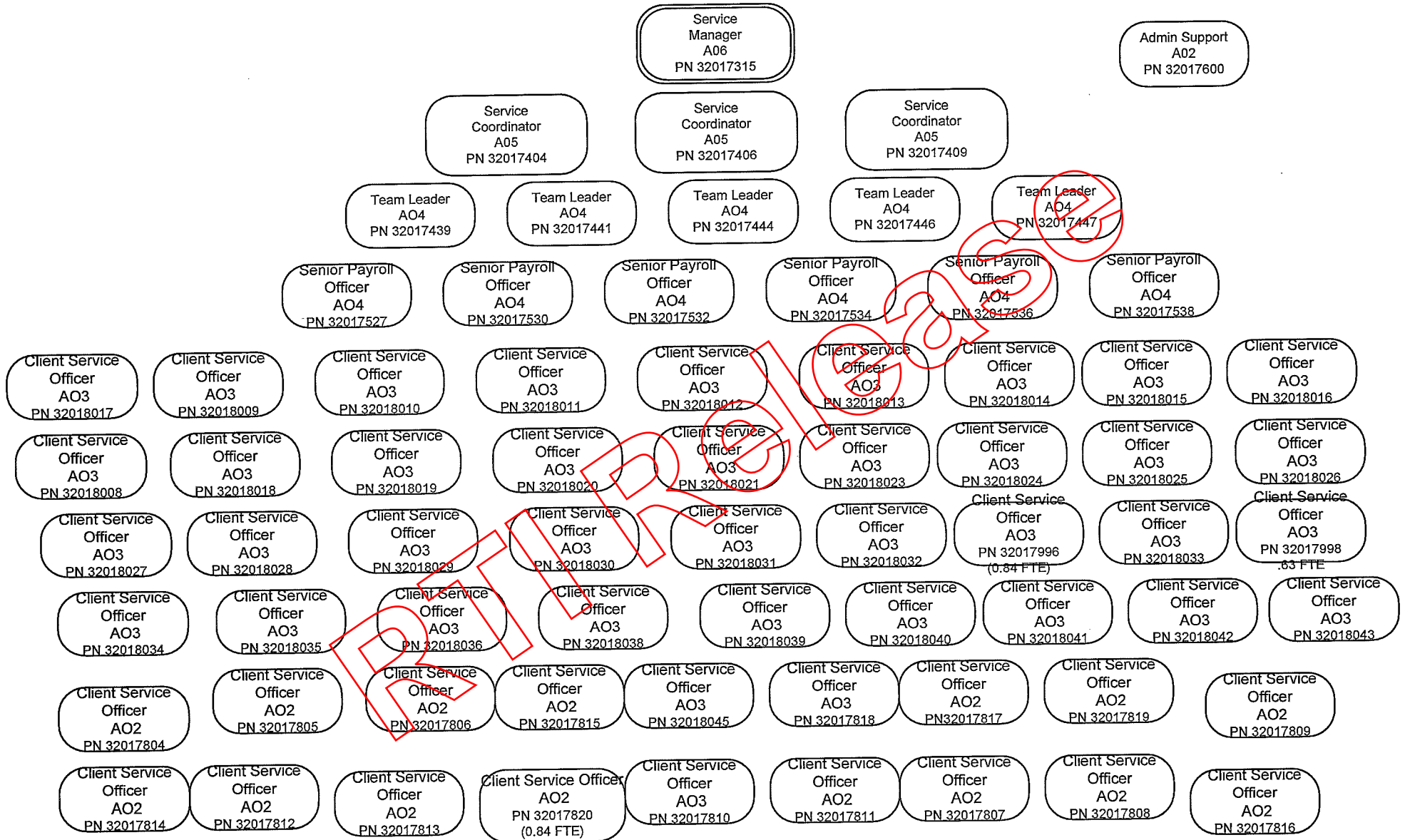
RTI Release

# Business Change and Training (2014)

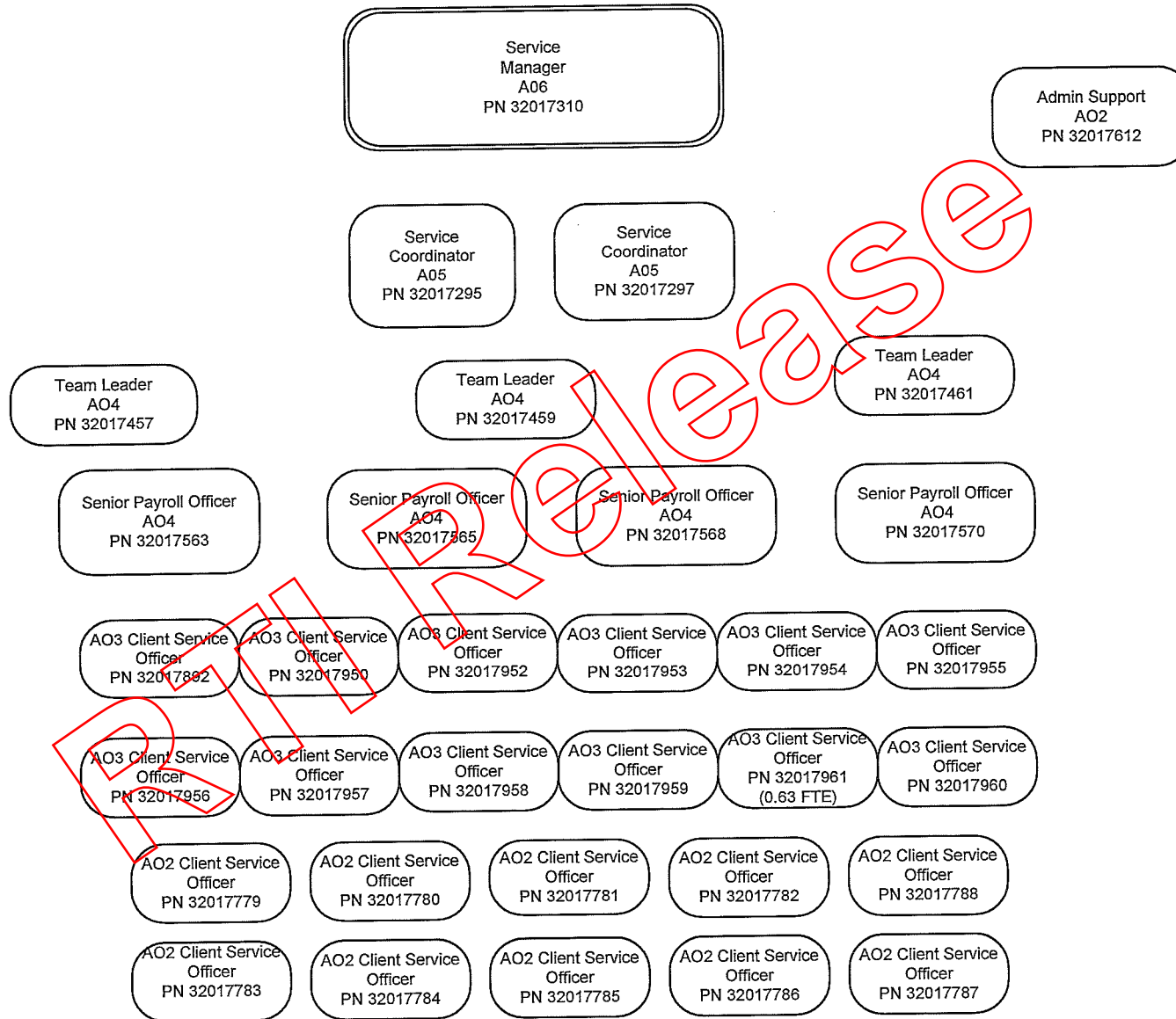


RTI RELEASED

# Meadowbrook

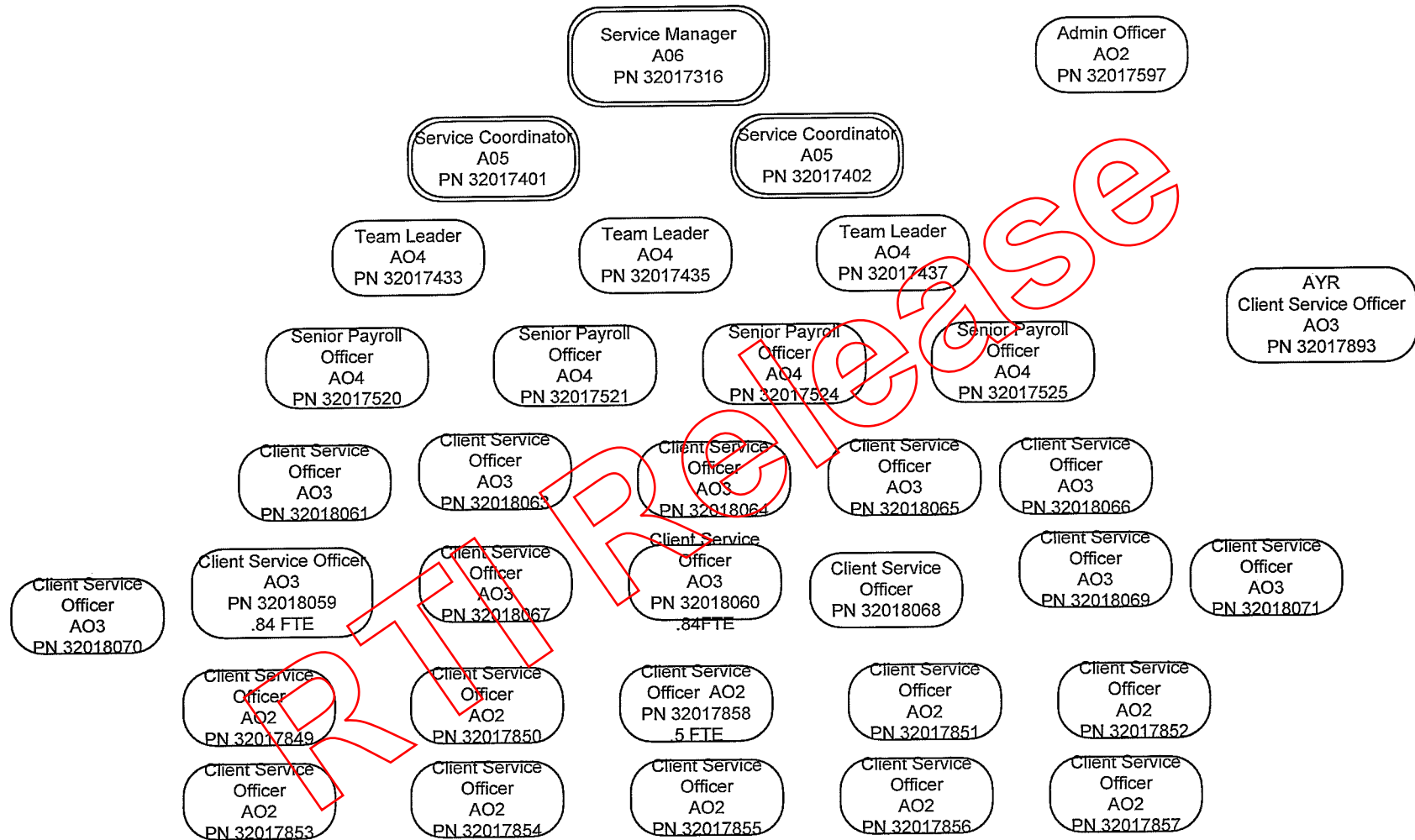


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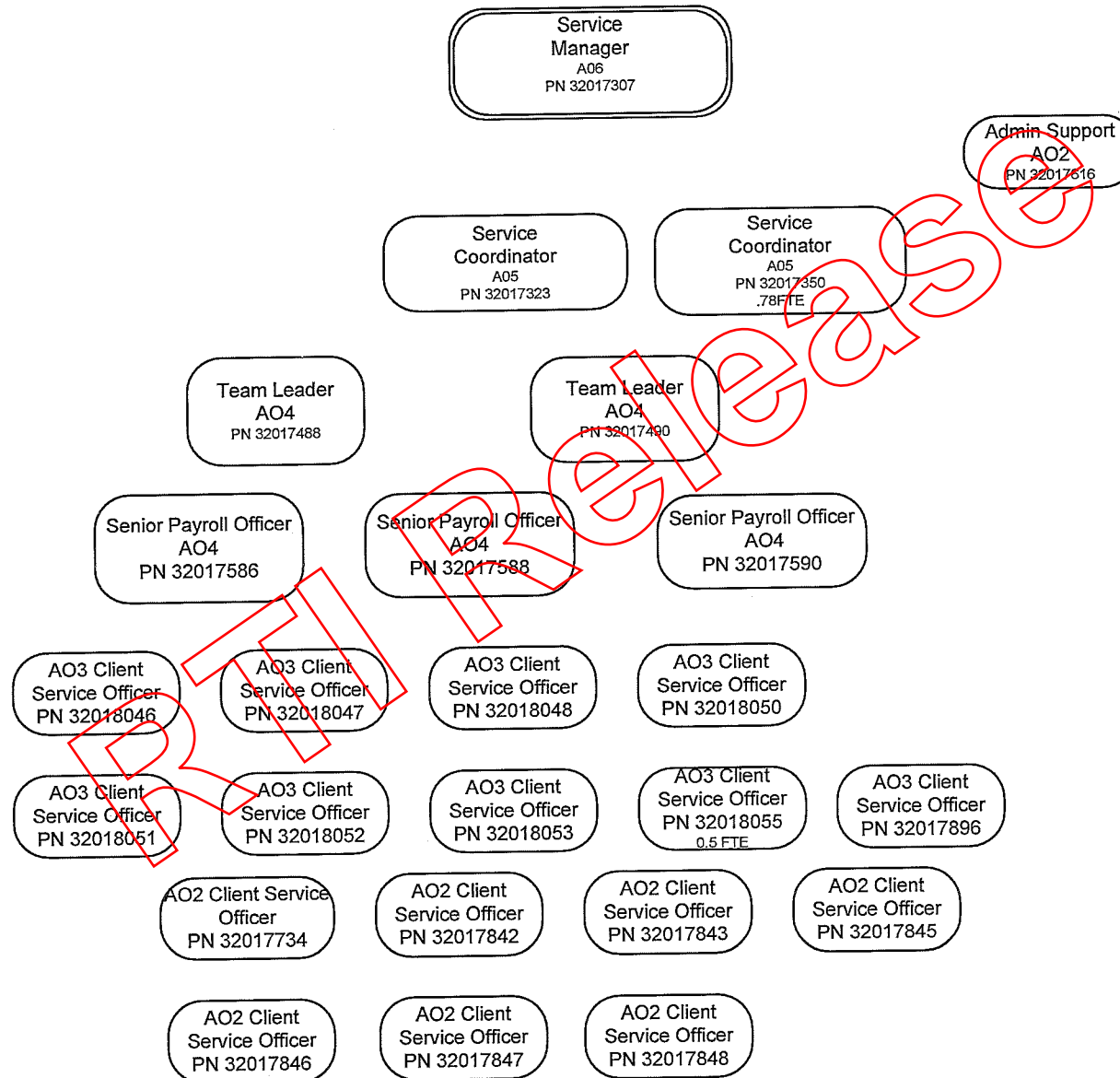


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North Qld

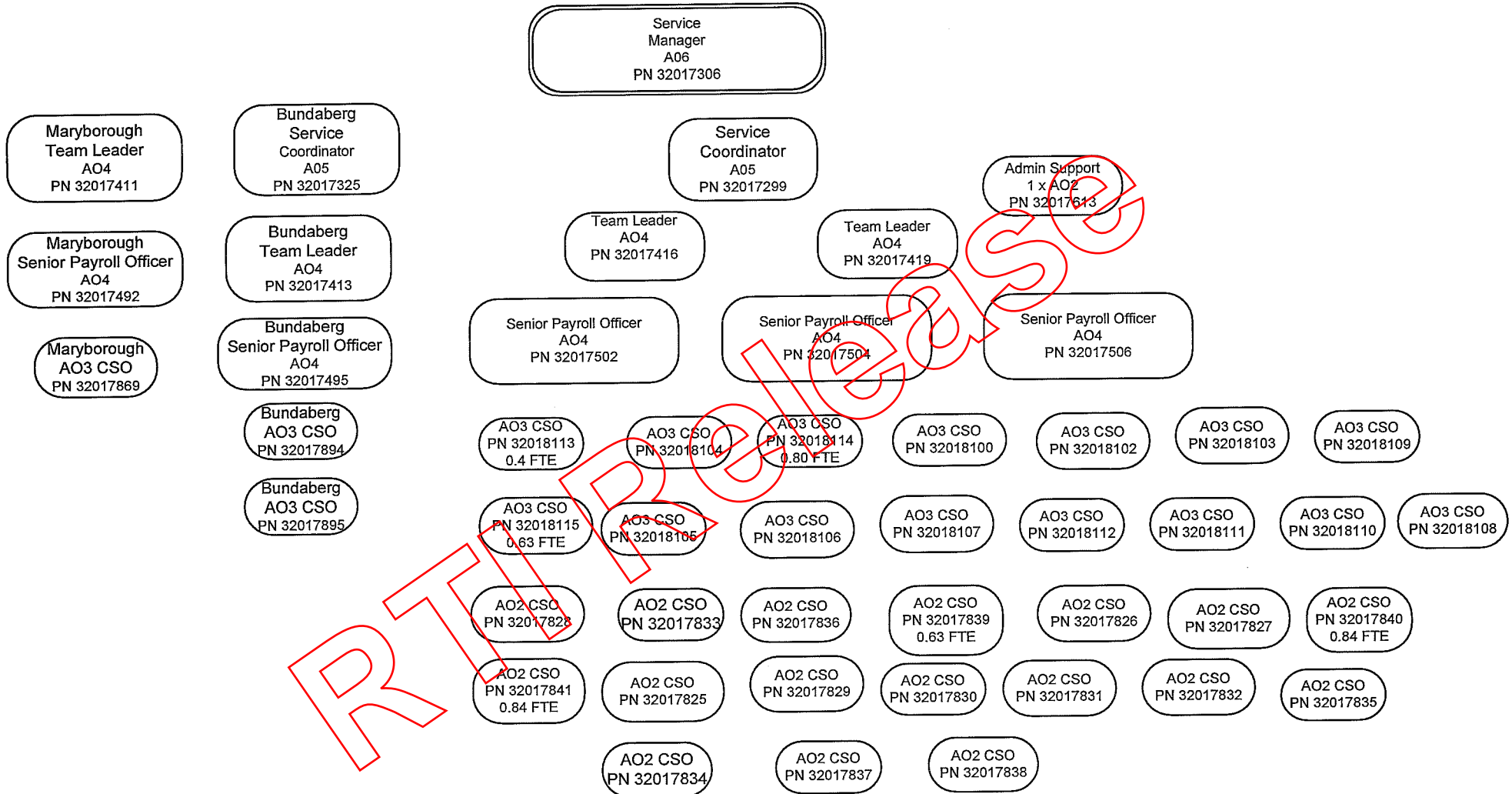


# Central Queensland



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Cooloola (Sunshine Coast)

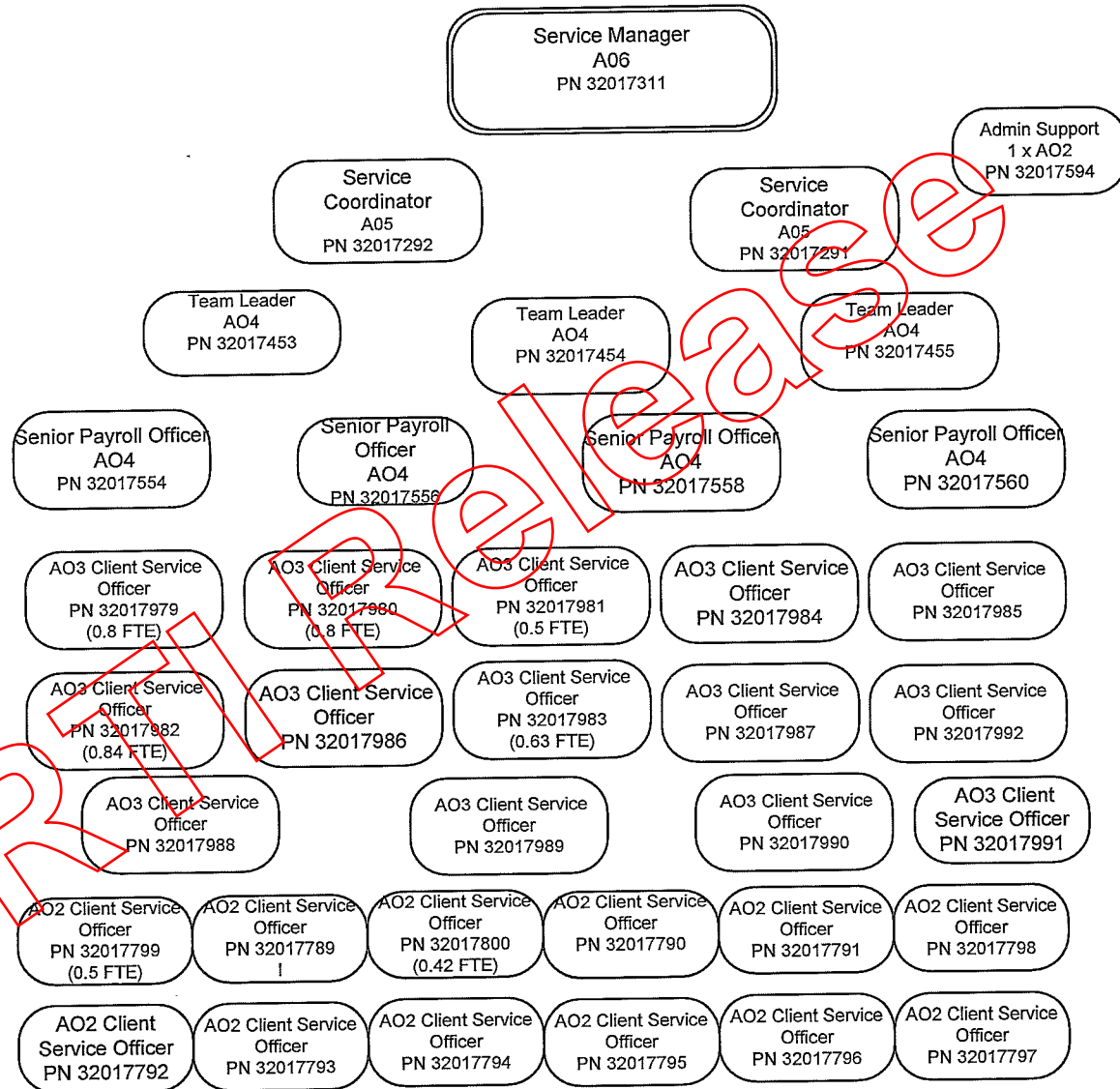


RTI REQUEST





# Gold Coast



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Ipswich

Service  
Manager  
A06  
PN 32017313

Admin Support  
AO2  
PN 32017604

Service  
Coordinator  
A05  
PN 32017400

Service  
Coordinator  
A05  
PN 32017403

Team Leader  
AO4  
PN 32017428

Team Leader  
AO4  
PN 32017431

Team Leader  
AO4  
PN 32017415

Senior Payroll  
Officer AO4  
PN 32017516

Senior Payroll  
Officer AO4  
PN 32017518

Senior Payroll  
Officer  
AO4  
PN 32017498

Senior Payroll  
Officer  
AO4  
PN 32017500

AO3 CSO  
PN 32018072

AO3 CSO  
PN 32018073

AO3 CSO  
PN 32018075

AO3 CSO  
PN 32018076

AO3 CSO  
PN 32018088

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AO3 CSO  
PN 32018081

AO3 CSO  
PN 32017886

AO3 CSO  
PN 32017890  
.63 FTE

AO3 CSO  
PN 32017891  
.8 FTE

AO3 CSO  
PN 32018082

AO3 CSO  
PN 32018092

AO3 CSO  
PN 32018093

AO3 CSO  
PN 32018077

AO3 CSO  
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AO3 CSO  
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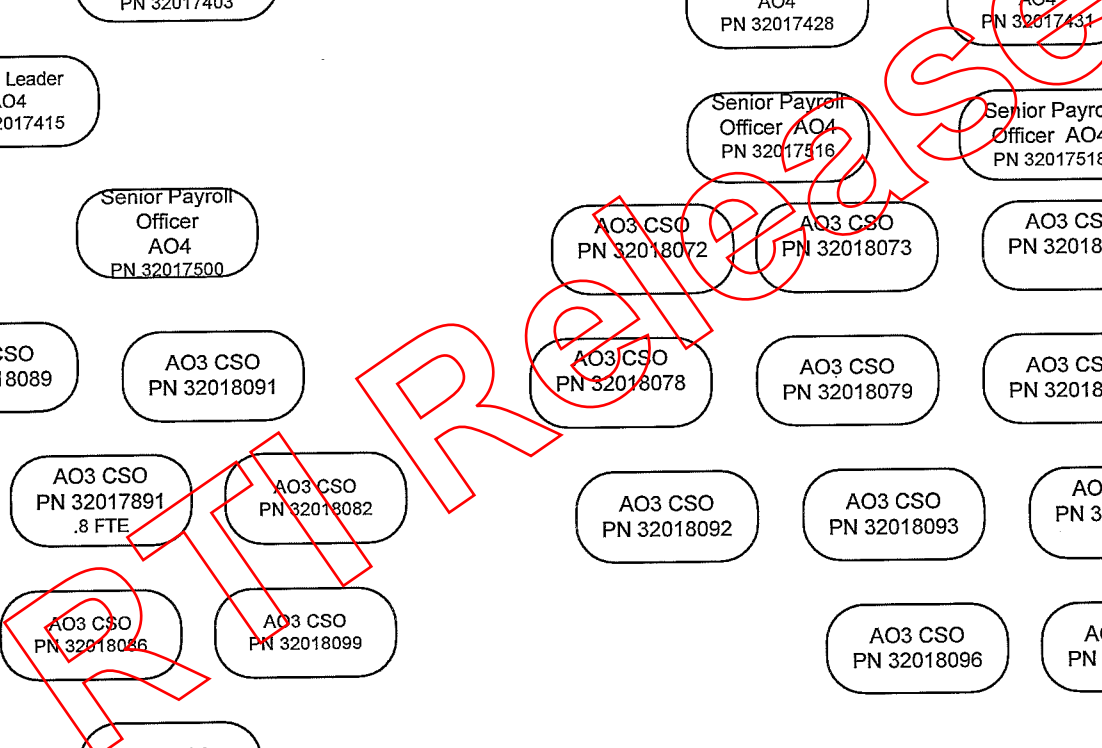
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AO3 CSO  
PN 32018097

AO3 CSO  
PN 32018098

AO3 CSO  
PN 32017885

AO3 CSO  
PN 32018087



Chermside & Herston

Chermside Service Manager A06 PN 32017305

Herston Service Manager A06 PN 32017312

Business Support Officer AO4 PN 32017576

Service Coordinator A05 PN 32017321

Service Coordinator A05 PN 32017326

Admin Support Officer 3 x AO2 PN 32017606 PN 32017608 PN 32017610

Service Coordinator A05 PN 32017405

Service Coordinator A05 PN 32017407

Service Coordinator A05 PN 32017408

Team Leader AO4 PN 32017478

Team Leader AO4 PN 32017480

Team Leader AO4 PN 32017485

Team Leader AO4 PN 32017483

Team Leader AO4 PN 32017449

Team Leader AO4 PN 32017450

Team Leader AO4 PN 32017451

Team Leader AO4 PN 32017452

Senior Payroll Officer A04 PN 32017577

Senior Payroll Officer A04 PN 32017579

Senior Payroll Officer A04 PN 32017581

Senior Payroll Officer A04 PN 32017583

Senior Payroll Officer A04 PN 32017585

Senior Payroll Officer A04 PN 32017544

Senior Payroll Officer A04 PN 32017546

Senior Payroll Officer A04 PN 32017548

Senior Payroll Officer A04 PN 32017550

Senior Payroll Officer A04 PN 32017552

AO3 CSO PN 32017888 (0.7 FTE)

AO3 CSO PN 32017889 (0.42 FTE)

AO3 CSO PN 32017897

AO3 CSO PN 32017898

AO3 CSO PN 32017899

AO3 CSO PN 32017913

AO3 CSO PN 32017914

AO3 CSO PN 32017915

AO3 CSO PN 32017916

AO3 CSO PN 32017917

AO3 CSO PN 32017900

AO3 CSO PN 32017901

AO3 CSO PN 32017902

AO3 CSO PN 32017903

AO3 CSO PN 32017905

AO3 CSO PN 32017918

AO3 CSO PN 32017919

AO3 CSO PN 32017920

AO3 CSO PN 32017921

AO3 CSO PN 32017922

AO3 CSO PN 32017906

AO3 CSO PN 32017907

AO3 CSO PN 32017909

AO3 CSO PN 32017910

AO3 CSO PN 32017908

AO3 CSO PN 32017923n

AO3 CSO PN 32017924

AO3 CSO PN 32017925

AO3 CSO PN 32017926

AO3 CSO PN 32017927

AO3 CSO PN 32017911

AO3 CSO PN 32017912

AO3 CSO PN 32017887 (0.6 FTE)

AO3 CSO PN 32017910

AO3 CSO PN 32017908

AO3 CSO PN 32017928

AO3 CSO PN 32017929

AO3 CSO PN 32017930

AO3 CSO PN 32017931

AO3 CSO PN 32017932

AO2 CSO PN 32017870

AO2 CSO PN 32017871

AO2 CSO PN 32017872

AO2 CSO PN 32017884

AO2 CSO PN 32017877

AO3 CSO PN 32017933

AO3 CSO PN 32017934

AO3 CSO PN 32017935

AO3 CSO PN 32017936

AO3 CSO PN 32017939

AO3 CSO PN 32017937

AO2 CSO PN 32017875

AO2 CSO PN 32017876

AO2 CSO PN 32017873

AO2 CSO PN 32017874

AO2 CSO PN 32017878

AO2 CSO PN 32017736

AO2 CSO PN 32017737

AO2 CSO PN 32017749 0.61 FTE

AO2 CSO PN 32017775 0.84 FTE

AO2 CSO PN 32017776 0.84 FTE

AO3 CSO PN 32017938

AO2 CSO PN 32017879

AO2 CSO PN 32017880

AO2 CSO PN 32017881

AO2 CSO PN 32017882

AO2 CSO PN 32017883

AO2 CSO PN 32017739

AO2 CSO PN 32017740

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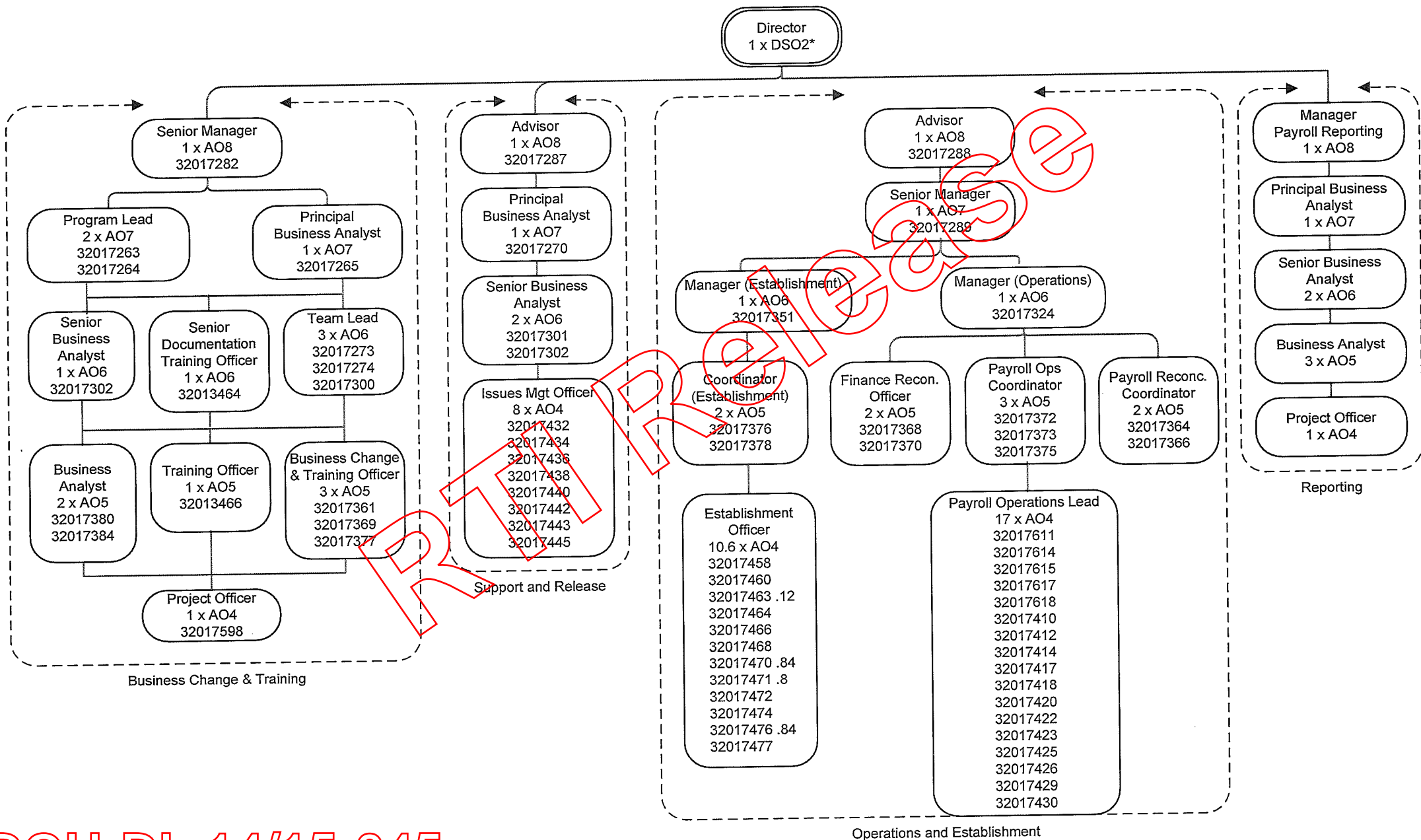
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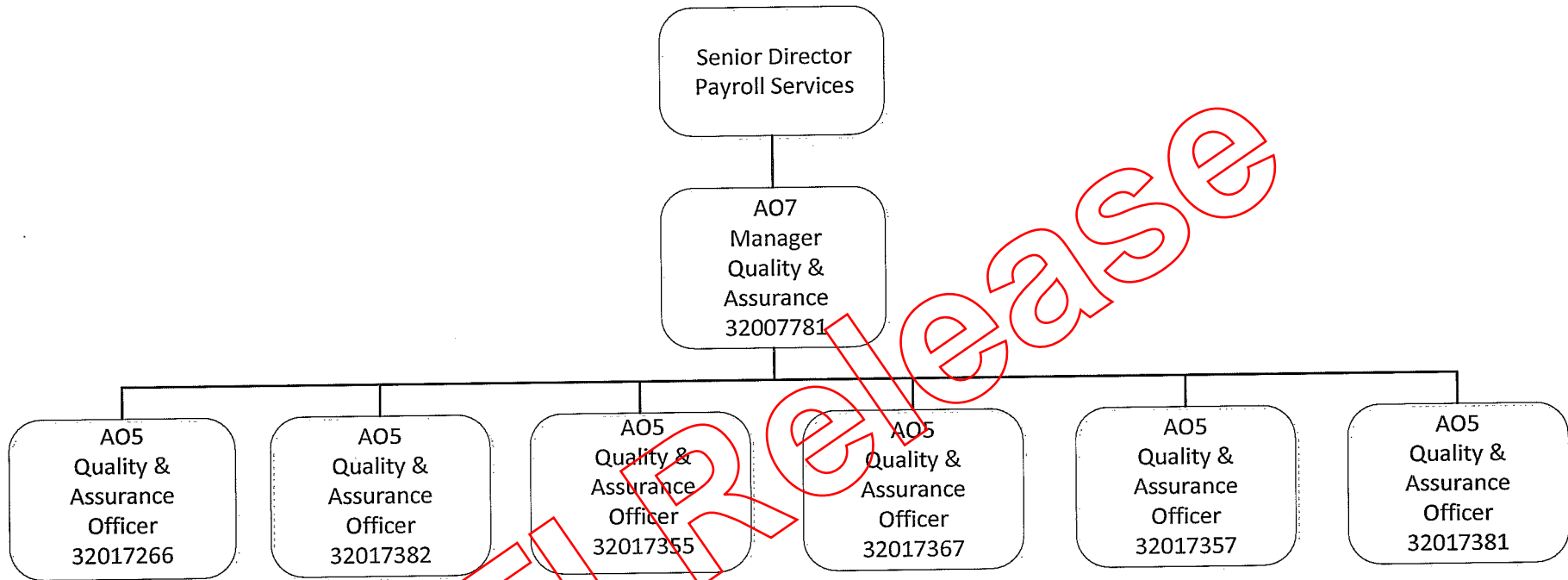
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AO2 CSO PN 32017748

# Statewide Operations Team

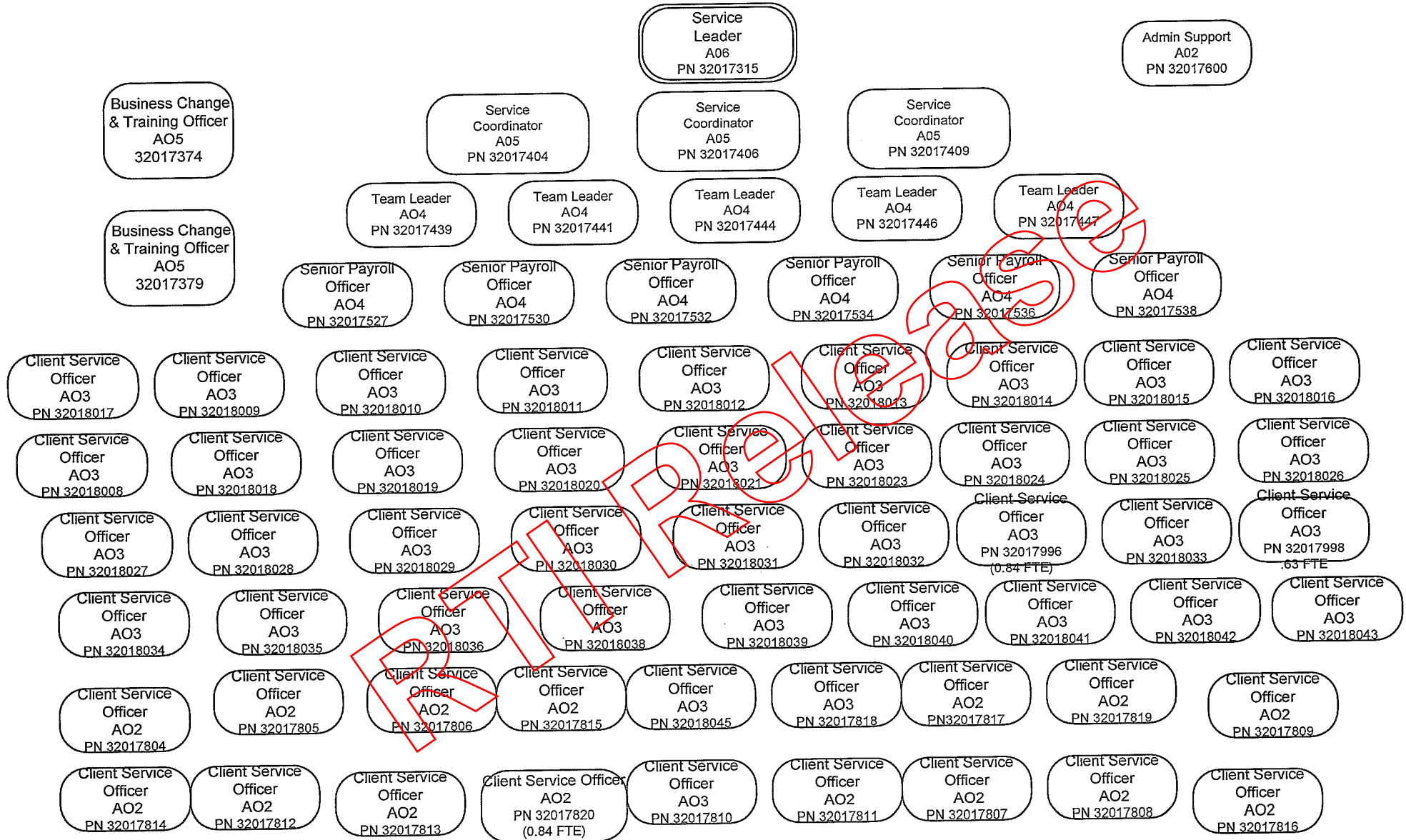


# Quality & Assurance Team

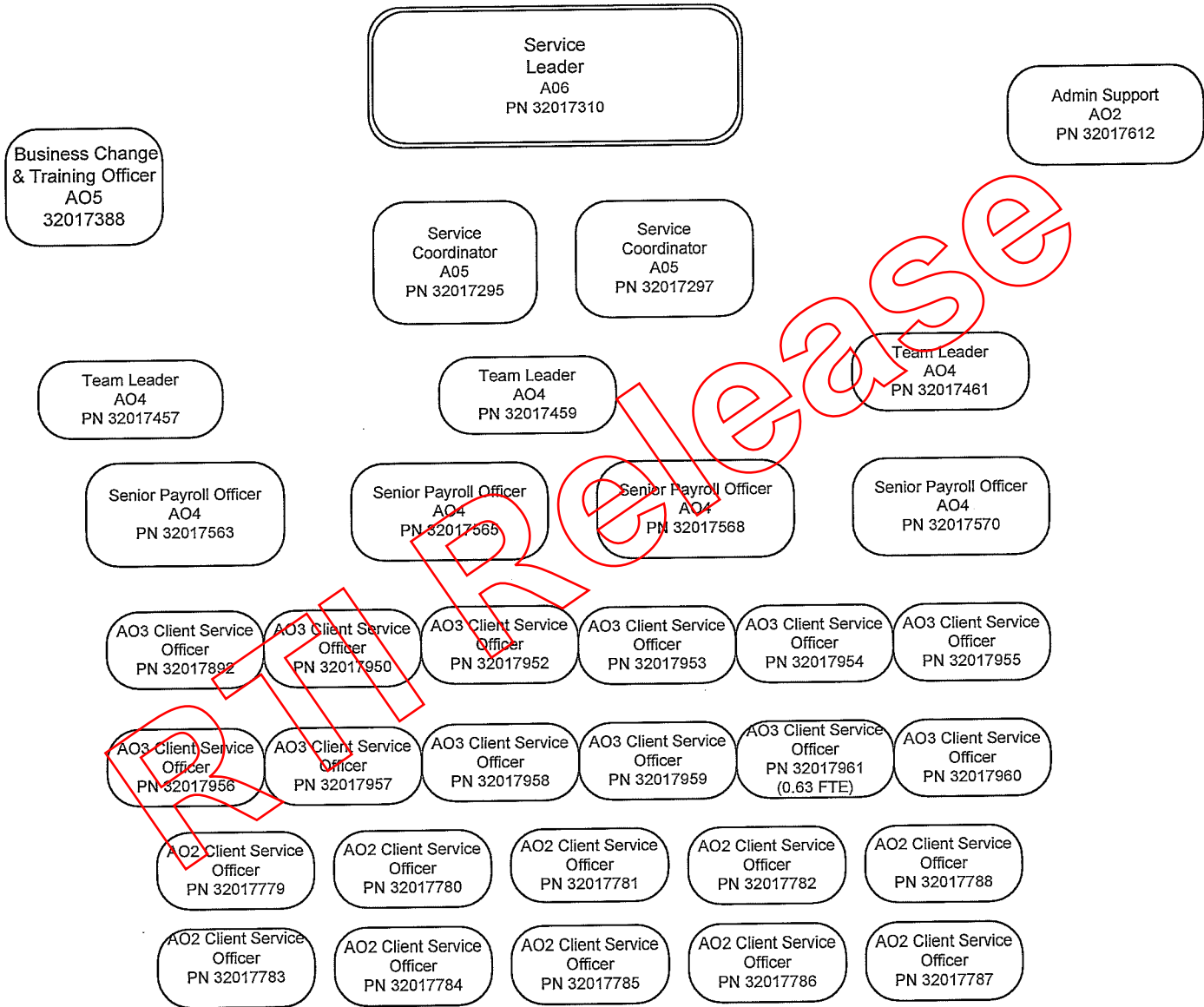


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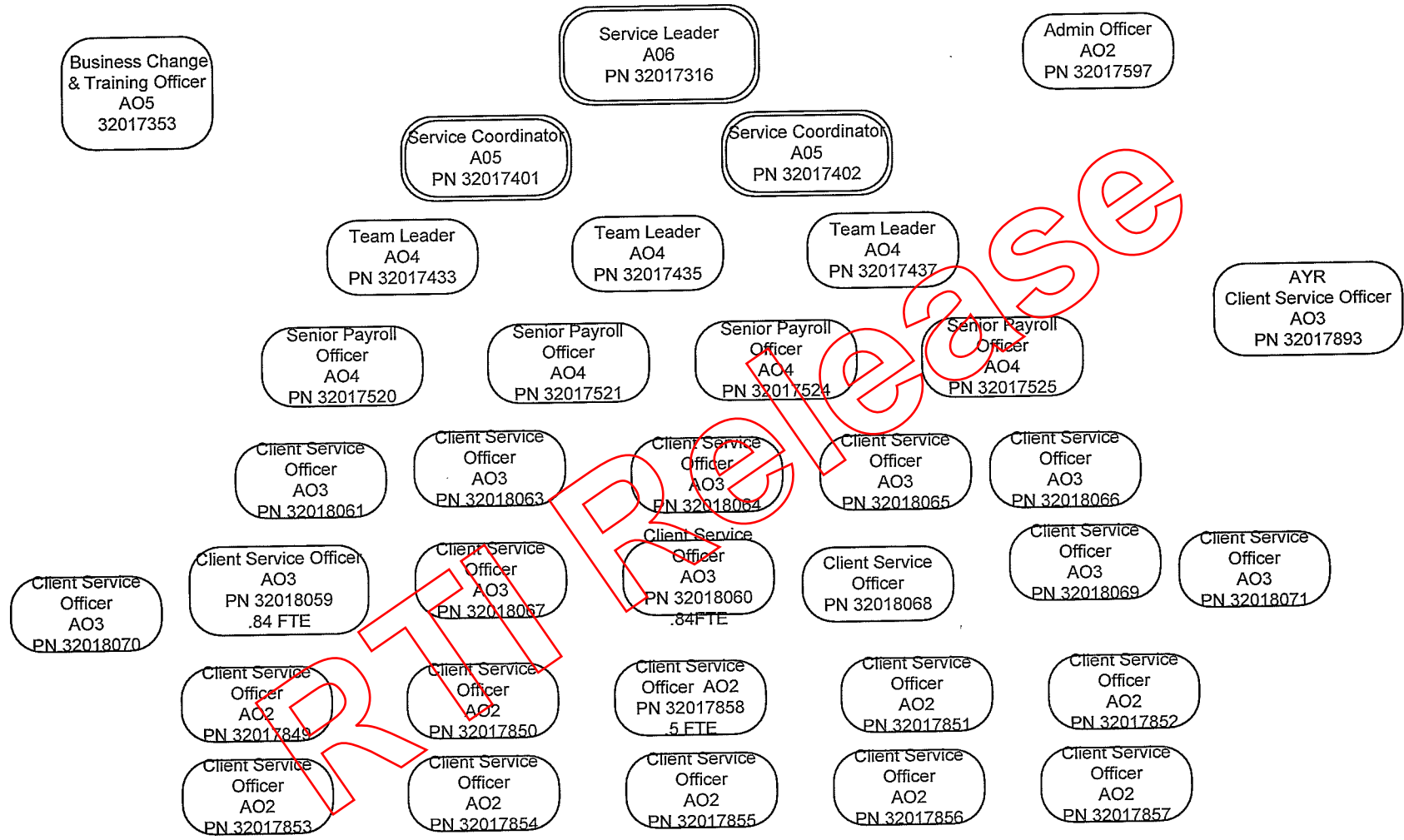


# Cairns



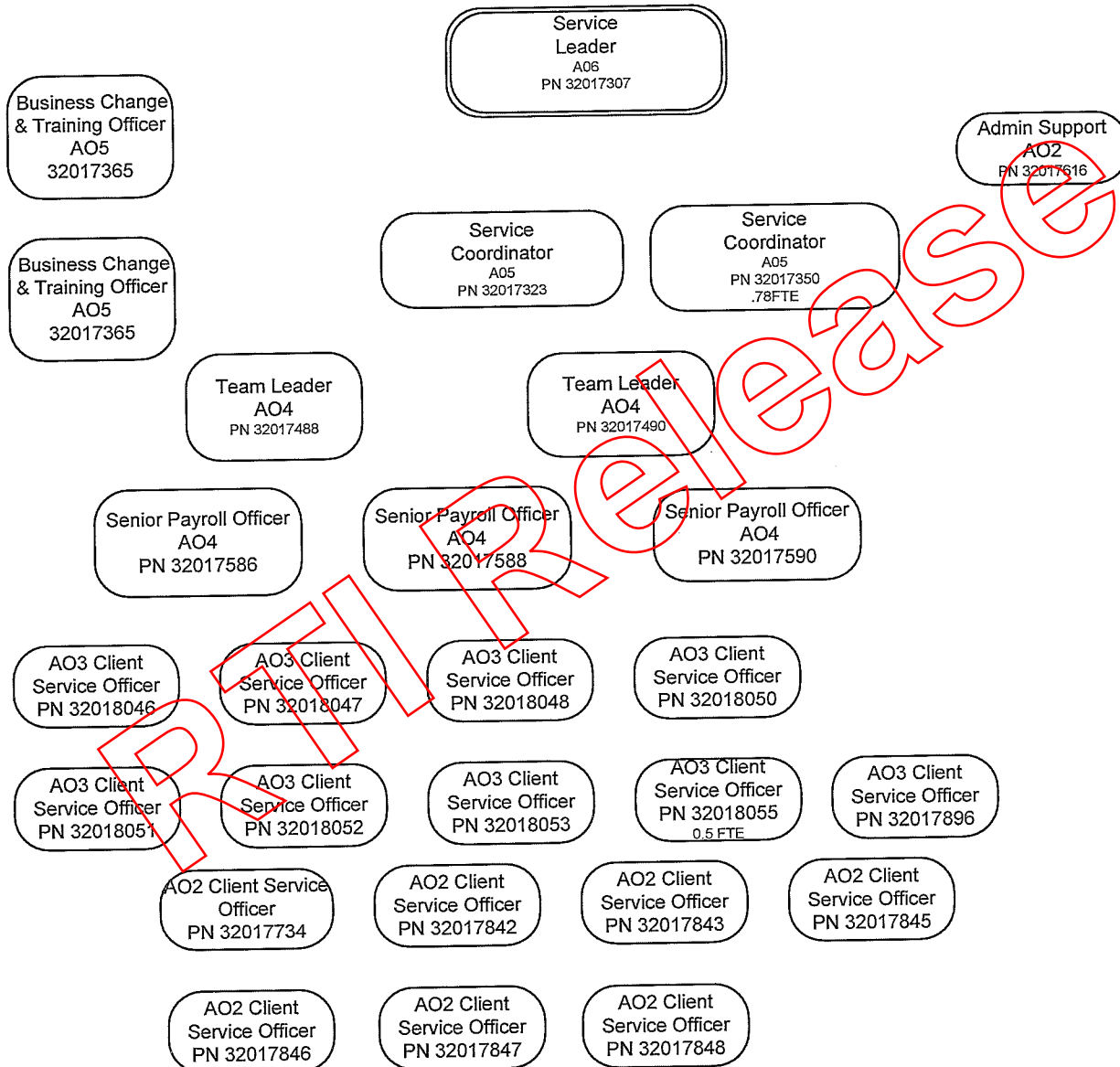
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# Townsville



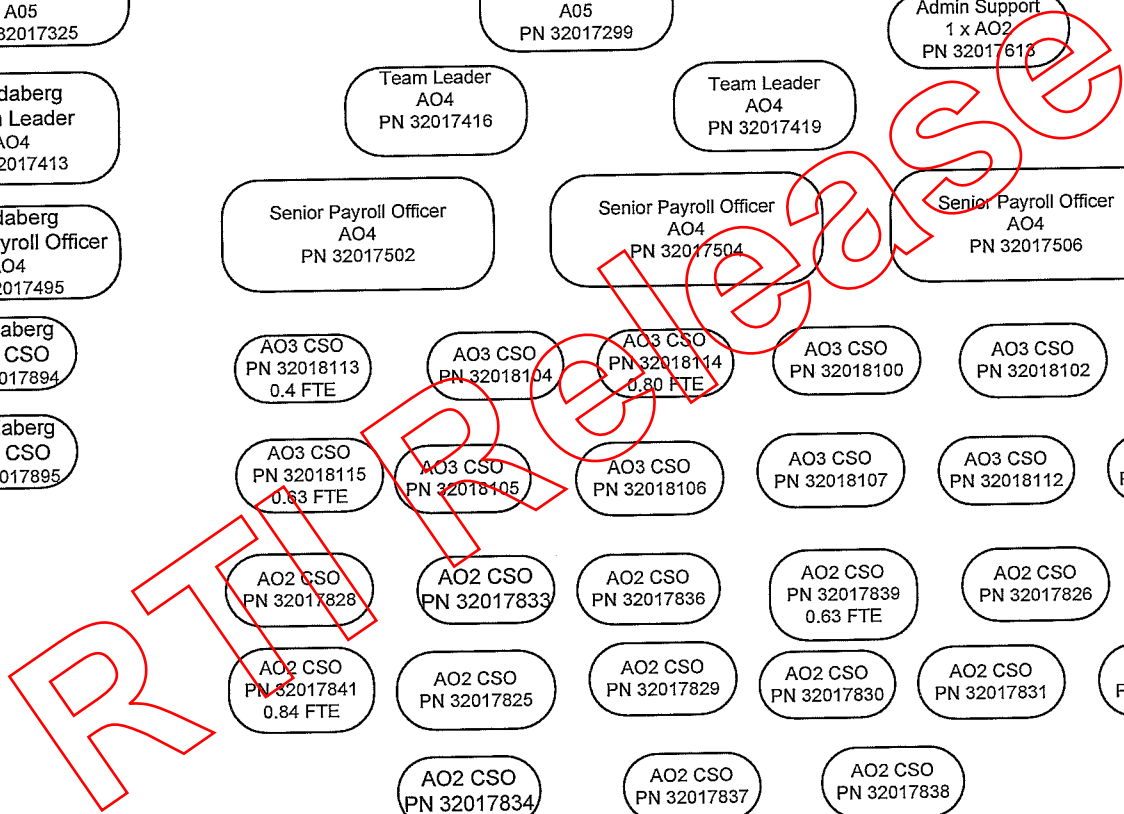
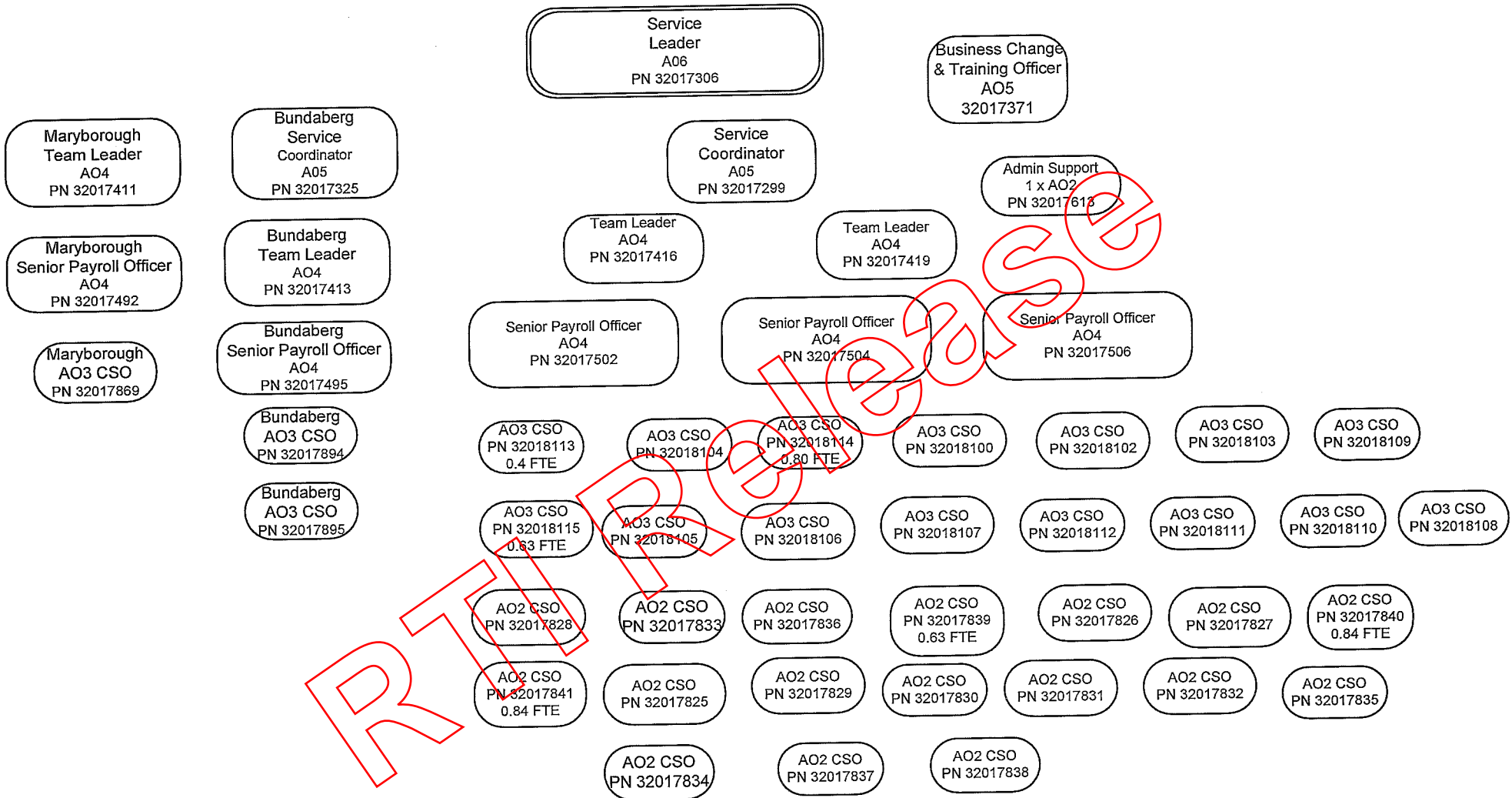


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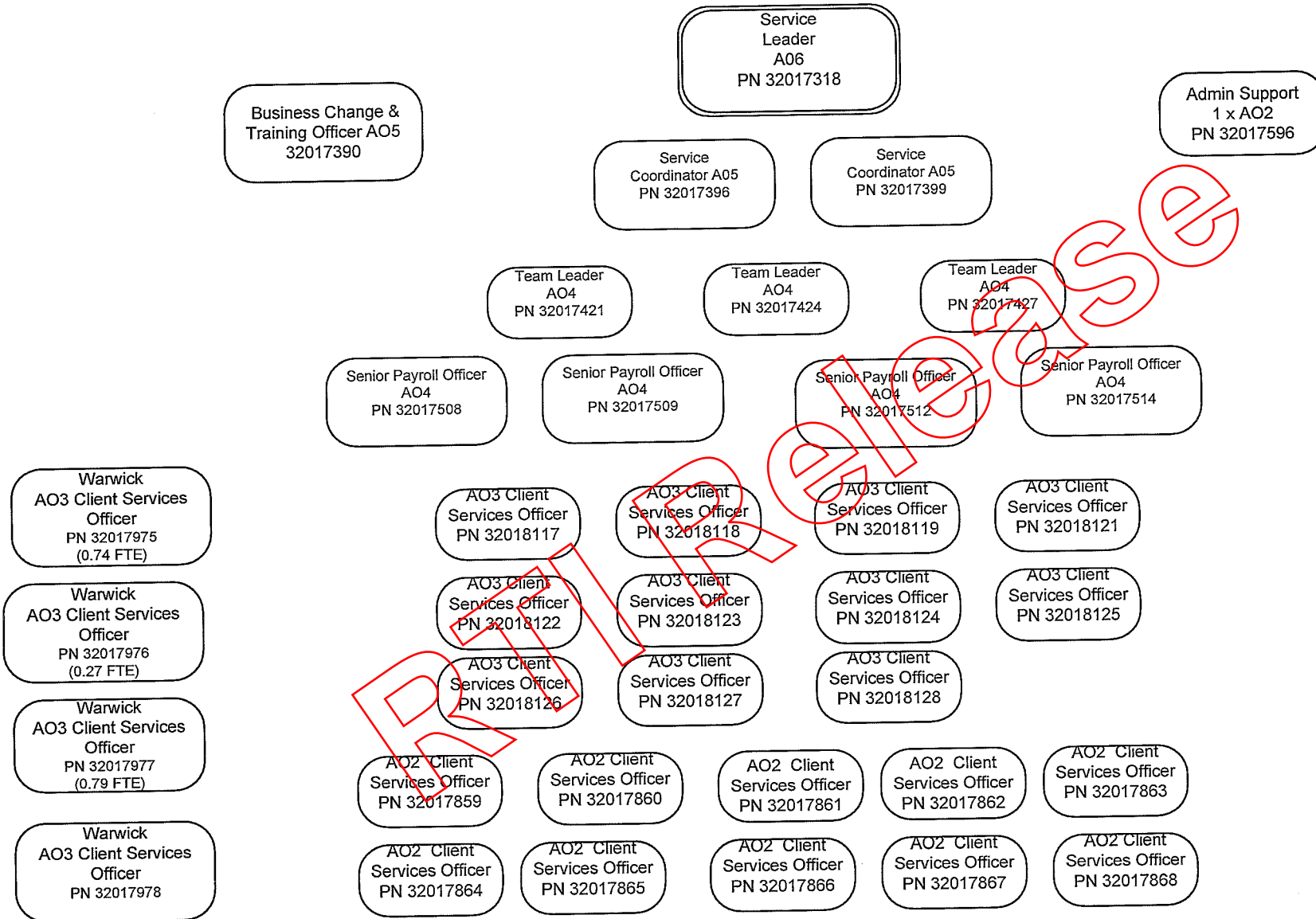


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# Nambour

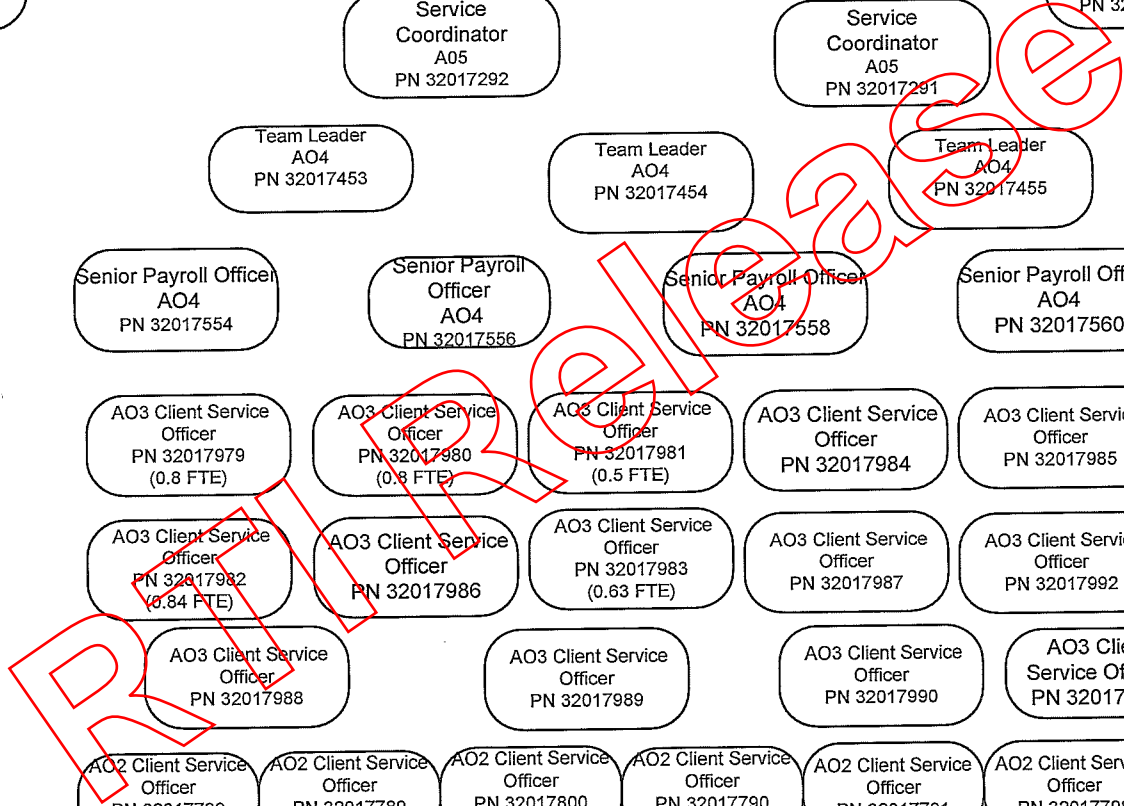
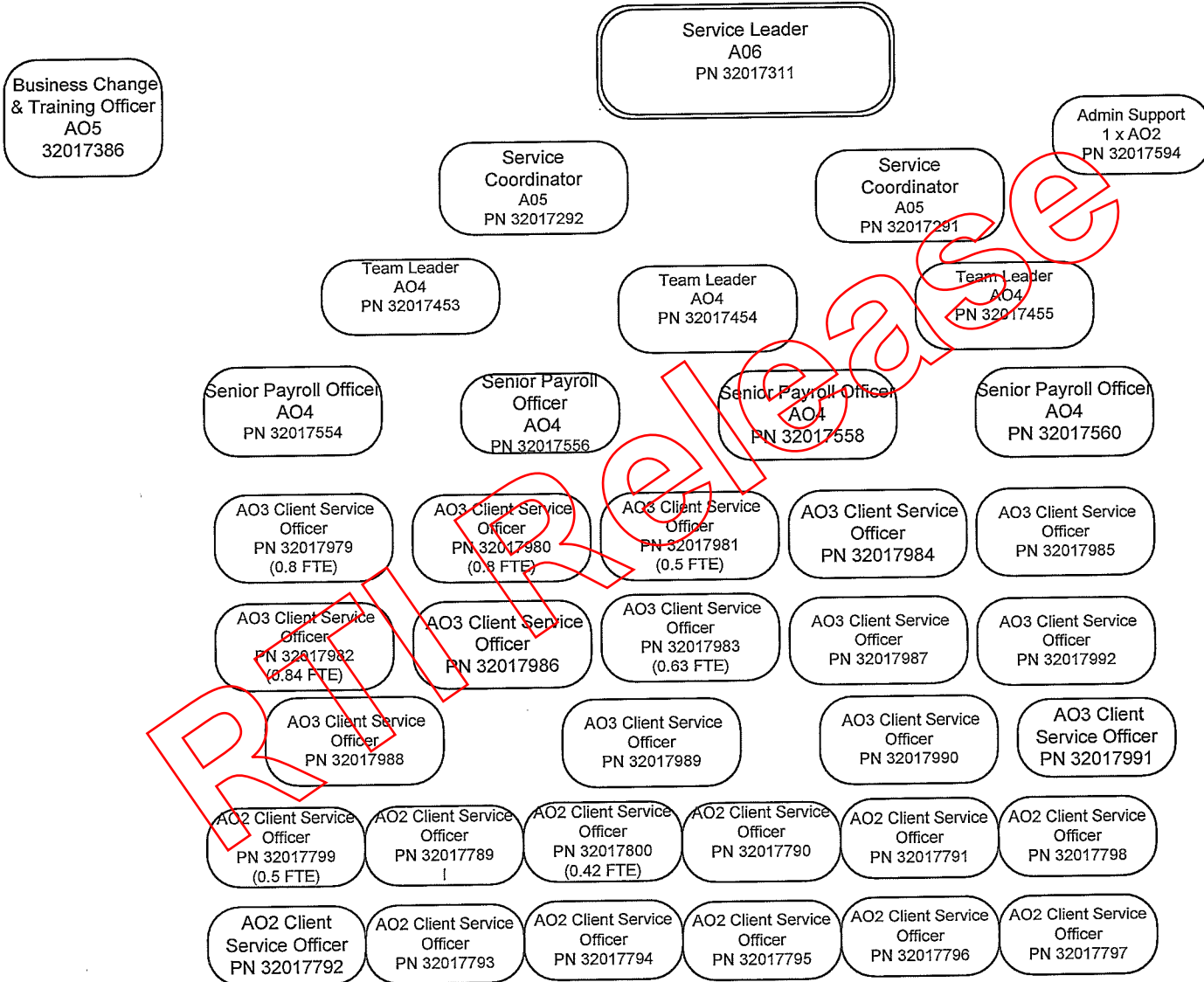


Toowoomba



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# Nerang



Ipswich

Business Change &  
Training Officer AO5  
32017383

Service  
Leader  
A06  
PN 32017313

Admin Support  
AO2  
PN 32017604

Service  
Coordinator  
A05  
PN 32017400

Service  
Coordinator  
A05  
PN 32017403

Team Leader  
AO4  
PN 32017428

Team Leader  
AO4  
PN 32017431

Team Leader  
AO4  
PN 32017415

Senior Payroll  
Officer AO4  
PN 32017516

Senior Payroll  
Officer AO4  
PN 32017518

Senior Payroll  
Officer  
AO4  
PN 32017498

Senior Payroll  
Officer  
AO4  
PN 32017500

AO3 CSO  
PN 32018072

AO3 CSO  
PN 32018073

AO3 CSO  
PN 32018075

AO3 CSO  
PN 32018076

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PN 32018088

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PN 32018078

AO3 CSO  
PN 32018079

AO3 CSO  
PN 32018080

AO3 CSO  
PN 32018081

AO3 CSO  
PN 32017886

AO3 CSO  
PN 32017890  
.63 FTE

AO3 CSO  
PN 32017891  
.8 FTE

AO3 CSO  
PN 32018082

AO3 CSO  
PN 32018092

AO3 CSO  
PN 32018093

AO3 CSO  
PN 32018077

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PN 32018099

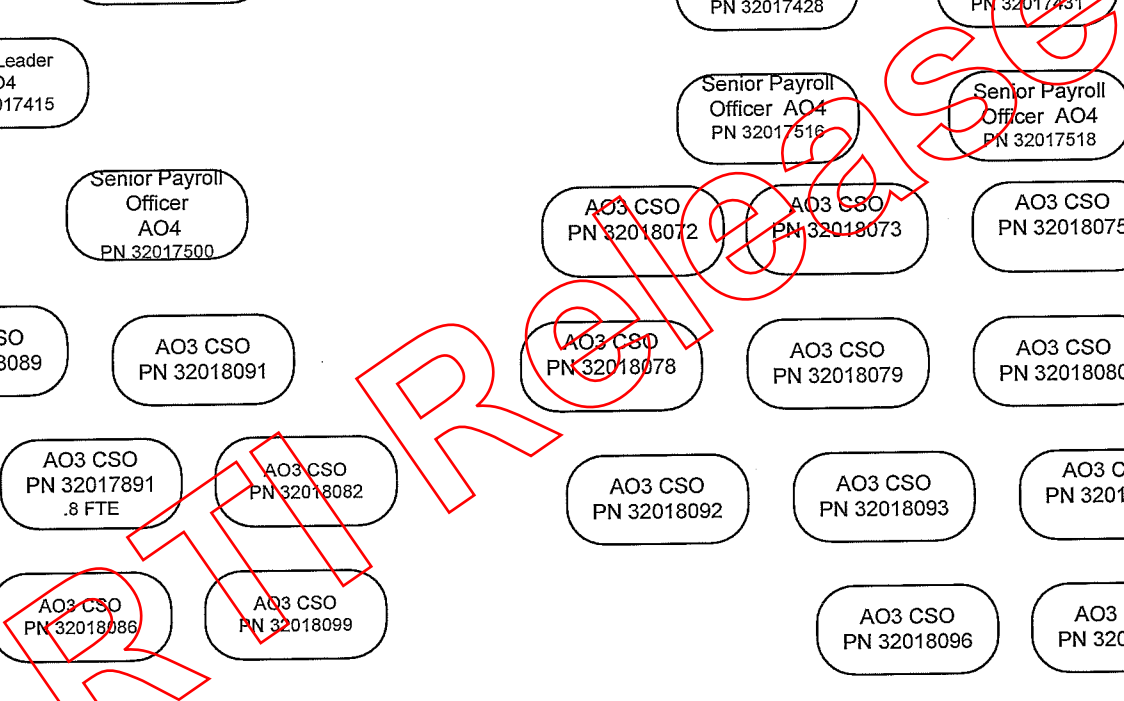
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PN 32018096

AO3 CSO  
PN 32018097

AO3 CSO  
PN 32018098

AO3 CSO  
PN 32017885

AO3 CSO  
PN 32018087



# Chermside Service Centre, Chermside and Herston Teams

Chermside  
Service  
Leader  
A06  
PN 32017305

Herston  
Service Leader  
A06  
PN 32017312

Business Support Officer  
A04  
PN 32017576

Service  
Coordinator  
A05  
PN 32017321

Service  
Coordinator  
A05  
PN 32017326

Admin Support  
Officer  
3 x A02  
PN 32017606  
PN 32017608  
PN 32017610

Service  
Coordinator  
A05  
PN 32017405

Service  
Coordinator  
A05  
PN 32017407

Service  
Coordinator  
A05  
PN 32017408

Team Leader  
AO4  
PN 32017478

Team Leader  
AO4  
PN 32017480

Team Leader  
AO4  
PN 32017485

Team Leader  
AO4  
PN 32017483

Team Leader  
AO4  
PN 32017449

Team Leader  
AO4  
PN 32017450

Team Leader  
AO4  
PN 32017451

Team Leader  
AO4  
PN 32017452

Senior Payroll  
Officer A04  
PN 32017577

Senior Payroll  
Officer A04  
PN 32017579

Senior Payroll  
Officer A04  
PN 32017581

Senior Payroll  
Officer A04  
PN 32017583

Senior Payroll  
Officer A04  
PN 32017585

Senior Payroll  
Officer  
A04  
PN 32017544

Senior Payroll  
Officer  
A04  
PN 32017546

Senior Payroll  
Officer  
A04  
PN 32017548

Senior Payroll  
Officer  
A04  
PN 32017550

Senior Payroll  
Officer  
A04  
PN 32017552

AO3 CSO  
PN 32017888  
(0.7 FTE)

AO3 CSO  
PN 32017889  
(0.42 FTE)

AO3 CSO  
PN 32017897

AO3 CSO  
PN 32017898

AO3 CSO  
PN 32017899

Business Change  
& Training Officer  
A05  
32017359

AO3 CSO  
PN 32017913

AO3 CSO  
PN 32017914

AO3 CSO  
PN 32017915

AO3 CSO  
PN 32017916

AO3 CSO  
PN 32017917

AO3 CSO  
PN 32017900

AO3 CSO  
PN 32017901

AO3 CSO  
PN 32017902

AO3 CSO  
PN 32017903

AO3 CSO  
PN 32017905

Business Change  
& Training Officer  
A05  
32017363

AO3 CSO  
PN 32017918

AO3 CSO  
PN 32017919

AO3 CSO  
PN 32017920

AO3 CSO  
PN 32017921

AO3 CSO  
PN 32017922

AO3 CSO  
PN 32017906

AO3 CSO  
PN 32017907

AO3 CSO  
PN 32017909

AO3 CSO  
PN 32017910

AO3 CSO  
PN 32017908

AO3 CSO  
PN 32017923n

AO3 CSO  
PN 32017924

AO3 CSO  
PN 32017925

AO3 CSO  
PN 32017926

AO3 CSO  
PN 32017927

AO3 CSO  
PN 32017911

AO3 CSO  
PN 32017912

AO3 CSO  
PN 32017887  
(0.8 FTE)

AO3 CSO  
PN 32017928

AO3 CSO  
PN 32017929

AO3 CSO  
PN 32017930

AO3 CSO  
PN 32017931

AO3 CSO  
PN 32017932

AO2 CSO  
PN 32017870

AO2 CSO  
PN 32017871

AO2 CSO  
PN 32017872

AO2 CSO  
PN 32017884

AO2 CSO  
PN 32017877

AO3 CSO  
PN 32017933

AO3 CSO  
PN 32017934

AO3 CSO  
PN 32017935

AO3 CSO  
PN 32017936

AO3 CSO  
PN 32017939

AO3 CSO  
PN 32017937

AO2 CSO  
PN 32017875

AO2 CSO  
PN 32017876

AO2 CSO  
PN 32017873

AO2 CSO  
PN 32017874

AO2 CSO  
PN 32017878

AO2 CSO  
PN 32017736

AO2 CSO  
PN 32017737

AO2 CSO  
PN 32017749  
0.61 FTE

AO2 CSO  
PN 32017775  
0.84 FTE

AO2 CSO  
PN 32017776  
0.84 FTE

AO3 CSO  
PN 32017938

AO2 CSO  
PN 32017879

AO2 CSO  
PN 32017880

AO2 CSO  
PN 32017881

AO2 CSO  
PN 32017882

AO2 CSO  
PN 32017883

AO2 CSO  
PN 32017739

AO2 CSO  
PN 32017740

AO2 CSO  
PN 32017741

AO2 CSO  
PN 32017742

AO2 CSO  
PN 32017743

AO2 CSO  
PN 32017744

AO2 CSO  
PN 32017884

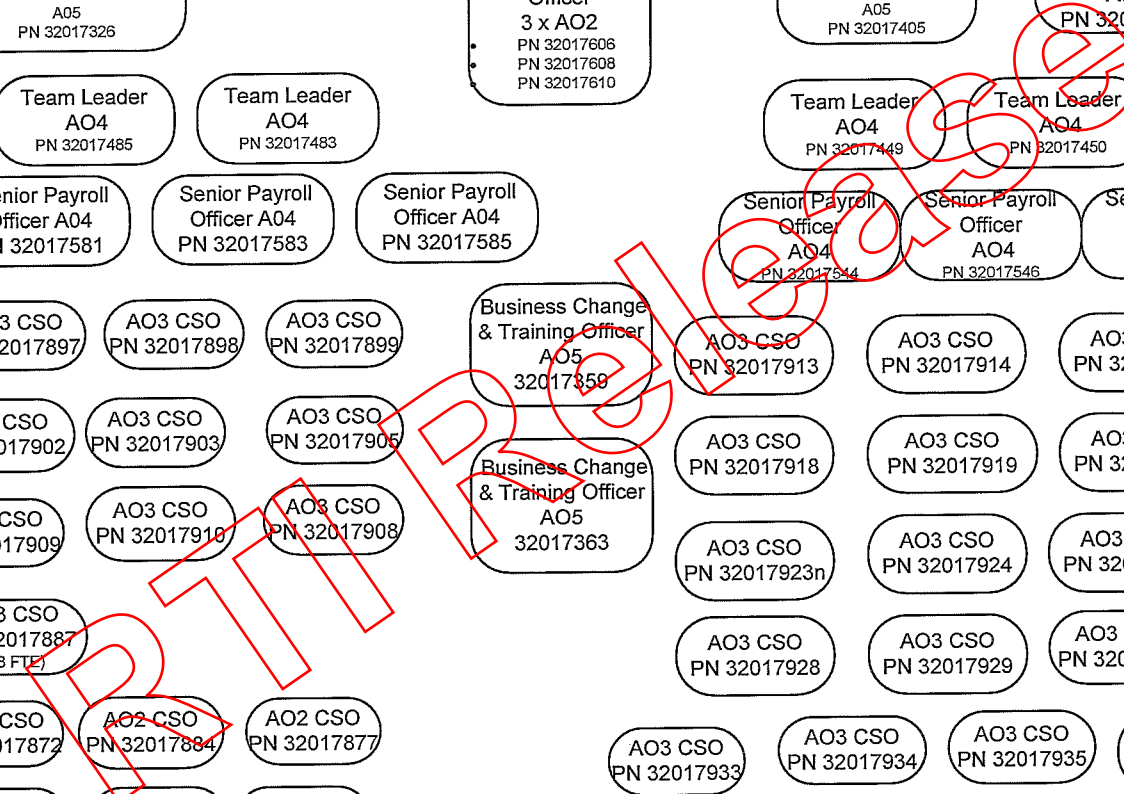
AO2 CSO  
PN 32017738

AO2 CSO  
PN 32017745

AO2 CSO  
PN 32017746

AO2 CSO  
PN 32017747

AO2 CSO  
PN 32017748



ABOLISHED POSITIONS					
Organisational Unit	Pos Id	Position Title	Classification	Number of Positions	Comments
		Nil			

**DIRECT MATCH**

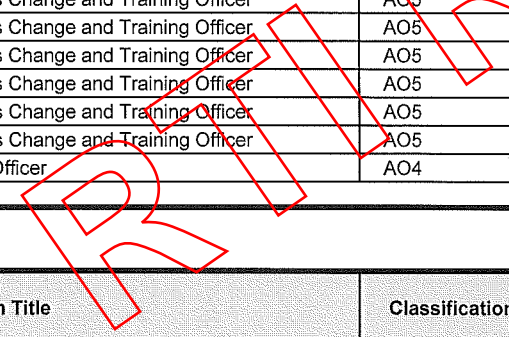
Organisational Unit	Pos Id	Position Title	Classification	Comments
Payroll Services	32017282	Senior Manager, Business Change & Training	AO8	Perm role, currently filled with Higher Duties - reporting to SWOT
Business Change and Training	32017264	Program Lead	AO7	Perm role filled with perm incumbent - reporting to SWOT
Business Change and Training	32017263	Program Lead	AO7	Perm role filled with perm incumbent currently based at Gympie - reporting to SWOT check
Business Change and Training	32017265	Principal Business Analyst	AO7	Perm role substantively vacant filled with temp incumbent - reporting to SWOT
Business Change and Training	32017300	Team Lead	AO6	Perm role filled with perm incumbent - the current incumbent is currently acting in higher duties - reporting to SWOT (Vacant?)
Business Change and Training	32017274	Team Lead	AO6	Perm role filled with perm incumbent - reporting to SWOT
Business Change and Training	32017273	Team Lead	AO6	Perm role filled with perm incumbent - reporting to SWOT
Business Change and Training	32013464	Senior Training Documentation Officer	AO6	Perm role filled with perm incumbent - reporting to SWOT (role came from WMSO)
Business Change and Training	32017302	Senior Business Analyst	AO6	Perm role substantively vacant filled with higher duties - reporting to Data Integrity, SWOT
Business Change and Training	32013466	Training Officer	AO5	Perm role substantively vacant - reporting to SWOT
Business Change and Training	32017361	Business Change and Training Officer	AO5	Perm role filled with perm incumbent - being backfilled - reporting to SWOT
Business Change and Training	32017369	Business Change and Training Officer	AO5	Perm role filled with perm incumbent - being backfilled - reporting to SWOT
Business Change and Training	32017377	Business Change and Training Officer	AO5	Perm role filled with perm incumbent - being backfilled - reporting to SWOT
Business Change and Training	32017384	Business Analyst	AO5	Perm role substantively vacant filled with temp incumbent - reporting to SWOT
Business Change and Training	32017380	Business Analyst	AO5	Perm role substantively vacant filled with temp incumbent - reporting to Data Integrity, SWOT
Business Change and Training	32017266	Quality & Assurance Officer	AO5	Perm role in Townsville currently vacant - was AO6 reclassified to AO5 - reporting to Quality & Assurance
Business Change and Training	32017382	Quality & Assurance Officer	AO5	Perm role in Rockhampton currently vacant - reporting to Quality & Assurance
Business Change and Training	32017355	Quality & Assurance Officer	AO5	Perm role in Chermshire currently vacant - reporting to Quality & Assurance
Business Change and Training	32017367	Quality & Assurance Officer	AO5	Perm role in Chermshire currently vacant - reporting to Quality & Assurance
Business Change and Training	32017357	Quality & Assurance Officer	AO5	Perm role in Meadowbrook currently vacant - reporting to Quality & Assurance
Business Change and Training	32017381	Quality & Assurance Officer	AO5	Perm role in Meadowbrook current perm incumbent on higher duties - reporting to Quality & Assurance
Business Change and Training	32017388	Business Change and Training Officer	AO5	Perm role in Cairns filled with perm incumbent - reporting to Service Leader Cairns
Business Change and Training	32017363	Business Change and Training Officer	AO5	Perm role in Chermshire filled with perm incumbent - reporting to Service Leader Chermshire
Business Change and Training	32017359	Business Change and Training Officer	AO5	Perm role in Chermshire substantively vacant filled with higher duties - reporting to Service Leader Chermshire
Business Change and Training	32017383	Business Change and Training Officer	AO5	Perm role in Ipswich filled with perm incumbent - reporting to Service Leader Ipswich
Business Change and Training	32017374	Business Change and Training Officer	AO5	Perm role in Meadowbrook filled with perm incumbent - reporting to Service Leader Meadowbrook
Business Change and Training	32017379	Business Change and Training Officer	AO5	Perm role in Meadowbrook filled with perm incumbent - reporting to Service Leader Meadowbrook
Business Change and Training	32017371	Business Change and Training Officer	AO5	Perm role in Nambour substantively vacant filled with higher duties - reporting to Service Leader Nambour
Business Change and Training	32017386	Business Change and Training Officer	AO5	Perm role in Nerang filled with perm incumbent - reporting to Service Leader Nerang
Business Change and Training	32017365	Business Change and Training Officer	AO5	Perm role in Rockhampton filled with higher duties - reporting to Service Leader Rockhampton
Business Change and Training	32017365	Business Change and Training Officer	AO5	Perm role in Rockhampton filled with perm incumbent - reporting to Service Leader Rockhampton
Business Change and Training	32017390	Business Change and Training Officer	AO5	Perm role in Toowoomba filled with perm incumbent - reporting to Service Leader Toowoomba
Business Change and Training	32017353	Business Change and Training Officer	AO5	Perm role in Townsville filled with perm incumbent - reporting to Service Leader Townsville
Business Change and Training	32017598	Project Officer	AO4	Perm role filled with perm incumbent - reporting to SWOT

**SUITABILITY ASSESSMENT**

Organisational Unit	Pos Id	Position Title	Classification	Closed Merit Strategy	Existing or New Position	Number of Positions	Applicant Pool	Comments
		Nil						

**OPEN MERIT**

Organisational Unit	Pos Id	Position Title	Classification	Recruitment Strategy	Existing or New Position	Number of Positions	Comments
Quality and Assurance	32017266	Quality & Assurance Officer	AO5		Existing	1	Townsville - role has been reclassified from AO6 to AO5 (Vacant)
Quality and Assurance	32017382	Quality & Assurance Officer	AO5		Existing	1	Rockhampton
Quality and Assurance	32017355	Quality & Assurance Officer	AO5		Existing	1	Chermshire
Quality and Assurance	32017367	Quality & Assurance Officer	AO5		Existing	1	Chermshire
Quality and Assurance	32017357	Quality & Assurance Officer	AO5		Existing	1	Meadowbrook
Quality and Assurance	32017381	Quality & Assurance Officer	AO5		Existing	1	Meadowbrook - temp fill only as has a perm incumbent on higher duties
Business Change and Training	32017265	Principal Business Analyst	AO7		Existing	1	Brisbane
Business Change and Training	32017302	Senior Business Analyst	AO6		Existing	1	Brisbane
Business Change and Training	32017384	Business Analyst	AO5		Existing	1	Brisbane
Business Change and Training	32017380	Business Analyst	AO5		Existing	1	Brisbane
Business Change and Training	32013466	Training Officer	AO5		Existing	1	Brisbane
Business Change and Training	32017359	Business Change and Training Officer	AO5		Existing	1	Chermshire
Business Change and Training	32017371	Business Change and Training Officer	AO5		Existing	1	Nambour



# Proposed Implementation Plan

## Business Performance Unit Organisational Change

### 1. Purpose

This document provides an overview of the implementation process for the restructure of the Business Performance Unit within Payroll Services.

This document supports the consultation process in accordance with Termination Change and Redundancy provisions in the relevant award/s.

### 2. Proposed Restructure

The Business Performance Unit (BPU) within Payroll Services will be subject to a restructure which is likely to have an effect upon employees.

The BPU was established as a temporary solution to support Payroll Services post SAP go-live. Over time, it has provided a range of solutions around business process, reporting, supporting reconciliations of accounts, and analysis of key issues identified in payroll processes. More recently, BPU has begun to provide a wider service around data management and reporting, creating a "data warehouse" function and the creation and distribution of reports outside of the core systems of SAP and Workbrain.

There are now opportunities to align and maximise synergies of activities undertaken across the BPU, Statewide Operations Team (SWOT), the Payroll Analysis Unit (PAU – Temporary Unit), and Business Change and Training Team (BCaT). The following transfer of functions has been approved:

- transfer of reconciliations to SWOT (with the exception of overpayment related reconciliations) (temporary resource only);
- transfer of overpayment related reconciliations to PAU;
- transfer of reporting activity to SWOT;
- transfer of data integrity analysis – to Senior Manager, Payroll Services;
- transfer of business process improvement activity and resources to BCaT; and
- transfer of audit related activity to Service Management and Assurance.

It is anticipated that 18 FTE of existing permanent positions are likely to be affected by this change. These changes will be to reporting relationships, with the exception of one existing vacant role Principal Business Analyst, AO7 which is to be reclassified to AO6 level. (See details in the affected positions spreadsheet). The Director role has been filled with a Temporary employee, who has resigned.

No positions and no people have been identified as surplus. All current temporary employees and those on higher duties will be confirmed in current arrangements as per current end dates. Permanent vacant roles are to be advertised via open merit processes by 1 July 2014.

Attachment 1 shows a summary of the effects of the changes (number and category of employees likely to be directly affected) in the first stage.

This document outlines how it is proposed that this change will be implemented. Payroll Services will undertake this change in accordance with government policy and relevant industrial obligations.

### 3. Steps for Implementation

The following steps will be followed in implementing the restructure:

1. Management makes a decision on the appropriate structure on the basis of operational and service delivery needs.
2. Management consults with employees and unions in relation to the proposed restructure, its likely effects, implementation plans and ways to avoid or minimise effects of the changes in accordance with TCR provisions. During this consultation, relevant documentation will be made available to employees and relevant unions.



3. Management will provide restructure details in a letter to those employees likely to be affected and relevant unions in accordance with TCR provisions. Where affected employees are on leave, management will make their best endeavours to communicate with the absent employee.
4. During a specified period of consultation, affected employees and relevant unions will be consulted on the proposed changes, the likely effect of changes on employees and ways to avoid or minimise the effects of the changes. Following consideration of employee and union feedback through the consultation process, management will make a final decision on, and proceed to implement, the restructure.
5. Individual meetings will be held with affected employees to advise of the final decision, its impact on their position and to offer avenues of support through the process. Where affected employees are on leave, management will make contact with affected absent employees.
6. Management finalises restructure.

feedback

## 4. Supporting Employees Through Change

Payroll Services appreciate this is a difficult time for affected employees.

### 4.1 The proposed process to minimise effects on employees

- Where substantive employees are attached to an affected work unit and the number of employees and ongoing roles are unchanged then no further process need occur. This could be either a one to one match or multiple to multiple.
- There will be no employees identified as requiring placement, as all permanent employees will remain and report to alternative managers.

Additional support offered to impacted employees will include:

- Individual discussion with the affected employees offering certainty about the impact of the changes as soon as is possible in the process
- Consultation will be conducted with staff and relevant unions as to ways to minimise the effects of the change
- Support and assistance through the process
- Employee Assistance Program (EAP) including face-to-face counselling and other strategies available through EAP

For employees generally the support will include:

- Offering detail about decisions and impacts as soon as possible in the process
- EAP including face-to-face counselling and other strategies available through EAP.

## 5. Timeline for implementing change

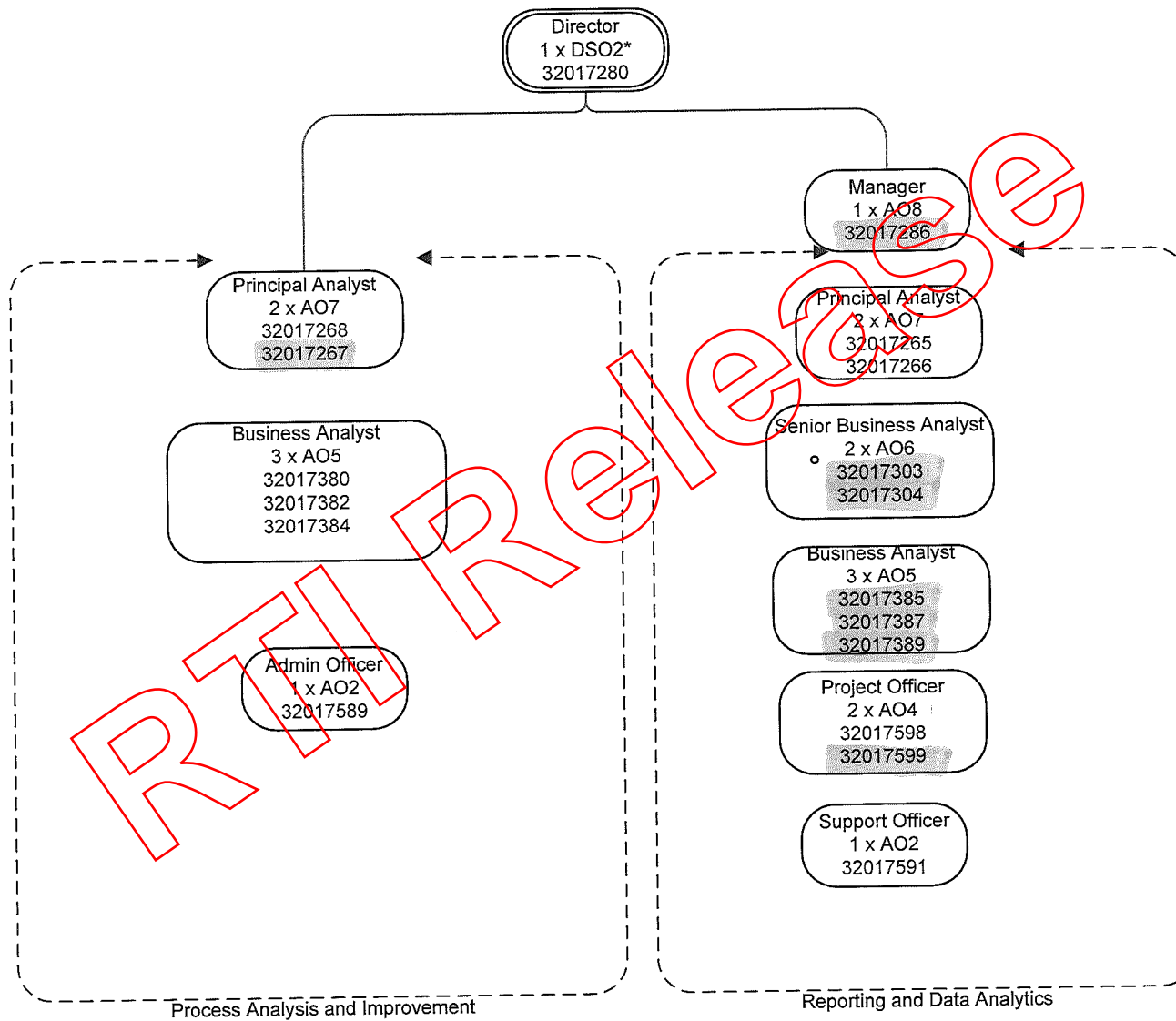
Date/s	Action	Responsible Officer
31.3.14	Decision made about restructure	Steve Dobson
1.4.14	Meeting with staff from BPU, PAU, BCaT and SWOT to announce changes and commence consultation	Steve Dobson
1.4.14	Meeting with unions to announce changes and table all relevant documentation for commencement of consultation.	Steve Dobson Katrina Hale
1.4.14 – 4.4.14	Individual meetings held with all affected staff	Steve Dobson
14.4.14	Consultation period concludes, and all feedback considered	Katrina Hale
16.4.14	Implementation Plan finalised. Implementation to commence	Katrina Hale
16.4.14	New reporting requirements to commence	Steve Dobson
18.4.14	All direct matched employees to receive confirmation letter	Katrina Hale
1.7.14	Open merit advertisements to be finalised	Katrina Hale

RTI Release

**Attachment 1 – Summary of the effects of the changes**

Position Title	Classification	Status	Report to
Principal Business Analyst	AO7	Perm role filled with current temp	BCaT
Senior Business Analyst	AO6	Perm role currently vacant (reclass from AO7 to AO6)	BCaT
Business Analyst	AO5	Perm role filled via HD	BCaT
Business Analyst	AO5	Perm role filled with current temp	BCaT
Business Analyst	AO5	Perm role currently vacant	BCaT
Project Officer	AO4	Perm role filled with current temp	BCaT
Manager	AO8	Perm role filled with perm incumbent	SWOT
Principal Business Analyst	AO7	Perm role filled with current temp	SWOT
Senior Business Analyst	AO6	Perm role filled with perm incumbent	SWOT
Senior Business Analyst	AO6	Perm role not backfilled	SWOT
Business Analyst	AO5	Perm role filled via HD	SWOT
Business Analyst	AO5	Perm role filled with perm incumbent	SWOT
Business Analyst	AO5	Perm role filled with perm incumbent	SWOT
Project Officer	AO4	Perm role filled via HD	SWOT
Principal Business Analyst	AO7	Perm role filled with perm incumbent	Service Management Assurance
Support Officer	AO2	Perm role filled with current temp	Service Management Assurance
Admin Officer	AO2	Perm role filled with current temp	Service Management Assurance
Director	DSO2	Vacant	Yet to be determined

# Business Performance Unit

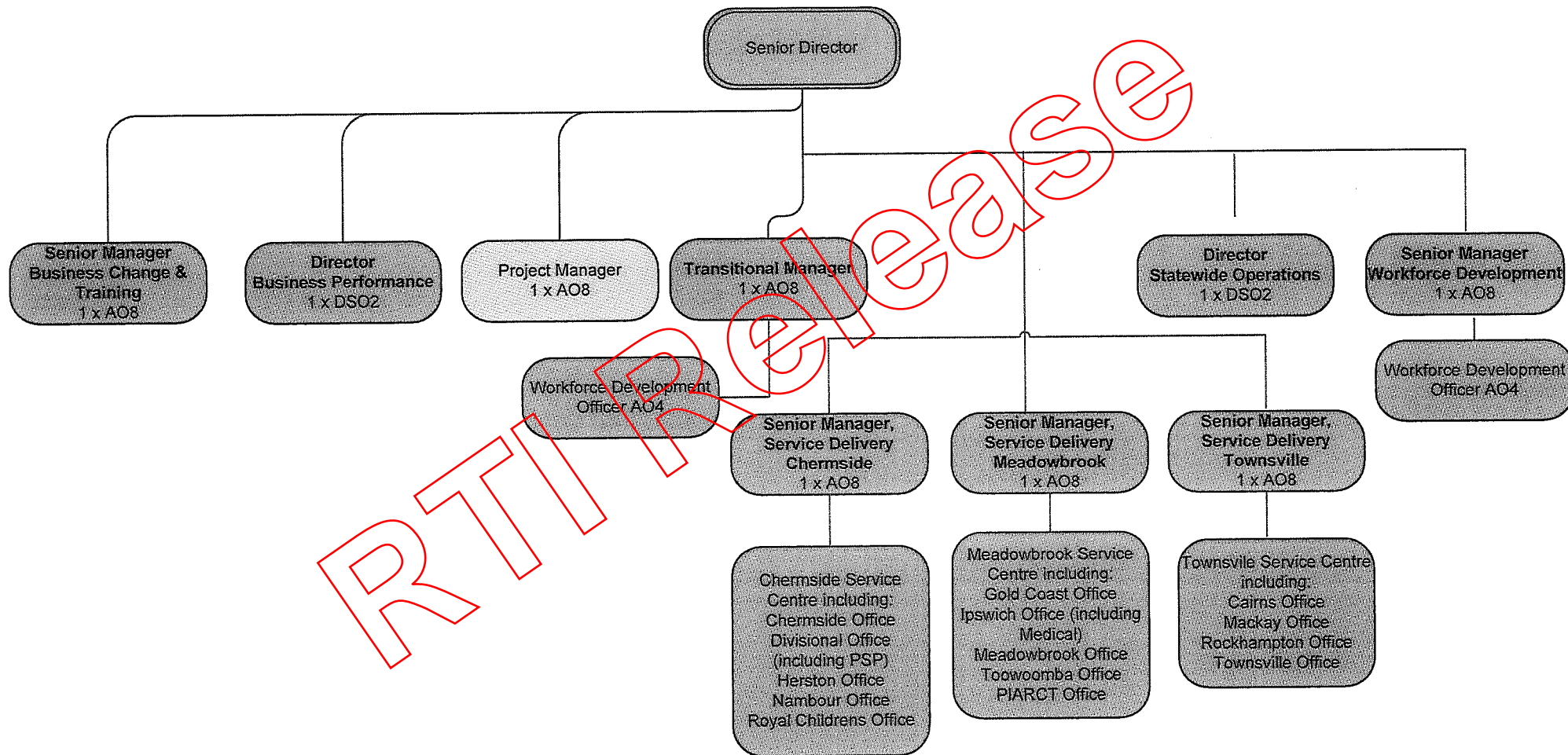


BcaT

SwOT

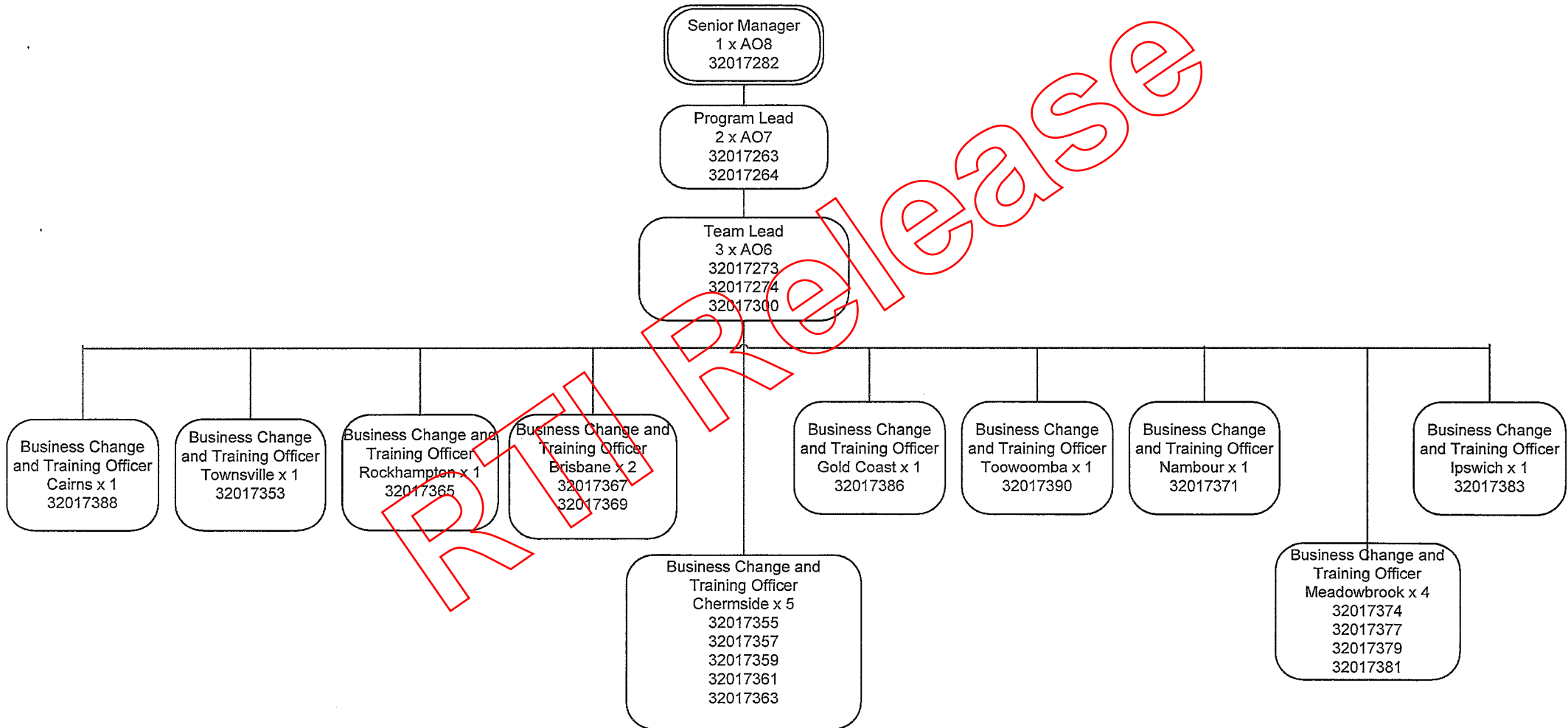
SERVICE MGMT ASSURANCE

# Payroll Services Directorate



RTI RELEASE

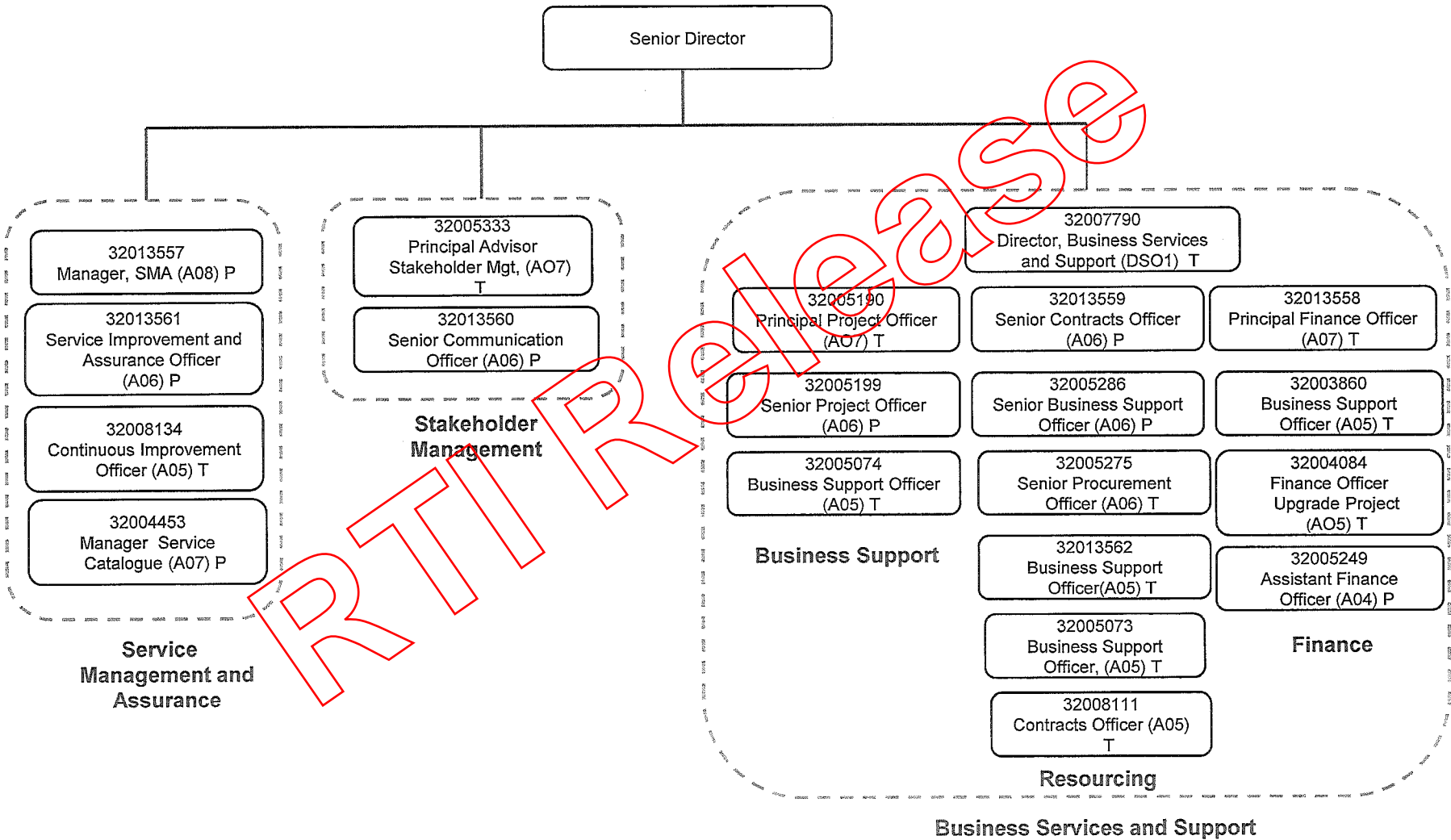
# Business Change and Training



REDACTED

# Service Management and Support - current

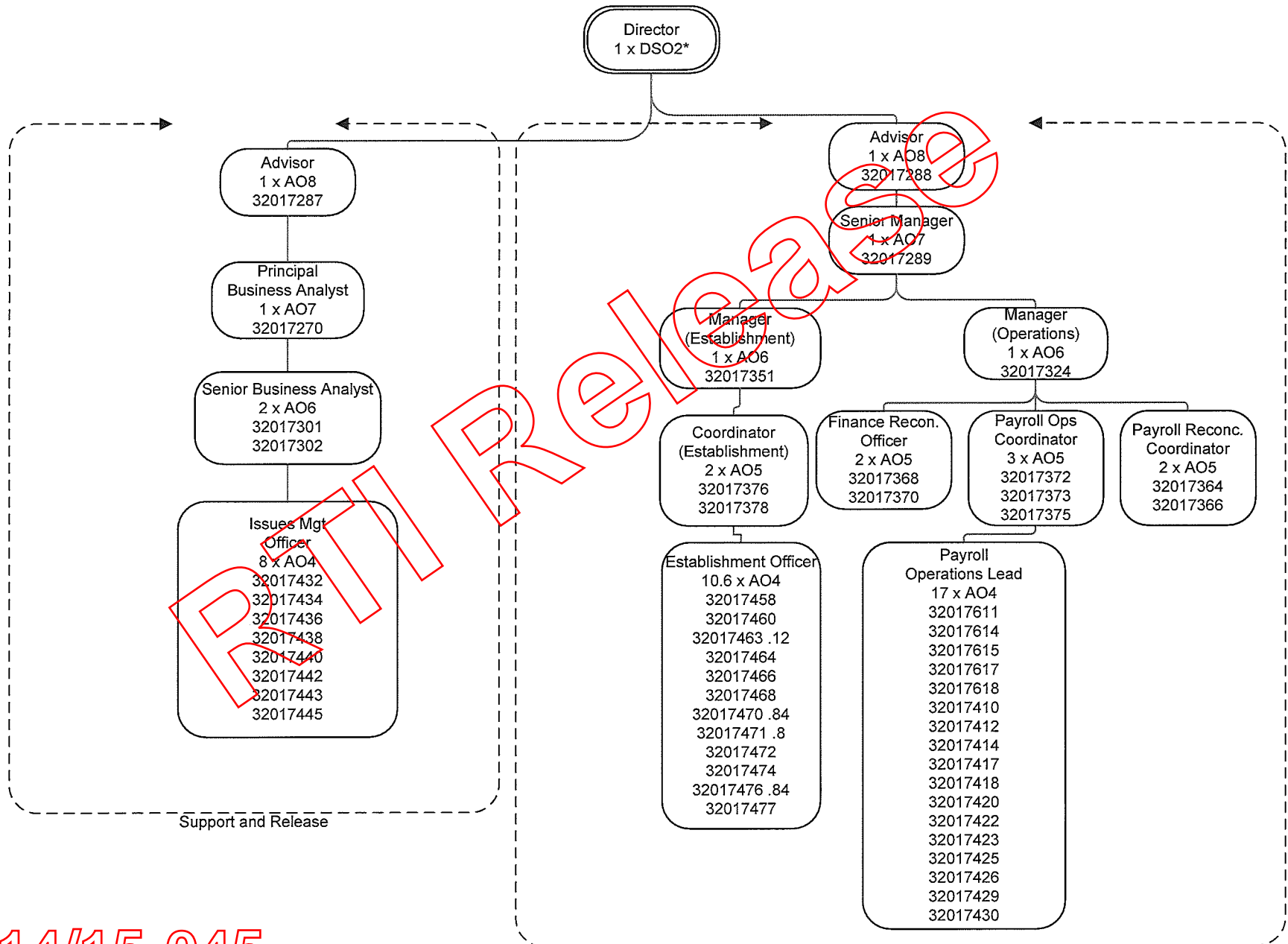
P = Permanent T = Temporary



RTI RELEASE

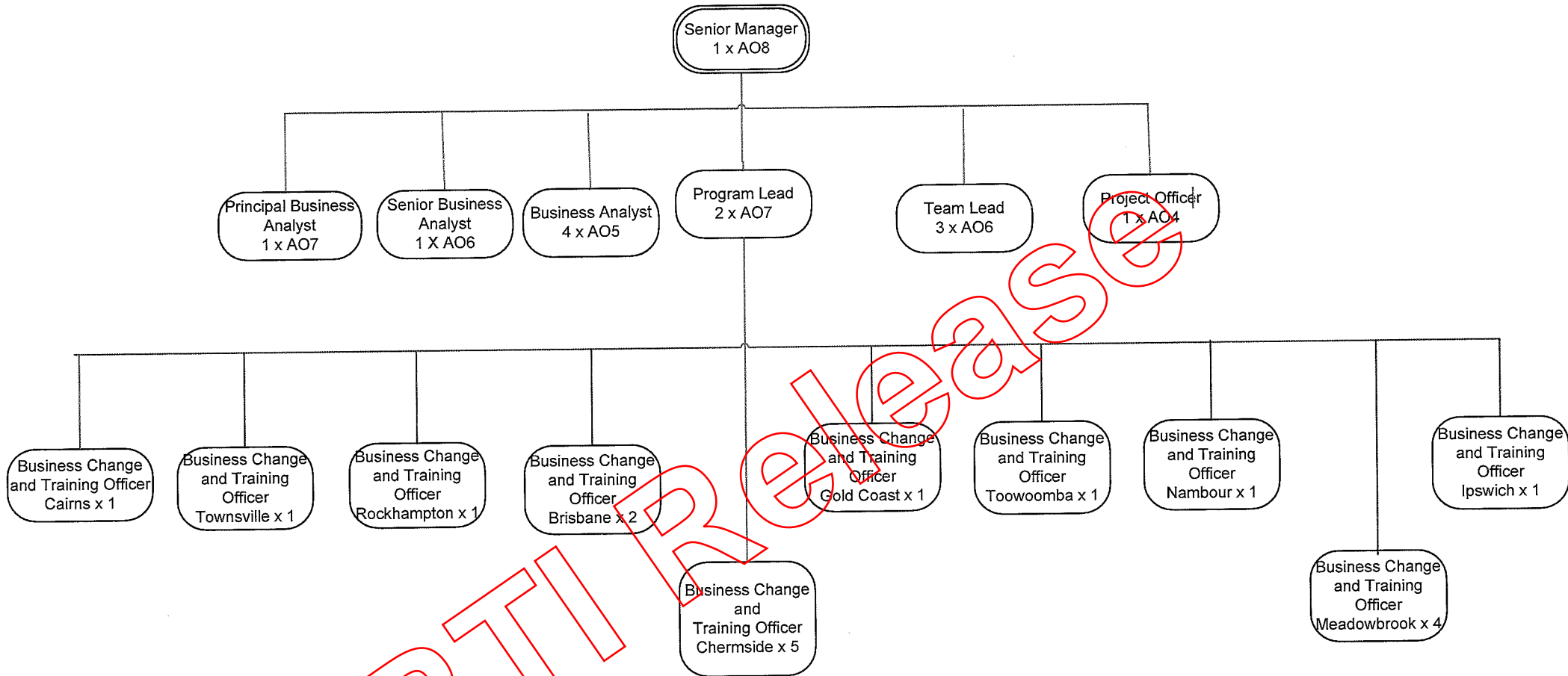


# Statewide Operations Team



PUBLIC RELEASE

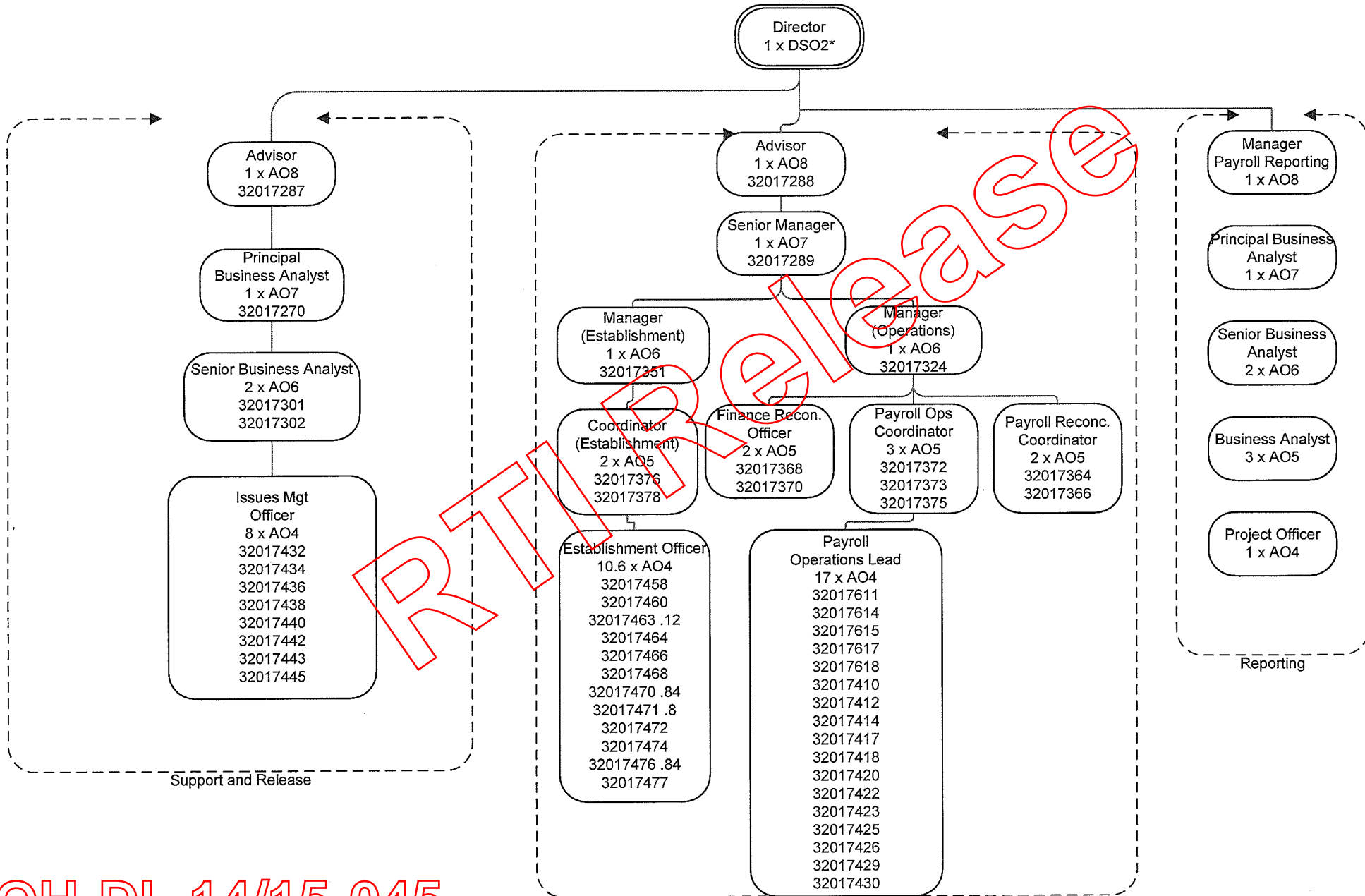
# Business Change and Training (2014)



RTI RELEASE



# Statewide Operations Team

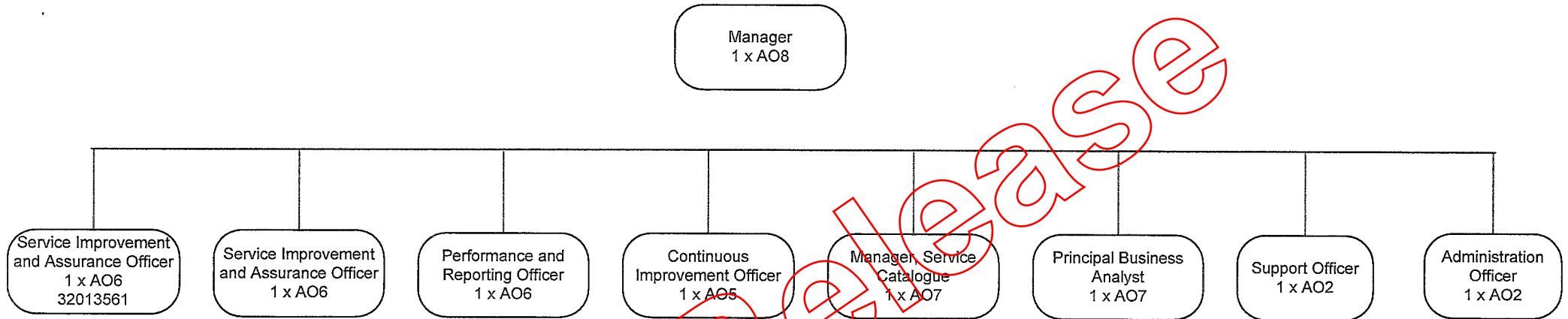


Support and Release

Reporting

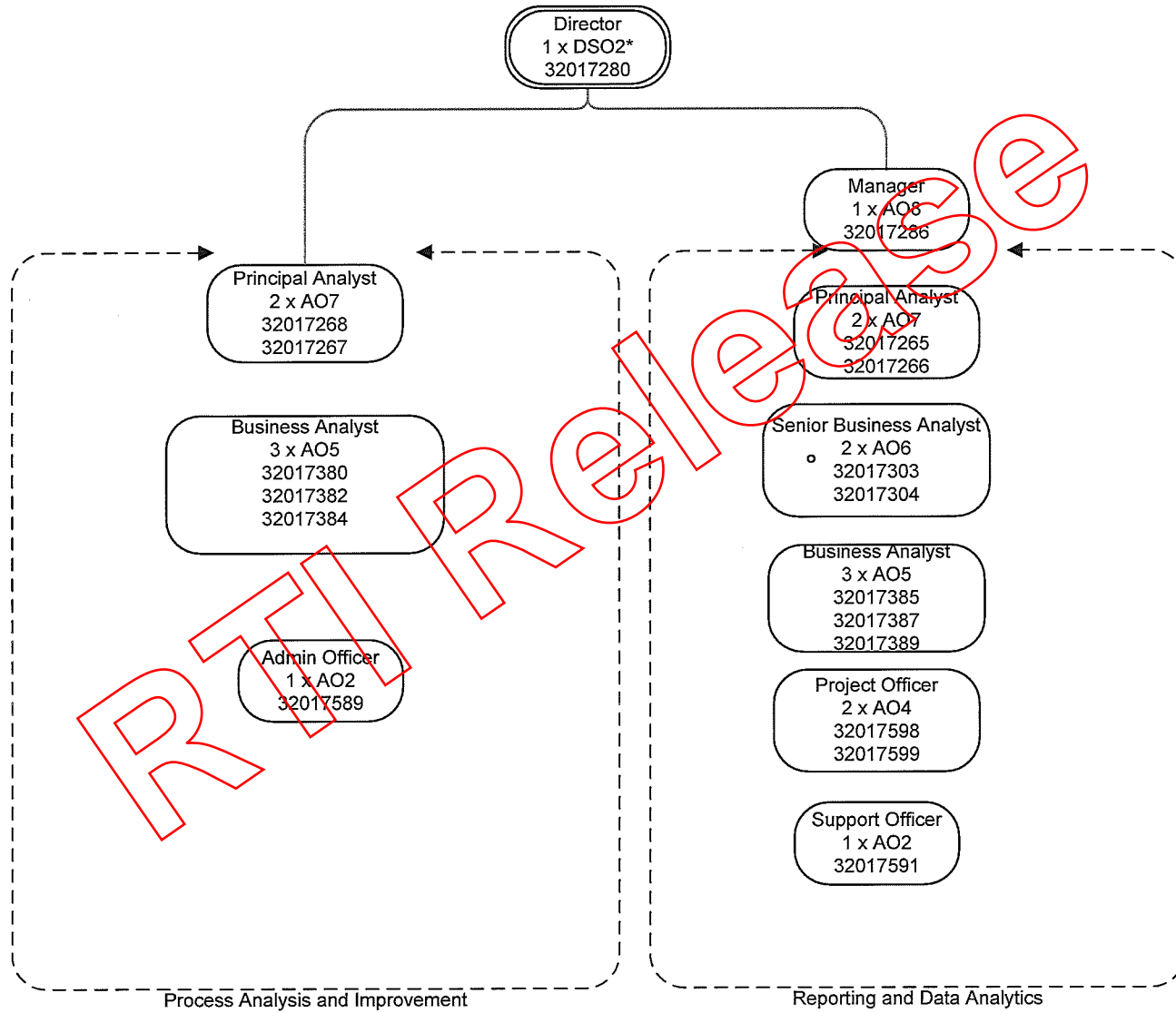
RTI Release

# Service Management Assurance



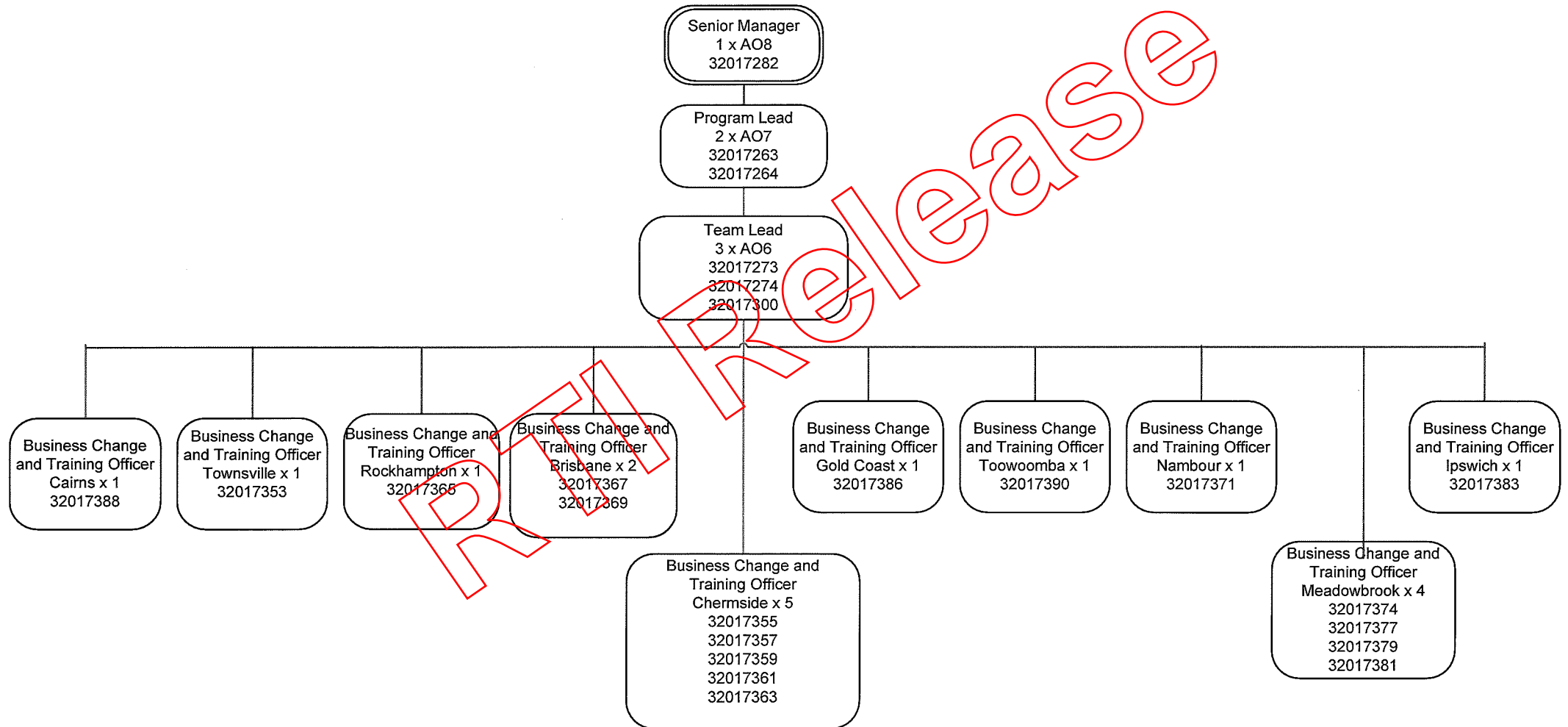
RTI Release

# Business Performance Unit



RTI RELEASE

# Business Change and Training



Redacted

**ABOLISHED POSITIONS**

Organisational Unit	Position Title	Classification	Number of Positions	Comments

**DIRECT MATCH**

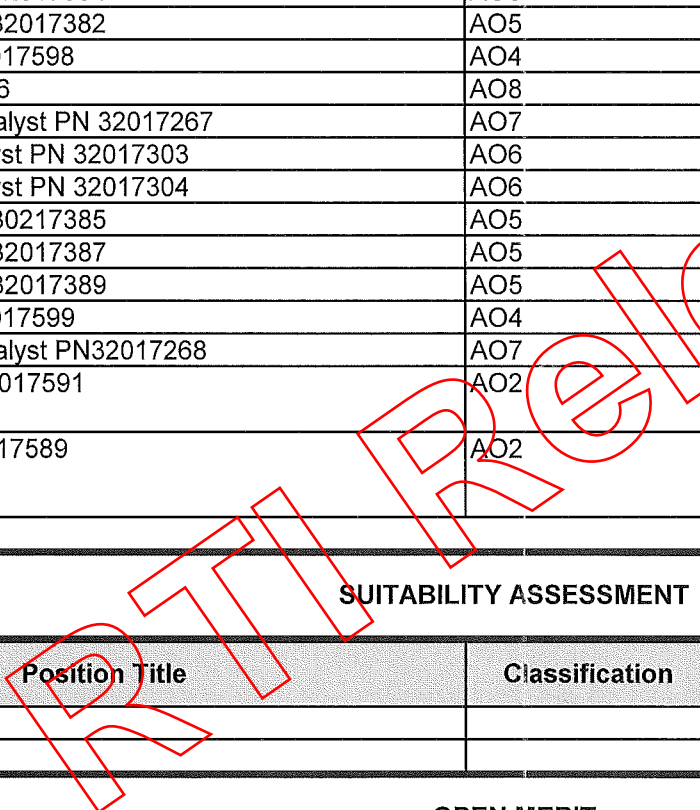
Organisational Unit	Position Title	Classification	Comments
Business Performance Unit	Principal Business Analyst PN 32017265	AO7	Perm role filled with current temp - confirm current end date - reporting to BCaT (Vacant)
Business Performance Unit	Senior Business Analyst PN 32017266	AO7 - reclass to AO6	Perm role currently vacant - reporting to BCaT (Vacant)
Business Performance Unit	Business Analyst PN 32017380	AO5	Perm role filled via HD - confirm current end date - reporting to BCaT (Vacant)
Business Performance Unit	Business Analyst PN 32017384	AO5	Perm role filled with current temp - confirm current end date - reporting to BCaT (Vacant)
Business Performance Unit	Business Analyst PN 32017382	AO5	Perm role currently vacant - reporting to BCaT (Vacant)
Business Performance Unit	Project Officer PN 32017598	AO4	Perm role filled with current temp - confirm current end date - reporting to BCaT (Vacant)
Business Performance Unit	Manager PN 30217286	AO8	Perm role filled with perm incumbent - reporting to SWOT
Business Performance Unit	Principal Business Analyst PN 32017267	AO7	Perm role filled with current temp - confirm current end date - reporting to SWOT (Vacant)
Business Performance Unit	Senior Business Analyst PN 32017303	AO6	Perm role filled with perm incumbent - confirm current end date - reporting to SWOT
Business Performance Unit	Senior Business Analyst PN 32017304	AO6	Perm role not backfilled - reporting to SWOT
Business Performance Unit	Business Analyst PN 30217385	AO5	Perm role filled via HD - confirm current end date - reporting to SWOT (Vacant)
Business Performance Unit	Business Analyst PN 32017387	AO5	Perm role filled with perm incumbent - reporting to SWOT
Business Performance Unit	Business Analyst PN 32017389	AO5	Perm role filled with perm incumbent - reporting to SWOT
Business Performance Unit	Project Officer PN 32017599	AO4	Perm role filled via HD - confirm current end date - reporting to SWOT
Business Performance Unit	Principal Business Analyst PN32017268	AO7	Perm role filled with perm incumbent - reporting to Service Management Assurance
Business Performance Unit	Support Officer PN 32017591	AO2	Perm role filled with current temp - confirm current end date - reporting to Service Management Assurance (Vacant)
Business Performance Unit	Admin Officer PN 32017589	AO2	Perm role filled with current temp - confirm current end date - reporting to Service Management Assurance (Vacant)
Business Performance Unit			

**SUITABILITY ASSESSMENT**

Organisational Unit	Position Title	Classification	Closed Merit Strategy	Existing or New Position	Number of Positions	Applicant Pool	Comments

**OPEN MERIT**

Organisational Unit	Position Title	Classification	Recruitment Strategy	Existing or New Position	Number of Positions	Comments
Business Performance Unit	Director PN 32017280	DSO2		Existing	1	
	Principal Business Analyst PN 32017265	AO7		Existing	1	
	Senior Business Analyst PN 32017266	AO6		Existing	1	This role has been reclassified from AO7 to AO6
	Business Analyst PN 32017380	AO5		Existing	1	
	Business Analyst PN 32017385	AO5		Existing	1	
	Business Analyst PN 32017384	AO5		Existing	1	
	Business Analyst PN 32017382	AO5		Existing	1	
	Project Officer PN 32017598	AO4		Existing	1	
	Principal Business Analyst PN 32017267	AO7		Existing	1	
	Support Officer PN 32017591	AO2		Existing	1	
	Admin Officer PN 32017589	AO2		Existing	1	



# Reorganisation Implementation Plan Communicable Diseases Unit Chief Health Officer Branch

## 1. Purpose of Implementation Plan

This document provides an overview of the implementation process for the reorganisation of the Communicable Diseases Unit within the Chief Health Officer Branch. It is intended to support consultation in relation to the way the Communicable Diseases Unit implements the change and invites input into ways in which the impacts of the change can be minimised.

The Chief Health Officer Branch, Health Services and Clinical Innovation Division will undertake this change in accordance with government policy and relevant industrial obligations.

## 2. Scope of Change (Reorganisation)

A Business Review of the Communicable Diseases Unit (CDU) was commissioned by the Queensland Health Deputy Director-General (DDG) in consultation with the Chief Health Officer (CHO) and Acting Senior Director of the Unit. Following changes to the structure and delivery of public health in Queensland, the review was undertaken to inform changes required to align the CDU to the reformed health system.

It is anticipated that there will be minimal impact to existing staff resulting from the reorganisation. There are **NO** job losses for permanent employees, however, one part-time temporary role will be dissolved. Existing temporary staff will see out the term of their contracts as applicable. One FTE will be reclassified and advertised for recruitment and will follow core business process.

The nature of the change is functional, aligning people and processes through better operational and professional reporting lines. The new CDU structure will transfer the Strategic Operational Services encompassing three full time staff members to Metro North. In addition the Communicable Diseases Informatics Group (13 full time staff members) will be transferring from the Preventive Health Unit.

The current organisation structure and proposed organisational structure are attached. Further detail can be obtained from the Director, Clinical Innovation & Systems Management, Dolly Olesen.

## 3. Steps for Implementation

The following steps will be followed in implementing the reorganised structure:

1. Management proposes an appropriate structure on the basis of operational and service delivery needs.
2. Management consults with employees and unions in relation to the proposed reorganisation, its likely effects, implementation plans and ways to avoid or minimise effects of the changes in accordance with TCR provisions. During this consultation, relevant documentation will be made available to employees and relevant unions.

3. Management will provide reorganisation details in a letter to those employees likely to be affected and relevant unions in accordance with TCR provisions. Where affected employees are on leave, management will make their best endeavours to communicate with the absent employee.
4. During a specified period of consultation, affected employees and relevant unions will be consulted on the proposed changes/implementation of the proposed changes, the likely effect of changes on employees and ways to avoid or minimise the effects of the changes. Following consideration of employee and union feedback through the consultation process, management will make a final decision on, and proceed to implement, the reorganisation.
5. Individual meetings will be held with affected employees to advise of the final decision, its impact on their position and to offer avenues of support through the process. Where affected employees are on leave, management will make contact with these employees.
6. Management finalises reorganisation.

#### 4. Supporting Employees through Change

We appreciate this may be a difficult time for all staff members:

The following support activities are offered to assist with the implementation of the reorganised structure:

- Assistance to Directors to provide information on the reorganisation.
- Involving Directors in Transition Plan discussion.
- Individual discussions to be held between Directors and Staff to provide accurate, up-to-date information on the reorganisation and the likely impact of changes on the employees as soon as is possible in the process;
- Encouragement to contact the Employee Assistance Service (EAS) on **1300 361 008** (24/7). Any enquiries can be emailed to [EAP@health.qld.gov.au](mailto:EAP@health.qld.gov.au) should the employee require professional support through the reorganisation.
- Availability of Senior Management to support staff through change.
- Collaboration and alignment of existing strategic and operational plans.
- Development of a service request system to assist with initial administrative tasks.
- Training & education to staff on new core business processes ie. Performance Planning & Review

#### 5. Timeline for implementing change 15/11/2013 to 1/7/2014

Date/s	Action	Responsible Officer
15 November 2013	Informal meeting with staff to present V.1 of the organisation structure.	Acting Senior Director CDU
15 November 2013	Notification to Unions of intent to reorganise.	Robyn Clark
20 November to 20 December 2013	Affected position descriptions submitted for re-evaluation and position maintenance (as required) to be effective from 03 February 2014.	Business Review Team
17-20 December 2013	Meeting with Directors outlining staff consultation process (includes NOCs Team Leader).	Business Review Team

Date/s	Action	Responsible Officer
08 January 2014	Send out Email to all staff to attend the CDU staff meeting to discuss the new structure (Includes the NOCS Group) – <b>Template C.</b>	Senior Director CDU
15 January 2014	Full proposed structure released at CDU Staff Meeting. <b>Formal consultation commences.</b> (Details of all team structures will be presented).	Senior Director CDU
15 January 2014	Letter to Union advising of change and formally opening consultation on implementation - <b>Template E.</b>	Robyn Clark
15 – 30 January 2014	Directors to have individual meetings with their staff. <b>Transition Plans</b> will be provided to support this activity.	Directors & Staff
30 January 2014	Consultation period concludes and all feedback considered.	Business Review Team
31 January 2014	Unions and affected staff advised consultation has been completed, outcomes of the consultation, including modifications to the Implementation Plan. <b>Template M.</b>	Senior Director/ Robyn Clark
31 January 2014	Letters provided to all staff detailing the impact of reorganisation on their substantive positions. – <b>Direct Match Letters A.</b>	Directors & Staff
31 January 2014	All temporary staff advised of impacts of reorganisation on them. Face to Face meeting.	Business Review Team
03 February 2014	CDU structurally reorganised. Process complete.	Business Review Team
03 – 14 February 2014	Selection panel formed for the suitability assessment/advertising process for reclassified position. Panel will include members from CDU.	Business Review Team
Ongoing to 30 June 2014	Alignment of business process and systems based on the re-design activities for the transition and creation of new functions.	Business Review Team
1 July 2014	New structure and operations fully implemented for evaluation.	Business Review Team

## 6. Providing feedback

Stakeholders are invited to provide feedback by 31 December, 2013 about the implementation process. Feedback may be provided to Dolly Olesen by email, phone or face to face.

<b>Email</b> <a href="mailto:Dolly.Olesen@health.qld.gov.au">Dolly Olesen@health.qld.gov.au</a>	<b>Phone</b> <input type="text" value="s.73"/>



# Attachment 1 – Summary of the effects of the changes (10 February, 2014)

(Please note position titles have been listed in accordance with the Position Occupancy Report)

Staff Member	Level	Current Organisational Function	Current Role	Change To Be (1)	Change To Be (2)
s.73			Senior Director	NA	NA
		Senior Medical Officer	Senior Medical Officer Notifiable Diseases Prevention & Control	Move to Notifiable Diseases Prevention & Control	Reports to Senior Director
	HP5	Supports Senior Medical Officer	Principal Public Health Officer	Move to Clinical Innovation & Systems Management	Reports to Manager Pandemic Planning & Incident Response
	A03	Administration	Correspondence Officer (temporary)	Move to Clinical Innovation & Systems Management	Position will cease to exist June 2014
	A02	Administration	Administration Officer	Move to Clinical Innovation & Systems Management. Title changed to: Support Services Officer	Reports to Team Leader Administration Services Substantive Position in Administration Services upgraded to A03
	A03	Administration	Executive Support Officer	Move to Clinical Innovation & Systems Management	Reports to Team Leader Administration Services. Substantive Position in Administration Services upgraded to A04
AO4	Administration	Business Support Officer	Move to Clinical Innovation & Systems Management	Reports to Administration Team Leader	

Staff Member	Level	Current Organisational Function	Current Role	Change To Be (1)	Change To Be (2)
s. 73	NRG7	BBV/STI	Public Health Nurse HIV (Temporary until end June 2014)	Move to Hospital & Community Response	Reports to Manager HIV/BBV
		Senior Medical Officer	Director, Blood Borne Viruses and Sexually Transmitted Infections	Move to Hospital & Community Response and change title to Senior Medical Officer Hospital & Community Response	Reports to Senior Director.
	HP5	BBV/STI	Principal Program Advisor	Move to Notifiable Diseases Prevention & Control	Reports to Manager Notifiable Diseases Prevention & Control
	HP4	BBV/STI	Senior Public Health Officer	Move to Hospital & Community Response	Reports to Manager HIV/BBV
	HP5	BBV/STI	Principal Policy Advisor	Move to Hospital & Community Response	Reports to Manager HIV/BBV
	HP4	BBV/STI	Senior Public Health Officer	Move to Hospital & Community Response	Reports to Manager HIV/BBV
	HP5	BBV/STI	Epidemiologist	Move to Epidemiology and Research	Reports to Manager Epidemiology & Research
	NRG7	BBV/STI	Public Health Nurse HIV	Move to Hospital & Community Response	Reports to Manager HIV/BBV
	NRG7	BBV/STI	Public Health Nurse HIV	Move to Hospital & Community Response	Reports to Manager HIV/BBV
	HP4	BBV/STI	Senior Program Advisor	Move to Hospital & Community Response	Reports to Manager HIV/BBV
A06	BBV/STI	Senior Program Officer (Temporary until end June 2014)	Move to Hospital & Community Response	Reports to Manager HIV/BBV	

Staff Member	Level	Current Organisational Function	Current Role	Change To Be (1)	Change To Be (2)
s.73	NRG7	BBV/STI	Public Health Nurse HIV Team Leader	Move to Hospital & Community Response	Reports to Manager HIV/BBV
	HP5	BBV/STI	Principal Project Officer	Move to Hospital & Community Response	Reports to Manager HIV/BBV
	A06	BBV/STI	Senior Policy Officer (Job share arrangement to end February 2014)	Move to Hospital & Community Response	Reports to Manager HIV/BBV
	A06	BBV/STI	Senior Program Officer	Title change Senior Officer E-learning Move to Clinical Innovation & Systems Management	Reports to Administration Team Leader
	HP5	BBV/STI	Principal Policy Advisor	Move to Hospital & Community Response	Reports to Manager HIV/BBV
	HP4	BBV/STI	Senior Public Health Officer	Move to Notifiable Diseases Prevention & Control	Reports to Manager Notifiable Diseases Prevention & Control
	HP5	Communicable Disease Surveillance Prevention & Control	Epidemiologist	Move to Epidemiology and Research	Reports to Manager Epidemiology & Research
	HP5	Communicable Disease Surveillance Prevention & Control	Principal Environmental Health Officer	Move to Notifiable Disease Prevention & Control	Reports to Manager Notifiable Diseases Prevention & Control
	HP6	Communicable Disease Surveillance Prevention & Control	Director	Move to Notifiable Diseases Prevention & Control. Transfer at level to Nursing Director Grade 9 Band 1. Title changed to Manager Notifiable Diseases	Reports to Senior Medical Officer NDPC

Staff Member	Level	Current Organisational Function	Current Role	Change To Be (1)	Change To Be (2)
s. 73	HP5	Communicable Disease Surveillance Prevention & Control	Principal Epidemiologist	Prevention & Control (NDPC) Move to Epidemiology and Research	Reports to Manager Epidemiology & Research
	HP5	Communicable Disease Surveillance Prevention & Control	Epidemiologist	Move to Epidemiology and Research	Reports to Manager Epidemiology & Research
	HP4	Communicable Disease Surveillance Prevention & Control	Senior Epidemiologist	Move to Epidemiology and Research	Reports to Manager Epidemiology & Research
	NRG7	Communicable Disease Surveillance Prevention & Control	Public Health Nurse	Move to Notifiable Diseases Prevention & Control	Reports to Manager Notifiable Diseases Prevention & Control
	A05	Communicable Disease Surveillance Prevention & Control	Data Manager Analyst	Move to Epidemiology and Research	Reports to Surveillance Coordinator
	HP3	Communicable Disease Surveillance Prevention & Control	Research Officer	Move to Notifiable Diseases Prevention & Control	Reports to Senior Epidemiologist OzFoodNet
	HP5	Communicable Disease Surveillance Prevention & Control	Principal Project Officer (Temporary)	Move to Epidemiology and Research	Reports to Medical Epidemiologist
	HP6	Communicable Disease Surveillance Prevention & Control	Senior Epidemiologist OzFoodNet	Move to Notifiable Diseases Prevention & Control	Reports to Manager Notifiable Diseases Prevention & Control Professional report to Medical Epidemiologist
	HP4	Communicable Disease Surveillance Prevention & Control	Senior Environmental Health Officer	Move to Clinical Innovation & Systems Management	Reports to Manager Pandemic Planning & Incident Response
NG7	Communicable Disease Surveillance Prevention & Control	Clinical Nurse Consultant	Move to Notifiable Diseases Prevention & Control	Reports to Manager Notifiable Diseases Prevention & Control	

Staff Member	Level	Current Organisational Function	Current Role	Change To Be (1)	Change To Be (2)
s. 73	A02/AO3	Administration 1.Communicable Disease Surveillance Prevention & Control (CDSPC) 2.CHRISP & TB	Administration Officer (Temporary employee/job Share with Communicable Disease Surveillance Prevention & Control and CHRISP & TB)	Move to Clinical Innovation & Systems Management Title changed to: Support Services Officer	Position will report to Team Leader Administration Services. Current CDSPC position upgraded to AO 3 in Administration Services
	AO7	CHRISP & TB	Surveillance Coordinator	Move to Epidemiology and Research	Reports to Manager Epidemiology & Research
	A04	CHRISP & TB	Data Collections Officer (Temporary until end March 2014)	Move to Clinical Innovation & Systems Management	Reports to Surveillance Coordinator
	A04	CHRISP & TB	Assistant Project Officer	Move to Clinical Innovation & Systems Management	Reports to Senior Officer E-learning
	007	CHRISP & TB	Project Coordinator	Transfer to Metro North HHS	Reports to SOS Manager Patient Care and Patient Flow, Corporate Services Metro North HHS
	HP4	CHRISP & TB	Epidemiologist	Move to Epidemiology and Research	Reports to Manager Epidemiology & Research
	A07	CHRISP & TB	Principal Project Officer	Move to Clinical Innovation & Systems Management	Reports to Director Clinical Innovation & Systems Management
	DS02	CHRISP & TB	Director	Title Change Director Clinical Innovation & Systems Management	Reports to Senior Director
	A03	CHRISP & TB	Administration Support Officer	Move to Clinical Innovation & Systems Management	Reports to Team Leader Administration Services

Staff Member	Level	Current Organisational Function	Current Role	Change To Be (1)	Change To Be (2)
				Title changed to: Support Services Officer	
s. 73	A08	CHRISP & TB	Manager	Transfer to Metro North Hospital & Health Services (HHS)	Reports to Director Patient Care and Patient Flow, Corporate Services Metro North Hospital & Health Service (HHS)
	NRG7	CHRISP & TB	Clinical Nurse Consultant TB	Move to Notifiable Diseases Prevention & Control	Reports to Manager Notifiable Diseases Prevention & Control
	A04	CHRISP & TB	Assistant Project Officer	Move to Clinical Innovation & Systems Management	Reports to Principal Public Health Officer
	HP6	CHRISP & TB	Epidemiology Manager & Research	Move to Epidemiology and Research	Reports to Medical Epidemiologist
	NGR7	CHRISP & TB	Project Officer (Temporary until end May 2014)	Move to Clinical Innovation & Systems Management	Reports to Manager Pandemic Planning & Incident Response
	NGR7	CHRISP & TB	Project Officer (Temporary until end May 2014)	Move to Clinical Innovation & Systems Management	Reports to Manager Pandemic Planning & Incident Response
	HP5	CHRISP & TB	Pandemic Planning Officer (Temporary until end May 2014)	Move to Clinical Innovation & Systems Management	Reports to Manager Pandemic Planning & Incident Response
	HP4	CHRISP & TB	Senior Epidemiologist	Move to Epidemiology and Research	Reports to Manager Epidemiology & Research
	A05	CHRISP & TB	Project Officer	Move to Clinical Innovation & Systems Management	Reports to Principal Project Officer

Staff Member	Level	Current Organisational Function	Current Role	Change To Be (1)	Change To Be (2)
s. 73	A07	CHRISP & TB	Principal Project Officer	Move to Clinical Innovation & Systems Management	Reports to Director Clinical Innovation & Systems Management
	A06	CHRISP & TB	Data Manager	Move to Epidemiology and Research	Reports to Surveillance Coordinator
	NRG7	CHRISP & TB	Clinical Nurse Consultant	Move to Hospital & Community Response	Reports to Manager CHRISP & QHIP
	AO6	CHRISP & TB	Project Officer (Temporary until end May 2014)	Move to Clinical Innovation & Systems Management	Reports to Manager Pandemic Planning & Incident Response
	P04	CHRISP & TB	Statistician	Team change to Epidemiology and Research	Reports to Manager Epidemiology & Research
	007	CHRISP & TB	Project Coordinator	Transfer to Metro North HHS	Reports to SOS Manager Patient Care and Patient Flow, Corporate Services Metro North HHS
	NRG7	CHRISP & TB	Clinical Nurse Consultant	Move to Hospital & Community Response	Reports to Manager CHRISP & QHIP
	A05	CHRISP & TB	Project Officer	Move to Clinical Innovation & Systems Management	Reports to Principal Project Officer
	A05	CHRISP & TB	Project Officer-Learning and Development	Move to Clinical Innovation & Systems Management	Reports to Senior Officer E-learning
	A07	CHRISP & TB	Principal Project Officer	Move to Clinical Innovation & Systems Management	Reports to Director Clinical Innovation & Systems Management.
	NRG9 .1	CHRISP & TB	Assistant Director of Nursing	Move to Hospital & Community Response	Reports to Manager CHRISP & QHIP

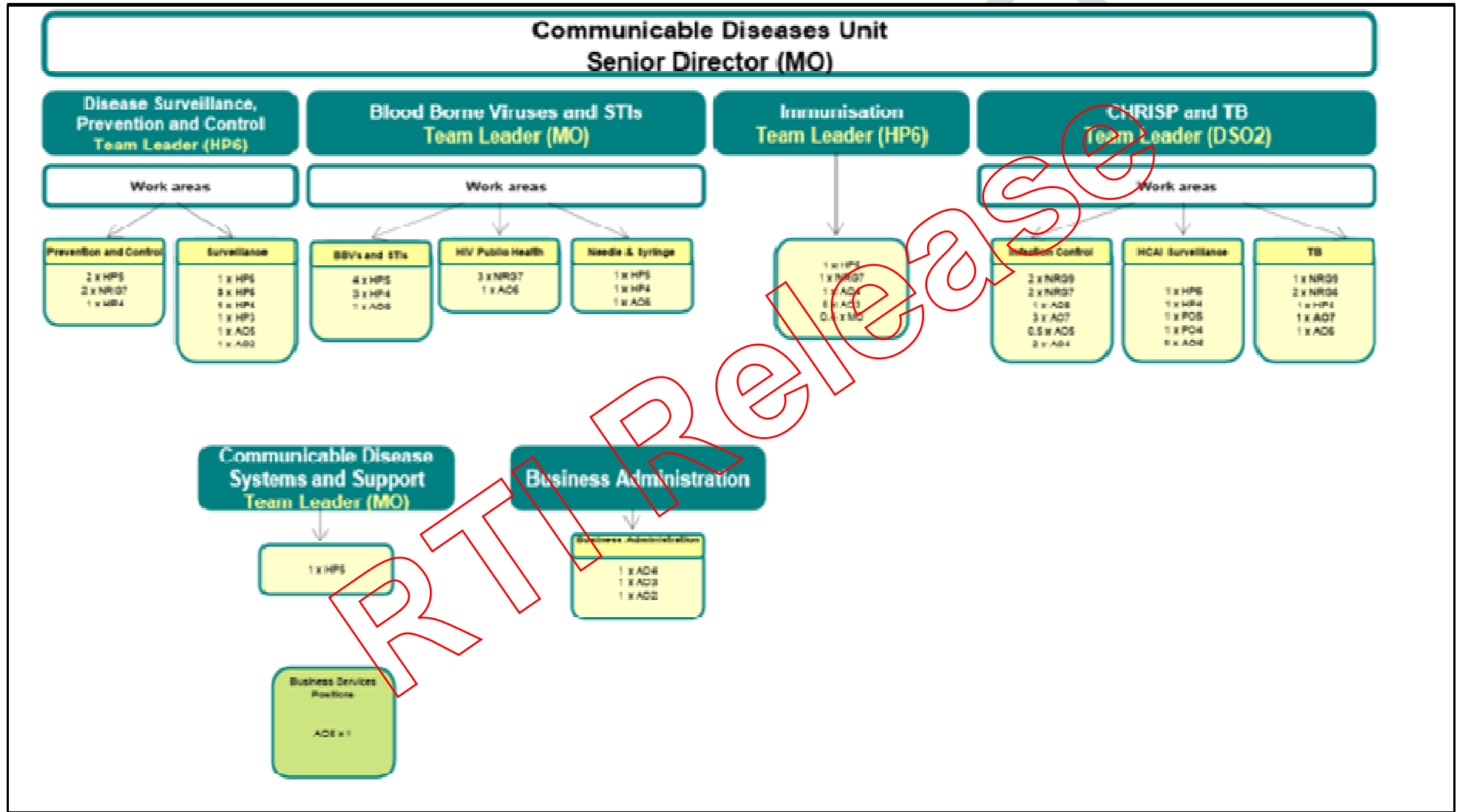
Staff Member	Level	Current Organisational Function	Current Role	Change To Be (1)	Change To Be (2)
s.73	A08	CHRISP & TB	Program Manager	Position has been reclassified to AO7. Title changed to Administration Team Leader.	Reports to the Director Clinical Innovation & Systems Management.
Vacant as a result of recent voluntary job share arrangement	NRG9 .1	CHRISP & TB	Assistant Director of Nursing	Current Program Manager CHRISP & TB will transfer at level to this position. Title change to Manager Pandemic Planning & Incident Response	Reports to the Director Clinical Innovation & Systems Management. CDU Registered Nurses will professionally report to the position
s.73	A03	Queensland Health Immunisation Program	Immunisation Program Officer	Move to Clinical Innovation & Systems Management Title changed to: Support Services Officer	Reports to Administration Team Leader
	A03	Queensland Health Immunisation Program	Immunisation Program Officer	Move to Clinical Innovation & Systems Management Title changed to: Support Services Officer	Reports to Administration Team Leader
	HP6	Queensland Health Immunisation Program	Director	Move to Hospital & Community Response Move to Clinical Innovation & Systems Management	Title Change from Director to Manager CHRISP & QHIP.
	A03	Queensland Health Immunisation Program	Immunisation Program Officer	Move to Clinical Innovation & Systems Management Title changed to: Support Services Officer	Reports to Administration Team Leader



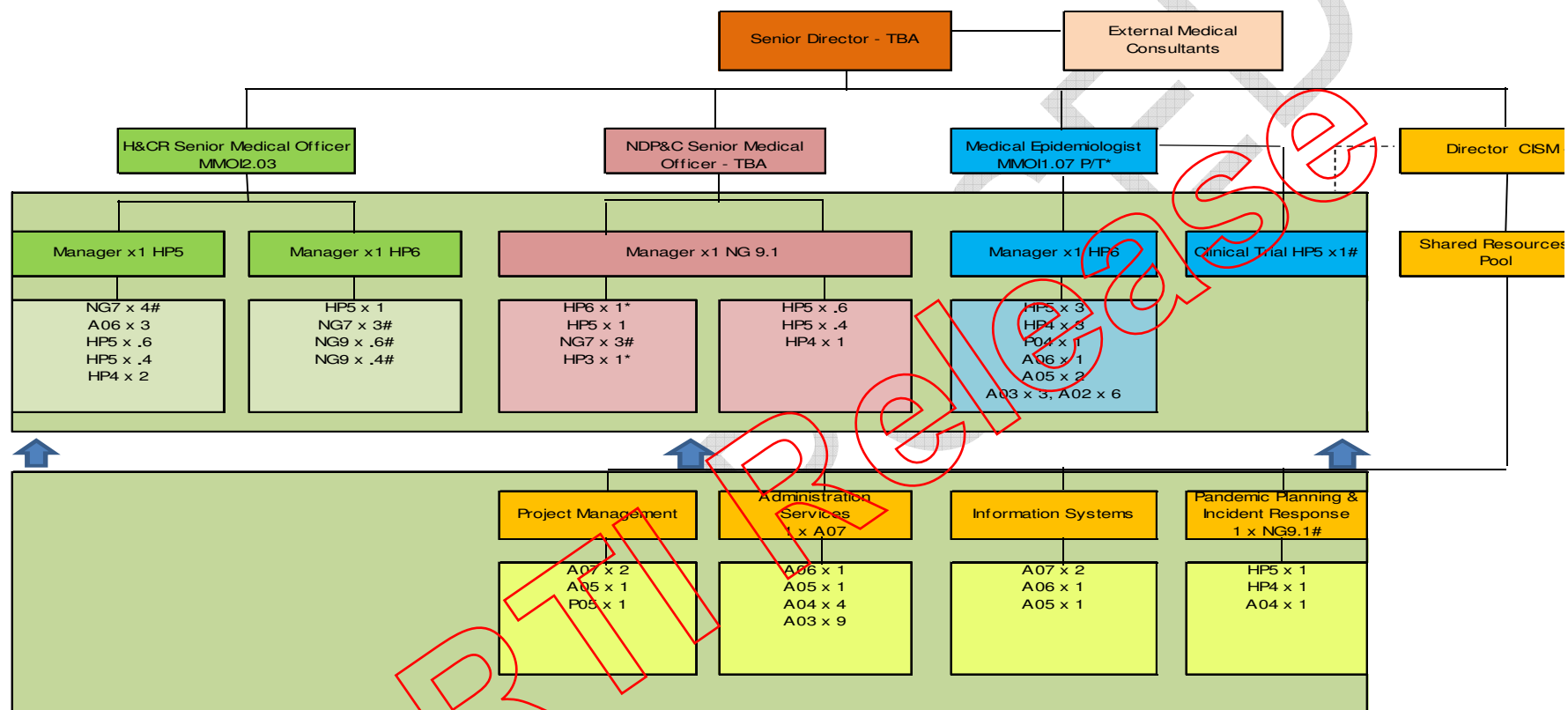
Staff Member	Level	Current Organisational Function	Current Role	Change To Be (1)	Change To Be (2)
s.73	A04	Queensland Health Immunisation Program	Vaccine Coordination Officer	Move to Clinical Innovation & Systems Management	Reports to Administration Team Leader
	A03	Queensland Health Immunisation Program	Immunisation Program Officer	Move to Clinical Innovation & Systems Management Title changed to: Support Services Officer	Reports to Administration Team Leader
	A03	Queensland Health Immunisation Program	Immunisation Program Officer	Move to Clinical Innovation & Systems Management Title changed to: Support Services Officer	Reports to Administration Team Leader
		Queensland Health Immunisation Program	Medical Specialist Epidemiologist	Move to Epidemiology and Research – PT Title change to: Medical Epidemiologist	Reports to Senior Director
	HP5	Queensland Health Immunisation Program	Principal Advisor	Move to Hospital & Community Response	Reports to Manager CHRISP & QHIP
	NGR7	Queensland Health Immunisation Program	Clinical Nurse Consultant	Move to Hospital & Community Response	Reports to Manager CHRISP & QHIP
Vacant	A03	Queensland Health Immunisation Program	Immunisation Program Officer	Move to Clinical Innovation & Systems Management Title changed to: Support Services Officer	Reports to Team Leader Administration Services
s.73	AO2 currently seconded to AO3	Communicable Disease Informatics	Data Officer seconded to Senior Data Officer	Move to Epidemiology and Research	Reports to Team Leader Data Services

Staff Member	Level	Current Organisational Function	Current Role	Change To Be (1)	Change To Be (2)
s. 73	A05	Communicable Disease Informatics	Team Leader Data Services	Move to Epidemiology and Research	Reports to Surveillance Coordinator
	A02	Communicable Disease Informatics	Data Officer	Move to Epidemiology and Research	Reports to Team Leader Data Services
	A02	Communicable Disease Informatics	Data Officer	Move to Epidemiology and Research	Reports to Team Leader Data Services
	A02	Communicable Disease Informatics	Data Officer	Move to Epidemiology and Research	Reports to Team Leader Data Services
	A02	Communicable Disease Informatics	Data Officer	Move to Epidemiology and Research	Reports to Team Leader Data Services
	A05	Communicable Disease Informatics	Health Informatics Officer	Move to Clinical Innovation & Systems Management	Reports to Team Leader Informatics
	A02	Communicable Disease Informatics	Data Officer	Move to Epidemiology and Research	Reports to Team Leader Data Services
	A03	Communicable Disease Informatics	Senior Data Officer	Move to Epidemiology and Research	Reports to Team Leader Data Services
	A06	Communicable Disease Informatics	Senior Software Developer	Move to Clinical Innovation & Systems Management	Reports to Team Leader Informatics
	AO3 currently seconded to AO5	Communicable Disease Informatics	Senior Data Officer seconded to Team Leader Data Services	Move to Epidemiology and Research	Reports to Team Leader Data Services
	A07	Communicable Disease Informatics	Team Leader Informatics	Move to Clinical Innovation & Systems Management	Reports to Director Clinical Innovation & Systems Management
	A03	Communicable Disease Informatics	Senior Data Officer	Move to Epidemiology and Research	Reports to Team Leader Data Services

# Attachment 2: Current Structure



# Attachment 3: – New Structure



# Nurses Professional Reporting Line to Pandemic Planning & Incident Response Manager

\*OZ FoodNet Professional Reporting Line to P/T Medical Epidemiologist

TBA - Positions are under Negotiation

# Proposed Implementation Plan Health Protection Unit and Health Care Regulation Unit Chief Health Officer Branch Health Services and Clinical Innovation

## 1. Purpose of Implementation Plan

This document provides an overview of the implementation process for the re-alignment of the Health Protection Unit and the Health Coordination Services Unit within the Chief Health Officer Branch, Health Services and Clinical Innovation Division.

This document supports the consultation process in accordance with Termination Change and Redundancy provisions in the relevant award/s.

## 2. Proposed Re-alignment

The Health Protection Unit and the Health Coordination Services Unit within the Health Services and Clinical Innovation Division will be subject to a re-alignment which is likely to change the reporting arrangements of a number of employees. This involves separating the traditional environmental health functions from the regulation of clinical work areas. It will result in a smaller Health Protection Unit and a repositioning of the Health Coordination Services Unit to the Health Care Regulation Unit.

The current organisational structure and proposed organisational structure are available, from 14 July until 21 July from Sophie Dwyer, Executive Director, Health Protection Unit, email [Sophie.Dwyer@health.qld.gov.au](mailto:Sophie.Dwyer@health.qld.gov.au) or 3328 9266 or Dorothy Vicenzino, Executive Director, Health Coordination Services Unit, email [Dorothy.Vicenzino@health.qld.gov.au](mailto:Dorothy.Vicenzino@health.qld.gov.au) or 3328 9485.

It is anticipated that the re-alignment will directly impact upon six positions totalling seven full-time equivalent (FTE) positions in the following employment categories:

- Seven permanent FTE

This change aims to realign teams and individuals under a new reporting structure. As a result, no staff will be made surplus to requirements.

## 3. Scope of the change

It has been decided that to undertake a re-alignment between the Health Coordination Services Unit and the Health Protection Unit to repositioning traditional environmental health functions and policy and regulatory functions for clinical areas of medicines, blood, organ and tissue donation and transplantation, and private health facilities. The re-alignment will result in:

- The repositioning of the Executive Director, Health Coordination Services Unit to the Executive Director, Health Care Regulation Unit will provide the leadership and management for the Private Health Regulation Team, the Medicines Regulation and Quality Team and the Blood Tissue and Organ Team. This will enable to dedicated focus on policy and regulation of these clinical areas.
- The line reporting relationship for the directors of the Private Health Regulation Team and the Medicines Regulation and Quality Team will move from the Executive Director, Health Protection Unit to the Executive Director, Health Care Regulation Unit.
- The Office of the Senior Director, Health Protection Unit will change to provide office support to the two Units (Health Protection Unit, Health Care Regulation Unit). This will involve the line reporting relationship for the Business Support Officer, one of the Senior Administration Officer positions and the Correspondence Officer reporting to the Executive Director, Health Care Regulation Unit. In addition, the Correspondence Officer position will be amended to an Executive Support Officer role through the application of appropriate human resource processes.

Attachment 1 shows the current structure of the Health Protection Unit. Attachment 2 shows the proposed new structure of the Health Protection Unit and Attachment 3 shows the proposed new structure of the Health Care Regulation Unit.

It is anticipated that up to seven (7) existing positions are likely to be directly affected by this change, although a number of the existing positions will be indirectly affected through changes to senior management reporting relationships. Attachment 4 shows a summary of the effects of the changes (number and category of employees likely to be directly affected).

#### **Attachment 4 – Summary of the direct effects of the changes**

Stream	Organisational Unit	Reductions in FTE	Occupancy Status	Total FTE
Administrative		0	Occupied	4.0 <sup>1</sup>
			Vacant	0
Medical officer			Occupied	1.0 <sup>2</sup>
			Vacant	0
Nursing		1	Occupied	1.0 <sup>3</sup>
			Vacant	0
Senior Executive/ Health Service Executive		0	Occupied	1.0 <sup>4</sup>
			Vacant	0
<b>Total</b>		<b>0</b>	<b>Occupied</b>	<b>7.0</b>

<sup>1</sup> The change for these officers is to their line reporting relationship

<sup>2</sup> The change for these officers is to their line reporting relationship

<sup>3</sup> The change for this officer is to their line reporting relationship

<sup>4</sup> The change for this officer is to their title and area of responsibility

		<b>Vacant</b>	0
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A list of positions in your unit that are likely to be directly affected is provided below in Attachment 5 and is also available from Sophie Dwyer, Executive Director, Health Protection Unit, email Sophie.Dwyer@health.qld.gov.au or 3328 9266 or Dorothy Vicenzino, Executive Director, Health Coordination Services Unit, email Dorothy.Vicenzino@health.qld.gov.au or 3328 9485.

### 3. Steps for Implementation

The following steps will be followed in implementing the re-alignment:

1. Management makes a decision on the appropriate structure on the basis of operational and service delivery needs.
2. Management consults with employees and unions in relation to the proposed re-alignment, its likely effects, implementation plans and ways to avoid or minimise effects of the changes in accordance with TCR provisions. During this consultation, relevant documentation will be made available to employees and relevant unions.
3. Where affected employees are on leave, management will make their best endeavours to communicate with the absent employee.
4. During a specified period of consultation, affected employees and relevant unions will be consulted on the proposed changes, the likely effect of changes on employees and ways to avoid or minimise the effects of the changes. Following consideration of employee and union feedback through the consultation process, management will make a final decision on, and proceed to implement, the re-alignment.
5. Individual meetings will be held with affected employees to advise of the final decision, its impact on their position and to offer avenues of support through the process. Where affected employees are on leave, management will make contact with affected absent employees.
6. Where the re-alignment involves a reduction in employee numbers, expressions of interest (EOI) in voluntary redundancy (VR) may be sought from the affected group of employees. In expressing an interest in a VR, the employee acknowledges their position will no longer exist. Management reserves the right to not accept a VR EOI if the positions are required to meet ongoing operational and service delivery needs.
7. Where an employee submits a VR EOI and then declines the VR offer, the employee will be deemed to be an employee requiring placement (ERP). The employee will then be required to participate in a process for identifying an alternative position. Where no suitable alternative position can be found, the employee will be subject to retrenchment provisions of the Minister Assisting the Premier's *Early retirement, redundancy and retrenchment* Directive No. 11/12 and Public Service Commission Chief Executive's *Employees requiring placement* Directive No. 06/13.
8. Other processes may be adopted instead of the above steps 6 and 7 as appropriate as follows:
  - Management may identify a particular position as surplus to needs following which the employee substantively occupying that position will be offered a VR. In the event the employee declines the VR offer, that employee will then be required to participate in the ERP process of the Minister Assisting the Premier's *Early retirement, redundancy and retrenchment* Directive No. 11/12 and Public Service Commission Chief Executive's *Employees requiring placement* Directive No. 06/13; or
  - Where the number and/or nature of ongoing roles change, the unit may adopt a limited applicant pool suitability assessment process (similar to a closed merit process) to appoint employees to the new structure. Where the work unit determines there are specialist roles within a broader role category, a decision may be made to "quarantine" the specialist roles and conduct a suitability assessment process for the remaining roles.; or
  - When the number and nature of ongoing roles within an organisational unit are unchanged, no selection process will occur.
9. Management finalises re-alignment.

## 4. Supporting Employees Through Change

We appreciate this is a difficult time for affected employees.

For employees whose roles may be affected, the support offered includes:

- Individual discussions to provide accurate, up-to-date information on the re-alignment and the likely impact of changes on the employees as soon as is possible in the process;
- Encouragement to contact the Employee Assistance Service (EAS) on should the employee require professional support through the re-alignment;

## 5. Timeline for implementing change

Date/s	Action	Responsible Officer
By 14 July 2014	Decision made about re-alignment	DDG HSCI
14 July 2014	Meeting with staff to announce changes and commence consultation	ED, Health Protection Unit; ED, Health Coordination Services Unit
14 July 2014	Written advice provided to unions	ED, Health Protection Unit; ED, Health Coordination Services Unit
14-21 July 2014	Individual meetings held with all affected staff	ED, Health Protection Unit; ED, Health Coordination Services Unit
21 July 2014	Consultation period concludes, and all feedback considered	HSCI Business Services; ED, Health Protection Unit; ED, Health Coordination Services Unit
28 July 2014	Implementation Plan finalised. Implementation to commence	DDG HSCI
28 July 2014	New structure fully implemented	



## 6. Providing feedback

Stakeholders are invited to provide feedback by 28 July 2014 about the implementation process. Feedback may be provided by email to

Email [HSCID\\_Workforcedevelopment@health.qld.gov.au](mailto:HSCID_Workforcedevelopment@health.qld.gov.au) Phone 3328 9055

### Attachment 5. Actual effects for individuals involved.

Change in reporting relationship				
Position Title	Classification	New team	New Line Manager	Current incumbent
Director, Private Health Regulation Unit	NRG10	n/a	Executive Director, Health Care Regulation Unit	s. 73
Director, Medicines Regulation and Quality Unit	MM012	n/a	Executive Director, Health Care Regulation Unit	
Director, Blood Tissue and Organ Team	S02	n/a	Executive Director, Health Care Regulation Unit	
Business Support Officer	A04	n/a	Executive Director, Health Care Regulation Unit	
Senior Administration Officer	A03	n/a	Executive Director, Health Care Regulation Unit	
Correspondence Officer	A03	n/a	Executive Director, Health Care Regulation Unit	
Change in area of responsibility				
Position Title	Classification	New area of responsibility		
Executive Director, Health Coordination Services Unit	HES2	Executive Director, Health Care Regulation Unit		s. 73

Service Line	Service	Work Unit	Location	Position ID	Position Title	Classification	Separation date	Accepted
Diagnostic & Scientific Services and Health Technology	Pathology Qld	Haematology/Transfusion Pathology	Gold Coast	30497849	Scientist	HP5	15/12/2013	Accepted
Diagnostic & Scientific Services and Health Technology	Pathology Qld	Haematology Pathology	Toowoomba	30483342	Scientist	HP4	15/12/2013	Accepted
Diagnostic & Scientific Services and Health Technology	Pathology Qld	Longreach Laboratory	Longreach	32003187	Pathology Assistant	OO3	15/12/2013	Accepted
Diagnostic & Scientific Services and Health Technology	Pathology Qld	Transfusion Pathology	Rockhampton	30486191	Senior Technician	HP5	15/12/2013	Accepted
Diagnostic & Scientific Services and Health Technology	Pathology Qld	Anatomical Pathology	PAH	30498385	Technician Anatomical	HP3	15/12/2013	Accepted
Diagnostic & Scientific Services and Health Technology	Pathology Qld	Tissue Typing Laboratory	Central Laboratory	30483051	Pathology Assistant	OO3	15/12/2013	Accepted
Diagnostic & Scientific Services and Health Technology	Pathology Qld	Immunology	Central Laboratory	30498465	Medical Laboratory Scientist	HP4	15/12/2013	Accepted
Diagnostic & Scientific Services and Health Technology	Biomedical Technology Services	Management	Brisbane Metro	30486034	Director Health Technology Management	HP7	15/12/2013	Accepted
Diagnostic & Scientific Services and Health Technology	Biomedical Technology Services	Technical Support	Mackay	30483981	Senior Biomedical Technician	HP3	15/12/2013	Accepted
Diagnostic & Scientific Services and Health Technology	Pathology Qld	Nambour Laboratory Contunous Shift	Nambour	30483265	Scientist Pathology NGH SC	HP3	13/04/2014	Retrenched
Purchasing and Logistics	HSPL/Supply	Supply	Richlands DC	30498187	Logistics Manager Supply Richlands		29/06/2014	Accepted
Purchasing and Logistics	HSPL/Supply	Supply	Richlands DC	30496249	Warehouse Manager	OO7	29/06/2014	Accepted
Diagnostic & Scientific Services & Health Technology	Pathology Qld	Metro Laboratories	TPCH		Medical Director of Metro Laboratory		3/08/2014	Accepted
Diagnostic & Scientific Services & Health Technology	Group Linen Service	GLS	PAH	30489595	Supervisor Private Clothing		7/09/2014	Accepted

RTI RELEASE

Department RecFind No:	
Division/HHS	
File Ref No:	

## Briefing Note for Approval

Michael Kelly, Chief Finance Officer, HSSA

Requested by: Lindsay Olsson

Date requested: 31.03.2014

Action required by: 31.03.2014

### SUBJECT: Funding for Redundancies notification post 31 July 2013

#### Proposal

That the Chief Financial Officer approves additional funding of approximately \$190,318 to permit redundancy and the subsequent abolition of the positions as identified within Supply Services.

#### Urgency

Routine – Staff will be excess to requirement from 1 July 2014

#### Background

A Brief was submitted to and approved by the HSSA Performance Board on 19 February 2014, detailing the cost savings to be achieved by a restructure of the Richlands DC, which incorporated a number of initiative including::

- incorporating bulk linen stores into the Supply warehouse and reducing lease costs;
- consolidate transport for both Supply and GLS to better utilise trucks and drivers;
- Operate a single day shift at the Dc and eliminate penalties;
- move to a more lateral reporting line and reduce number of staff.

There will be estimated savings of approximately \$1 million dollars be annum.

The positions have been identified as one AO7 Logistics Manager Supply Richlands, and one OO7 Warehouse Manager. Two other displaced positions have been accommodated into existing vacancies and will continue employment.

#### Key issues

- Service delivery requirements will be adequately met with the decreased staff levels.

#### Consultation

Staff members and Management  
Peter Thirkettle, Director, HR Services, HSSA

#### Financial implications

Position	Classification	Severance (\$)	Incentive (\$)	Total (\$)
Logistics Manager Supply Richlands	AO7	s. 73		
Warehouse Manager	OO7			

Department RecFind No:	
Division/HHS	
File Ref No:	

Note these figures do not include the statutory termination payments such as LSL, Annual Leave or leave loading, however estimates for the identified surplus employees will total approximately s.73 and s.73 respectively.

**Legal implications**

None

**Attachments**

None

RTI Release

Department RecFind No:	
Division/HHS	
File Ref No:	

**Recommendation**

It is recommended that the Chief Financial Officer identify and approve funding as indicated above.

**APPROVED / NOT APPROVED**

Michael Kelly,  
Chief Financial Officer, HSSA

715114

Chief Financial Officer Comments

RTI REQUEST

Author  
Lynette Jones  
Manager Supply Metro  
3406 6853  
2 May 2014

Supported by:  
John Coldham  
Director Supply Chain  
31666676  
2 May 2014

Cleared by:

# Brief for Approval

Requested by:

- Department  Minister's office

Department RecFind No:	HS003429
Division/HHS:	HSQ
File Ref No:	

**SUBJECT: Organisational change for Medical Directors of metropolitan laboratories**

## Recommendations

It is recommended that the A/Chief Executive, Health Support Queensland:

1. **Approve** the completion of the organisational change for Medical Directors of metropolitan pathology laboratories.
2. **Approve** the abolition of the following roles:
  - a. Director of Pathology, Central Laboratory, Pathology Queensland (currently vacant); and
  - b. The combined Director of Pathology and Deputy Director, Pathology Queensland, The Prince Charles Hospital (s. 73 voluntary redundancy (s. 73)).

## Headline issues

3. In July 2013, two senior roles, Executive Director Medical Services (EDMS) and General Manager, Laboratory Operations were established to give clear accountability for both clinical medical management and laboratory operations in Pathology Queensland.
4. As a consequence of establishing the EDMS role, the Director of Pathology, Central Laboratory position is no longer required. The EDMS role is based at the Central Laboratory and is able to undertake the site liaison tasks that would have been undertaken by the Director of Pathology, Central Laboratory.
5. The Director of Pathology, Central Laboratory is vacant and it is recommended that this position be abolished.
6. Abolishing the Director of Pathology, Central Laboratory position will not impact clinical service provision.
7. The delineation between clinical medical management and laboratory operations has also impacted significantly on the Director of Pathology role at The Prince Charles Hospital (TCPH), which currently has a dual role as Deputy Director, Pathology Queensland.
8. The role of Deputy Director, Pathology Queensland is no longer required as the responsibilities are covered by the EDMS. The TPCD Director of Pathology aspect of the role has changed significantly under the delineation of medical and operations within Pathology Queensland.
9. Given that the scope of the TPCD Director of Pathology has changed significantly, it was considered appropriate to offer the current occupant, (s. 73), a voluntary redundancy.
10. (s. 73)
11. The Chief Financial Officer, HSSA, confirmed the availability of (s. 73) to fund the redundancy in the attached briefing note (Attachment 1).
12. The allocation of the funding for (s. 73) redundancy is contingent on the approval by the A/Chief Executive, HSQ of the proposed changes to the Pathology Medical Director positions outlined in this briefing note.

## Background

13. HSQ has responsibility, through Pathology Queensland, for the maintenance and support of a number of Group Laboratories. Each of these has a designated pathologist providing medical governance, usually titled "Director".
14. The Central, PAH and TPCD laboratories are metropolitan G classification group labs and each has a Director of Pathology position providing medical governance.

Department RecFind No:	HS003429
Division/HHS:	HSQ
File Ref No:	

15. In 2013 the management of Pathology Queensland was redesigned to separate medical services and laboratory operations into two distinct accountable areas, which has impacted on the scope of some of the Director of Pathology positions for the metropolitan G classification pathology laboratories.
16. Completing this reorganisation of the metropolitan group laboratories provides value for money for Queensland tax payers by aligning tasks with professional service needs allowing greater FTE for patient care.

#### Consultation

17. Consultation has been undertaken with:

- General Manager, HSQ
- EDMS, Princess Alexandra Hospital
- EDMS, Royal Brisbane & Women's Hospital
- EDMS, The Prince Charles Hospital, Dr Stephen Ayre

#### Attachments

Attachment 1 – Briefing note to the Chief Financial Officer confirming availability of funding for the voluntary redundancy package for s. 73

RTI Released

Department RecFind No:	HS003429
Division/HHS:	HSQ
File Ref No:	

**APPROVED/NOT APPROVED NOTED**

*S.Middlitch*

**Susan Middleditch  
A/Chief Executive, HSQ**

817 114

**A/Chief Executive's comments**


Author	Cleared by: (SD/Dir)
Dr Nigel Brown	Helen Little for Stuart Rodney
A/EDMS	COO
Pathology Queensland, HSSA	HSSA
3646 6277	3166 5129
17 June 2014	s.73 30 June 2014

RTI REQUEST



**Brief for Approval**Requested by: **Stuart Rodney**

Department RecFind No:	
Division/HHS:	
File Ref No:	

 Department       Minister's office
**SUBJECT:** *Business Improvement and Change Briefs for Group Linen Services***Recommendation/s**

It is recommended that the Chief Operating Officer, HSSA:

1. **Approve** the two Business Improvement and Change Briefs attached relating to:
  - a. Organisational restructure of, and roster change for, GLS's Brisbane-based maintenance team (attachment one); and
  - b. Amalgamation of GLS's Brisbane-based private clothing and reusable theatre processing functions (attachment two).

It is recommended that the Chief Finance Officer, HSSA:

2. **Approve** the proposal to make two GLS positions redundant.

**Headline issues**

3. Operational and financial efficiencies can be achieved through a restructure of GLS's Brisbane-based (MLS) maintenance function and the amalgamation of MLS private clothing and reusable theatre linen processing.
4. Proposed change will make two positions redundant:
  - a. One (OO4) Private Clothing Supervisor; incumbent is likely to take a voluntary redundancy; and
  - b. One (HBEA06+20%) Maintenance Coordinator; incumbent may decide to take a vacant Fitter position rather than a voluntary redundancy.

**Background**

5. In 2013, the viability and cost-effectiveness of outsourcing HSSA maintenance was considered. While it was determined that the outsourcing of GLS maintenance was not HSSA's best option, GLS maintenance staff were advised that a review of GLS maintenance would be forthcoming.
6. Processing of private clothing and reusable theatre linen across GLS's two Brisbane laundries has decreased by up to 44% since November 2012.

**Consultation**

7. HR has been consulted regarding proposed organisational restructure of MLS maintenance.
8. Feedback regarding amalgamation of private clothing and theatre linen processing has been sought from affected staff with no concerns.
9. Formal consultation with staff and unions will commence upon COO and CFO approval to proceed.

**Attachments**

10. Attachment one: GLS Improvement & Change Brief regarding organisational & roster restructure of MLS maintenance.
11. Attachment two: GLS Improvement & Change Brief regarding amalgamation of private clothing and reusable theatre linen processing.

Department RecFind No:	
Division/HHS:	
File Ref No:	

APPROVED/NOT APPROVED NOTED

*[Signature]*  
**Stuart Rodney**  
**Chief Operating Officer**

16 / 6 / 2014

Chief Operating Officer's comments


APPROVED/NOT APPROVED NOTED

*[Signature]*  
**Michael Kelly**  
**Chief Finance Officer**

23 / 6 / 14

Chief Finance Officer's comments


Author
Rebecca Tarvit
Business Coordinator
Group Linen Services
3139 5754 / <span style="border: 1px solid red; padding: 0 2px;">s.73</span>
27 May 2014

RTI Released

LINE OF SERVICE – DIAGNOSTIC AND SCIENTIFIC SERVICES

Date 27 May 2014

<b>SERVICE AREA</b>	Group Linen Service (GLS)
<b>PROPOSAL</b>	Budget savings and operational improvement through the amalgamation of private clothing and theatre packing functions across GLS's Brisbane sites.

CURRENT SITUATION

- GLS processes private clothing for Nursing Home and Residential Care patients from its two Brisbane laundries (MLS) using an identical tracking and packing procedure.
- GLS processes, packs and sterilises reusable theatre linen from its two MLS laundries, with the TPCH processing reusable theatre linen for WBGLS customers also.
- Both TPCH and PAH theatre linen processing areas are equipped with a sterilising room, each with two sterilisers.

SITUATIONAL ANALYSIS

- Demand for private clothing and reusable theatre linen has decreased over the past 18 months (November 2012 to April 2014), with weekly tonnage reducing by 34% and 44% respectively.
- All MLS private clothing can be processed from the TPCH plant within existing TPCH establishment and operating hours.
- TPCH has capacity to take on PAH's reusable theatre linen function within existing operating hours and with existing equipment.
- The collective 2014 year end Net Book value of the two sterilisers used for theatre linen processing at PAH is \$1,309.
- The PAH sterilisers can be decommissioned at negligible cost by in-house qualified trades personnel.

IMPROVEMENT POTENTIAL

- Amalgamation of private clothing and theatre linen processing will enable GLS to save one OO4 Supervisor position (to be made redundant) and a reduction of 2.66 OO2 FTE (through natural attrition), achieving a recurrent labour saving of approximately \$232,718.

- The transfer of PAH theatre linen processing to TPCH will eliminate the need for annual steriliser servicing and maintenance at PAH, achieving a recurrent saving of approximately \$20,000.

#### PROPOSAL (WHAT WILL CHANGE)

- Private clothing and reusable theatre linen processing at PAH will be transferred to TPCH, along with three OO2 theatre linen processing positions (3 FTE).
- PAH's two sterilisers will be decommissioned and used for spare parts for the two compatible sterilisers at TPCH, enabling further cost savings in parts replacement.

#### TACTICAL PLAN (HOW WILL THIS BE ACTIONED)

- Stakeholder expectations will be anticipated and managed.
- Consultation will occur in accordance with Termination, Change and Redundancy (TCR) provisions.

#### IMPACT ANALYSIS (WHAT ELSE MAY BE IMPACTED BY THIS PROPOSAL)

- Staff morale and wellbeing during consultation and change implementation.

#### CONSULTATION

- Staff and relevant unions

#### TIMELINE

- Start – immediately
- Finish – July 2014

RTI RELEASES

ATTACHMENT 1

GLS POSITIONS FOR REDUCTION AS AT 27 MAY 2014

Position #	Position	Classification	FTE	Location	Cost Centre
30489595	Supervisor Private Clothing	OO4	1	Brisbane (PAH)	371240

RTI Release

LINE OF SERVICE – DIAGNOSTIC AND SCIENTIFIC SERVICES

Date 27 May 2014

<b>SERVICE AREA</b>	Group Linen Service (GLS)
<b>PROPOSAL</b>	Budget savings and operational improvement through organisational restructure of maintenance functions across GLS's Brisbane sites.

CURRENT SITUATION

- GLS has on-site maintenance staff at each of its three laundry sites, with all maintenance staff having a base location; i.e. WBGLS, TPCH or PAH.
- Given the close proximity of GLS's metropolitan laundries (MLS) and their almost identical layout and equipment, MLS maintenance staff operate as one team, providing support and staffing cover to one another as required and reporting through the MLS Maintenance Coordinator to the respective TPCH and PAH Operations Managers.
- MLS maintenance staff work a nine day fortnight. They work ordinary hours of work from 6:00am to 6:00pm as outlined in the Engineering Award – State 2012, with work extending by stakeholder agreement to 7:30pm (1 FTE, Mon-Fri) on a rotating roster at TPCH.
- GLS currently schedules ten planned overtime shifts per year to provide maintenance staff with access to equipment for preventative maintenance work outside of laundry production hours; eg. providing access to equipment when cool and for longer periods than can be obtained during laundry production hours.
- Maximisation of maintenance activity and access to equipment is critical to maintain core equipment, especially as GLS awaits outcomes of contestability and replacement of capital equipment.
- Business improvement initiatives have been implemented over recent months to improve maintenance productivity and accountability.

SITUATIONAL ANALYSIS

- Two (2) maintenance FTE are based at PAH and four (4) are based at TPCH. While cover is provided across the two plants in instances of unplanned absence or significant equipment breakdown, staff are rostered at their 'base' location resulting in disparate levels of maintenance support across the two plants on a day-to-day basis.
- The existing Maintenance Coordinator, based at TPCH, was appointed in October 2010 to manage maintenance across all (then four) GLS sites. The initial purpose and scope of this role is no longer current and operational requirements no longer

warrant retention of the Maintenance Coordinator position. Rather, day-to-day management of MLS maintenance can be resumed by operational management (as was the arrangement pre-2010) with assistance from a maintenance Leading Hand.

- The allowance payable to a Leading Hand is approximately \$2,225 p.a. as compared with Maintenance Coordinator allowance of \$14,543 p.a.
- With their nine day fortnight, MLS maintenance staff is collectively rostered 104 days less per year than all other GLS staff who work a 19 day month. These 104 days are equivalent to 20.8 weeks or 40% of one FTE. While the nine day fortnight affords 30mins extra per day on eight days a fortnight, this extra 30 minutes is not as operationally beneficial as having increased manning daily as would be the case with a 19 day month.
- While improvements in maintenance activity have been noted over recent months, data still indicates that some standard maintenance tasks are either not being completed, or not being completed in a timely fashion. For example:
  - At the end of April 2014, there were 379 outstanding work orders and of these, 48% had been open for greater than 30 days.
  - In the months of February to April 2014, 37.2% of all work orders closed on CMMS (Computerised Maintenance Management System) were closed without having been completed; i.e. with zero hours allocated to tasks.
- Planned weekend overtime for completion of preventative maintenance can be difficult to schedule, pending availability of maintenance staff.

#### IMPROVEMENT POTENTIAL

- Abolishment of the Maintenance Coordinator position will improve operational efficiency and staff accountability by restoring reporting lines to Operational Managers.
- Removal of the nine day fortnight and a transfer of MLS maintenance staff from ordinary hours of work to 'shift work' to incorporate an afternoon shift (2:00pm to 10:30pm) will extend productive maintenance hours and increase access to equipment daily, eliminating the need for planned weekend overtime.
  - Rostering 2 staff on a late shift to 10:30pm, Monday to Friday, will provide an extra 1,560 productive maintenance hours per year; providing 3.25 times more hours than planned weekend overtime.
- Implementation of one MLS maintenance roster with equal allocation of staff across both MLS plants will optimise maintenance cover at both plants and will maximise skills development by providing staff with equal exposure to, and experience with, equipment.
- Recurrent labour savings of approximately \$111,300; as outlined in the table below.

<i>Improvement Initiative</i>	<i>Current Spend (FY13/14)</i>	<i>Proposed spend</i>	<i>Saving p.a.</i>
• Abolish Maintenance Coordinator position	\$92,300	\$0	
• Instate a Leading Hand	\$0	\$2,225 (leading hand allowance)	
• Change roster to incorporate afternoon shift to 10:30pm	\$10,698 (1 FTE to 7:30pm)	\$20,377 (2 FTE to 10:30pm)	
• Cease planned weekend overtime	\$30,900	\$0	
<b>Totals</b>	<b>\$133,898</b>	<b>\$22,602</b>	<b>\$111,296</b>

#### PROPOSAL (WHAT WILL CHANGE)

- The Maintenance Coordinator position will be abolished in favour of a Leading Hand to suit current business requirements.
- The MLS maintenance roster will be renegotiated and maintenance staff will change from 'day workers' to 'shift workers' (incorporating an afternoon shift) to achieve greater operational and cost efficiency.

#### TACTICAL PLAN (HOW WILL THIS BE ACTIONED)

- Stakeholder expectations will be anticipated and managed.
- Consultation will occur in accordance with Termination, Change and Redundancy (TCR) provisions.

#### IMPACT ANALYSIS (WHAT ELSE MAY BE IMPACTED BY THIS PROPOSAL)

- Staff morale and wellbeing during consultation and change implementation.
- Maintenance activity during period of change.

#### CONSULTATION

- Staff and relevant unions

#### TIMELINE

- Start – immediately
- Finish – July 2014



ATTACHMENT 1

GLS POSITIONS FOR REDUCTION AS AT 27 MAY 2014

Position #	Position	Classification	FTE	Location	Cost Centre
32006880	Maintenance Coordinator	HBEA06	1	Brisbane (TPCH & PAH)	371230

RTI Released

904

# Document tracking sheet

Infrastructure Management

Subject: Organisational Changes to Infrastructure Management

**RECEIVED**  
Office of the Executive Director  
11 APR 2014  
Service Coordination & Integration Directorate

Action officer	Date In	Initials	Date Out	Initials	Comments
Damian O'Rourke A/Director, Infrastructure Management	8/4/14	<i>DO</i>	8/4/14	<i>DO</i>	
Rick Mossop Senior Director, INIM	8/4		8/4	<i>RM</i>	
Phil Wooley Executive Director, HSIA			13/4	<i>PW</i>	

Tracking no: IM-DIR-100-14

Urgent     Not Urgent

Please return the document to:

Damian O'Rourke  
A/Director, Infrastructure Management  
07 3646 4908

RTI RELEASED

Department RecFind No:	
Division/HHS	
File Ref No:	IM-DIR-100-14

## Briefing Note for Noting or Approval

### Executive Director Service Coordination and Integration

Requested by: Damian O'Rourke

Date requested: 07 April 2014

Action required by: 17/04/2014

#### SUBJECT: Organisational Changes to Infrastructure Management

#### Proposal

That the Executive Director, Service Coordination and Integration:

**Approve** the proposed organisational changes to Infrastructure Management as detailed in Attachment 1; Infrastructure Management proposed functional changes March 2014.

**Approve** the abolishment of Technical Assurance, Technical Operations, Innovation and Assurance, the thirteen subsequent teams and the associated cost centres.

**Approve** the creation six new Technical Streams two Support Teams within a single entity Infrastructure Management.

**Approve** the creation of new cost centres to support and reflect the new organisational structure.

#### Urgency

1. Urgent – It is anticipated that the budget build process for 2014-15 will be based on the proposed new structure for Infrastructure Management.

#### Key issues

2. In 2012 Technical Operations, Technical Assurance and Innovation & Assurance amalgamated to form Infrastructure Management. This structure, failed to meet management and leadership demands, there were no synergies between key work units and limited flexibility to meet the requirements for projects, HHS's and internal customers.

#### Background

3. The I.M. Management Team and Team Leaders began an activity to identify the problems and propose a structure to address the needs of I.M. in November 2013.
4. The proposed structure creates the flexibility I.M. needs to continue to provide enterprise infrastructure services, it eliminates duplication, provides greater economical use of resources, aligns to organisation direction, creates opportunities for staff and promotes an effective leadership layer.
5. The proposal requests that Technical Assurance, Technical Operations, Innovation & Assurance and the 13 subsequent teams are abolished and six new Technical streams and two support teams created. They are;

Enterprise Storage & Backup Services  
 Network Services  
 Presentation & Printing Services  
 Enterprise Unix Services  
 Data Centres & Test Facilities  
 Enterprise Hosting & Directory Services

I.M. Foundation services  
 I.M. Management

Department RecFind No:	
Division/HHS	
File Ref No:	IM-DIR-100-14

### Consultation

- \* 6. Michael Ironside – Commercial and Business Services  
Alison Downey – Human Resources

### Financial implications

7. There will be no change to the overall operational budgets for Infrastructure Management.

### Legal implications

8. There are no legal implications however Union representation will be informed on approval of this briefing note.

### Attachments

9. Attachment 1 – Presentation; Infrastructure Management proposed functional changes March 2014.  
10. Attachment 2 – Proposed Organisation Chats for each Technical Stream and Support Team.

\* This proposal follows extensive consultation with all staff within IM, the proposed structure strongly reflecting the consensus views resulting from the consultation process.

Department RecFind No:	
Division/HHS	
File Ref No:	IM-DIR-100-14

**Recommendation**

That the Executive Director, Service Coordination and Integration:

**Approve** the proposed organisational changes to Infrastructure Management as detailed in Attachment 1; Infrastructure Management proposed functional changes March 2014.

**Approve** the abolishment of Technical Assurance, Technical Operations, Innovation and Assurance, the thirteen subsequent teams and the associated cost centres.

**Approve** the creation six new Technical Streams two Support Teams within a single entity Infrastructure Management.

**Approve** the creation of new cost centres to support and reflect the new organisational structure.

**APPROVED/NOT APPROVED**

**NOTED**



Phil Woolley  
Executive Director, Service Coordination and Integration

13 / 4 / 14

**Executive Director, comments**

PLEASE ENSURE ACCEPT OF THIS IS PROVIDED
TO KATE COOK FOR HER INFORMATION.
PLEASE ENSURE THE DETAILS ARE COMMUNICATED
TO THE NEXT DCF

Author  
Damian O'Rourke

A/ Director

Infrastructure  
Management

3646 4984

s. 73

April 2014

Cleared by: (SD/Dir)  
Rick Moosop

Senior Director

INIM

3406 5401

s. 73

April 2014

FOR RELEASE

PRESENTATION & PRINTING

Senior Technical Specialist Presentation AO7	
30472907	s.73

Snr Operations Specialist AO7	
30493438	s.73

Technical Specialist Presentation AO6	
30478476	s.73

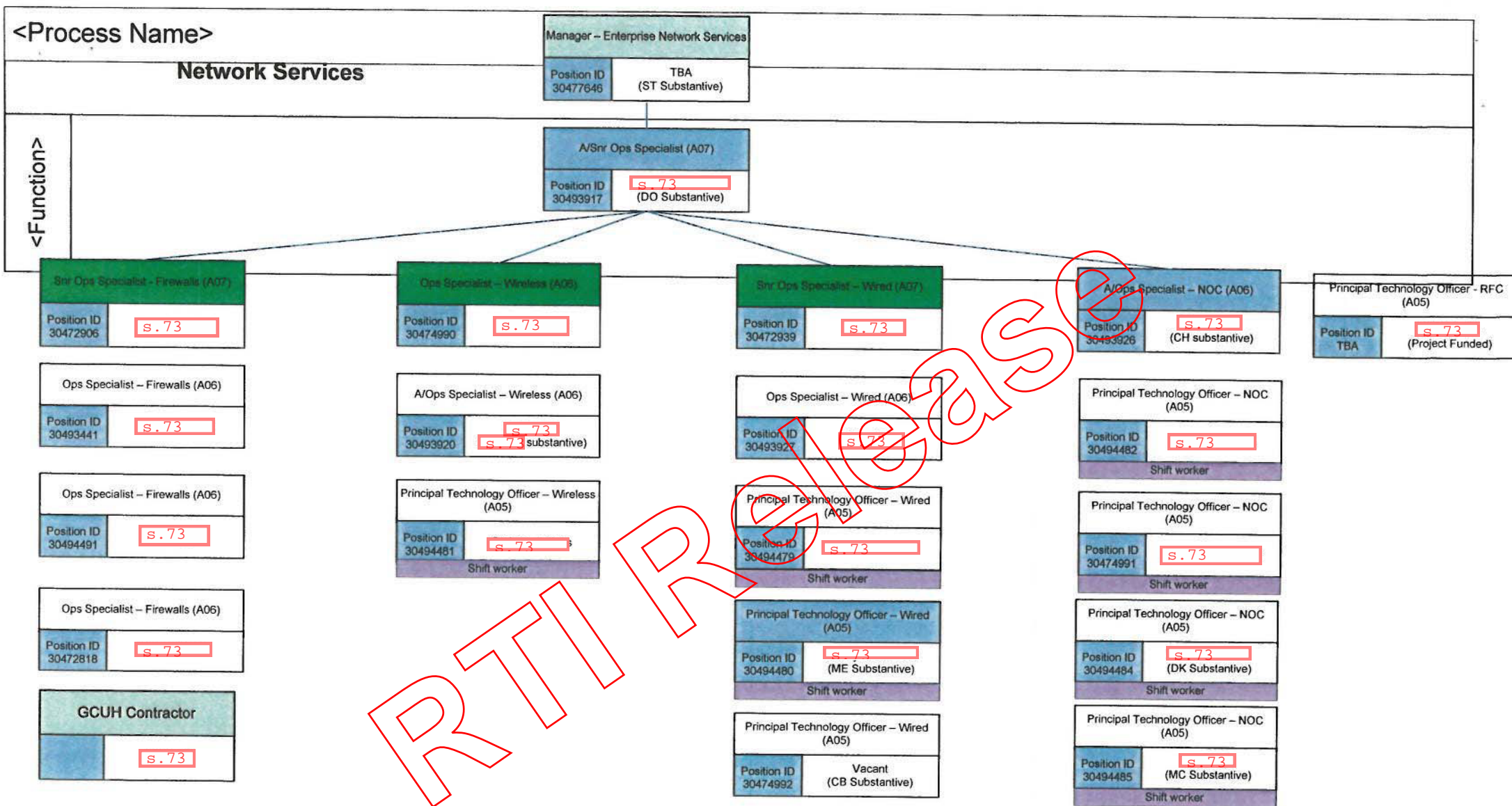
Operations Specialist Presentation AO6	
30493924	s.73 (NCP) s.73 30/06/2014

Principal Technology Officer Presentation AO5	
30472902	s.73 (NCP) VACANT

Principal Technology Officer Presentation AO5	
30494588	s.73
30494586	s.73

Senior Technology Officer Presentation AO4	
30472825	s.73
30494490	s.73

RTI RELEASE



RTI REQUEST

# Enterprise Hosting & Directory Services

Systems Architect AO8	
133578	s.73

<b>Principal Technical Specialist Microsoft - AO8</b>		<b>Senior Technical Specialist Wintel - AO7</b>		<b>Senior Specialist - Directory Services - AO7</b>		<b>Technical Specialist Directories - AO7</b>
30478457	s.73		s.73	32010296	s.73	30493913

<b>Technical Specialist SQL - AO6</b>
30478474
s.73

<b>Operations Specialist Novell - AO6</b>
30472781
s.73

<b>Technical Specialist Windows / Citrix - AO6</b>
30472910
s.73

<b>Principal Technology Officer - AO5</b>
30494478
Vacant (Recruiting)

<b>Technical Specialist Windows / Citrix - AO6</b>
30493915
s.73

<b>Administrator Directory Services - AO5</b>
32010292
Vacant (Recruiting)

<b>Senior Technical Specialist Wintel - AO6</b>
PID
s.73

<b>Operator Directory Services - AO5</b>
32010294
s.73

<b>Senior Technical Specialist Wintel - AO6</b>
PID
s.73

<b>Senior Technical Specialist Wintel - AO6</b>
PID
s.73

<b>Senior Technical Specialist Wintel - AO5</b>
PID
s.73

<b>Senior Technical Specialist Wintel - AO5</b>
PID
s.73

<b>Technical Specialist Wintel - AO5</b>
PID
s.73

CONFIDENTIAL



**Data Centres & Test Facilities**

Manager Data Centre Facilities AO8	
30478453	s.73

Network Designer AO8	
30490962	s.73 Sub

Manager, I & A Facility AO8	
30490865	s.73 (NCP) s.73 31/12/2013

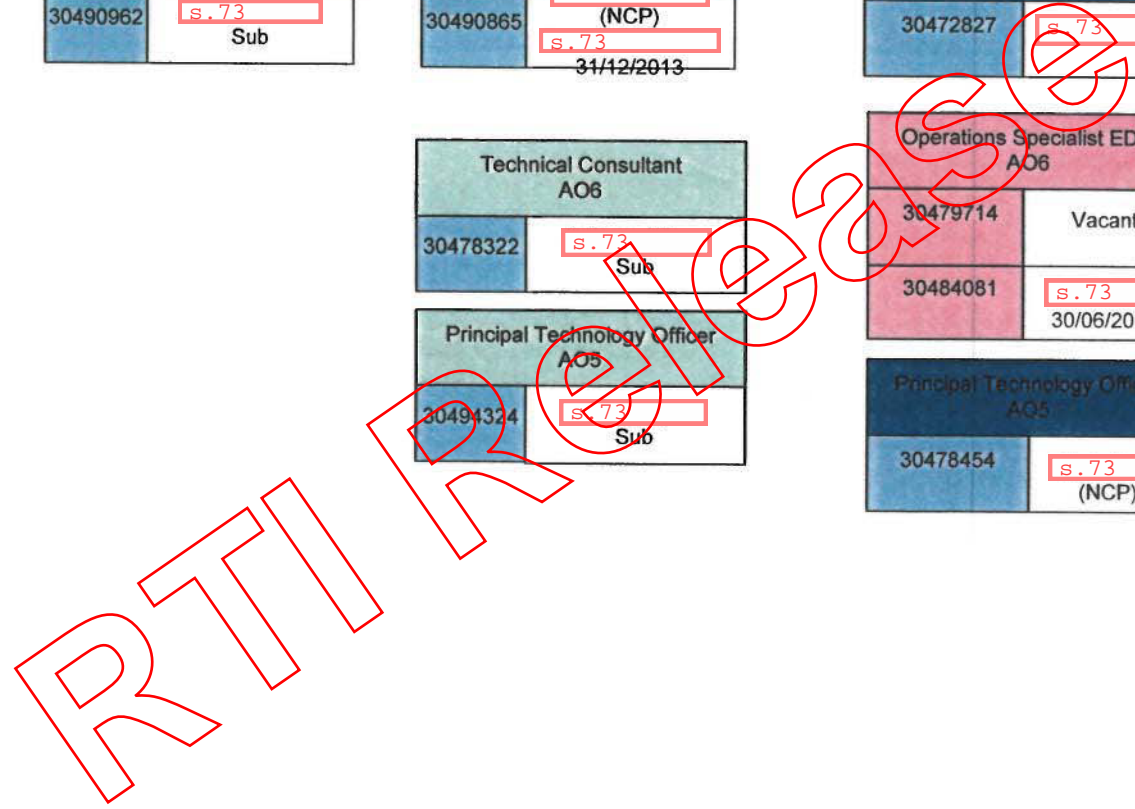
Senior Operations Specialist AO7	
30472827	s.73

Technical Consultant AO6	
30478322	s.73 Sub

Operations Specialist EDC AO6	
30479714	Vacant
30484081	s.73 30/06/2014

Principal Technology Officer AO5	
30494324	s.73 Sub

Principal Technology Officer AO5	
30478454	s.73 (NCP)



**IM Foundation Services**

AO8 Mgr IM Foundation Services	
30472909	s.73

AO7 Senior Technical Specialist ESM	
30472926	s.73

AO7 Senior Operations Specialist	
30476988	s.73

AO7 Princ Process Specialist - Release	
30492331	Vacant s.73

AO7 Senior Operations Specialist	
30472887	s.73

AO3 Administration Officer InfoOperations	
30478464	s.73

AO6 Technical Specialist ESM	
30472823	s.73

AO6 Operations Specialist	
30493920	s.73

AO6 Operations Specialist - Change Mgmt	
30472800	s.73

AO6 Operations Specialist	
30472930	s.73

AO3 Snr Administration Officer	
30478462	s.73

AO5 Princ Technology Officer	
30478460	s.73

AO5 Princ Technology Officer	
30494486	s.73

AO6 Operations Specialist	
30493925	s.73

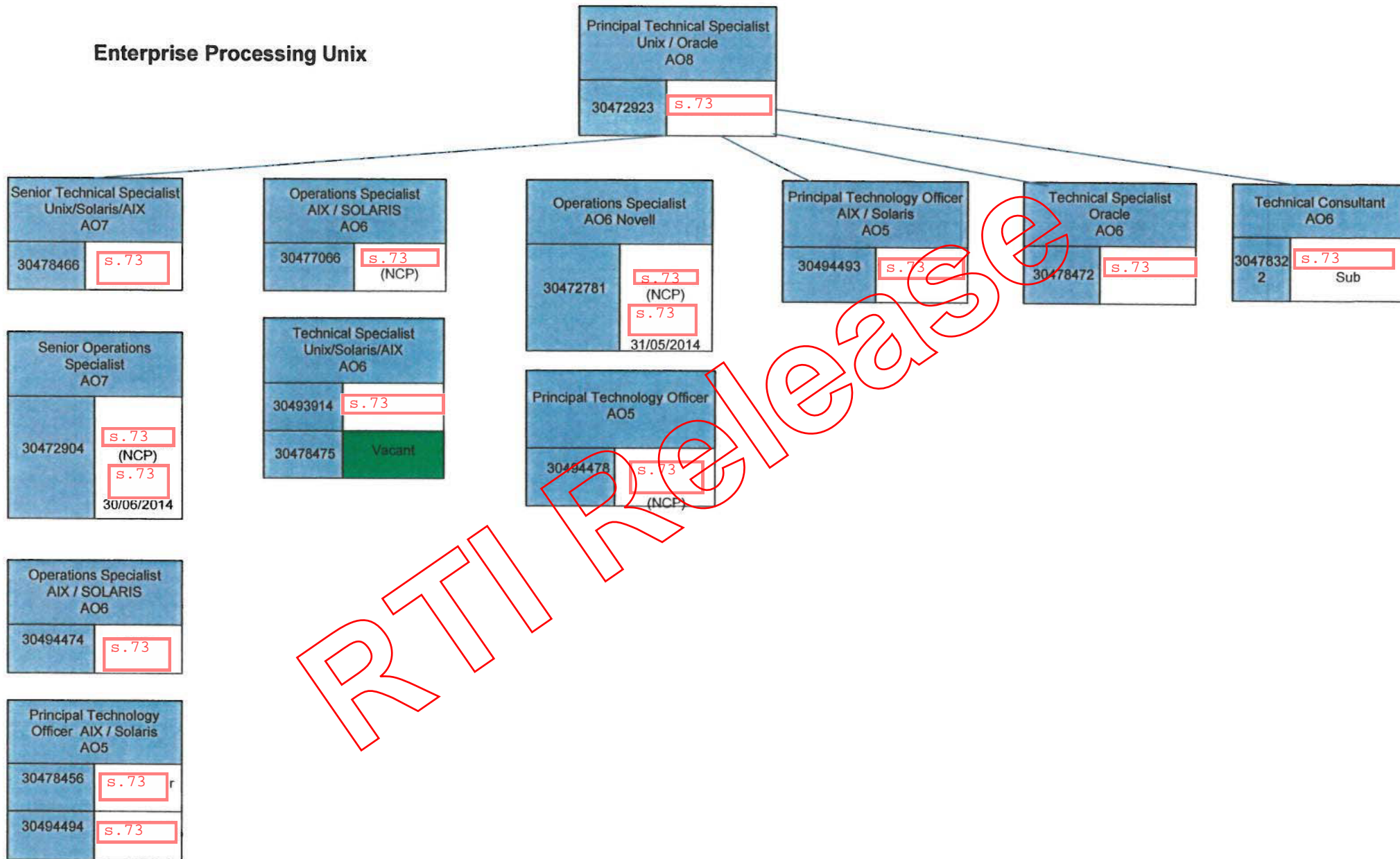
AO4 Senior Technology Officer ESM	
30499464	s.73

AO4 Senior Technology Officer	
30476556	s.73

AO4 Senior Technology Officer ESM	
30499463	Vacant s.73

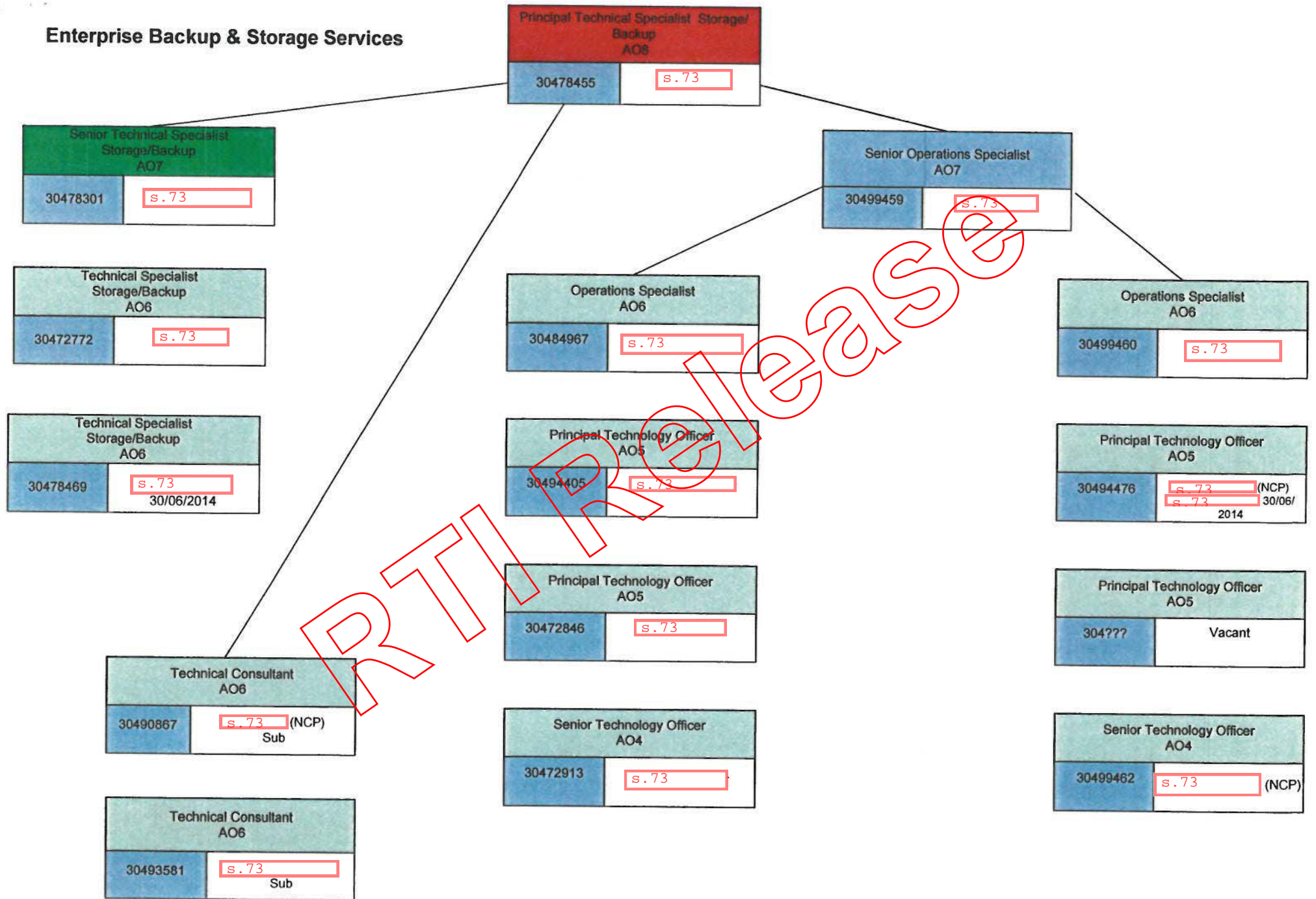


# Enterprise Processing Unix



RTI Release

# Enterprise Backup & Storage Services



RTI Release

# IM Management

Director DSO	
Position ID 30477646	s.73 s.73 NCP

AO8 - Manager - I.M. Assurance	
Position ID TBA	s.73

Manager - I.M. Maintenance	
Position ID 30476821	s.73

I.M. Incident and performance Manager	
Position ID 30472914	Vacant s.73 NCP

RTI Release

# Infrastructure Management proposed functional changes March 2014

## Update & Overview

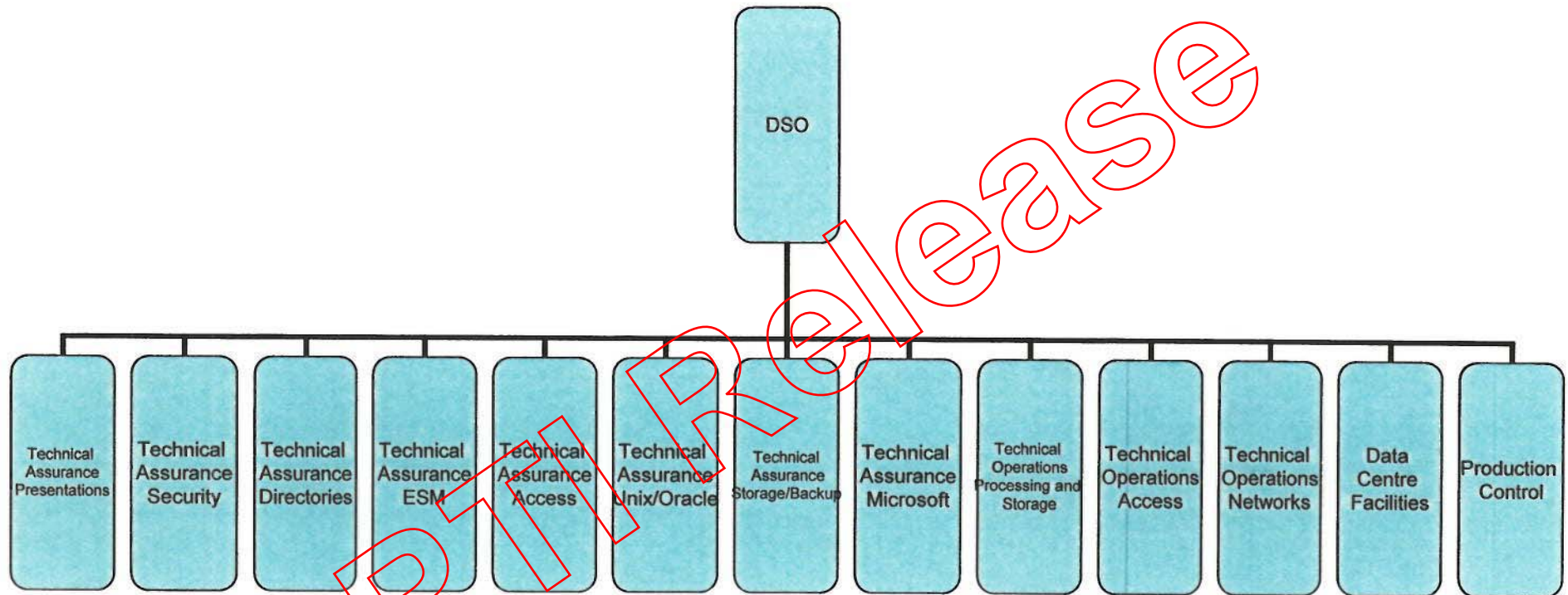
RTI RELEASE

## Current I.M structure

- Previously Technical Operations
- 2012 Technical Operations amalgamated with Technical Assurance and Innovation & Assurance to form Infrastructure Management
- I.M. has an annual budget of \$36.3M (FY 2013-14)
- Budgeted FTE's = 90 ( MOHRI Baseline = 84)
- Key responsibilities; Enterprise Data Centre x 3, Firewalls, Shared server infrastructure, state-wide Enterprise storage and backup services, Active Directory, E Directory, SOE, COE patching, Anti Virus, Network Management and Support of WAN (700 + QH Facilities & 350 mobile sites) LAN 8000 core & edge devices, 8000 Wireless AP's, contract and vendor management functions .

FOR RELEASE

# Current I.M Organisational Structure



Release



# Current issues

- There are a number of significant support gaps;
  - No dedicated staff to support Wireless
  - New Hospitals & projects are changing core product sets
  - Testing requirements are increasing significantly
- Far too many and unnecessary cost centres to build, report and manage
- Hierarchy fails to meet the leadership demands and requirements
- No synergies between Technical Operations, Technical Assurance and I.A. (In many areas)
- Unable to meet all the needs of HHS's, Projects and internal customers
- Operations have become reactive
- Annual activities – Asset Replacement, Capacity Planning, Stock take, Initiatives etc are not appropriately scheduled and as a consequence the quality of information is inconsistent.
- I.M needs to engage PEP, work with the Design Authority to ensure continuous technology roads maps are available to meet the needs of the organisation.

RTI RELEASE

# What Infrastructure Management needs

- Flexibility to meet all the demands from HHS's, projects and BAU
- Improved planing – capacity / Asset replacement / Technology Portfolio / Stocktaking
- Eliminate duplication
- Economical use of time and resources
- Align to organisation direction
- Clarify uncertainty – hierarchy and distribution of work/responsibilities
- Create opportunities for staff to increase skill base, work across multiple domains and the ability to move within teams
- An improved and effective management and leadership layer

RTI Release

# Approach

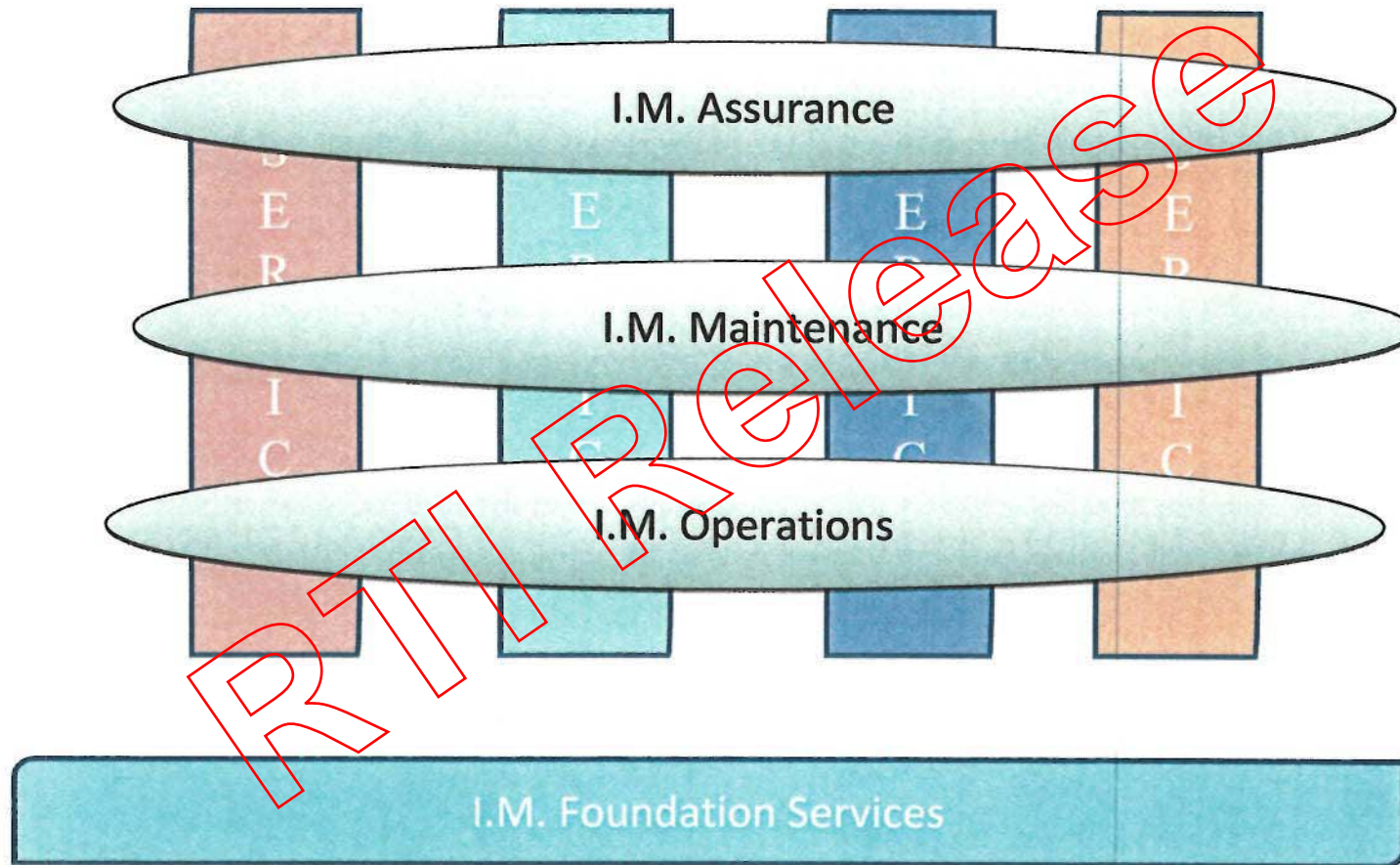
1. Remove the barriers between the TO, TA and I&A
  2. Utilise the work and output from the Bushell & Cornish activity to improve the effectiveness of I.M.
  3. Define Technical Streams which align to our services, HSIA Clear Cost Model and the HSIA Service Catalogue.
1. Engagement with all teams using a collaborative approach with an aim to address current issues and position I.M. to be an efficient, cost effective and pro-active service provider.
  2. The Rules
    - No new positions to be created
    - No changes to existing FTE's (positions, grade level)
    - No one required to re-apply for their position
    - All new vacancies will be assessed against the new I.M. structure.

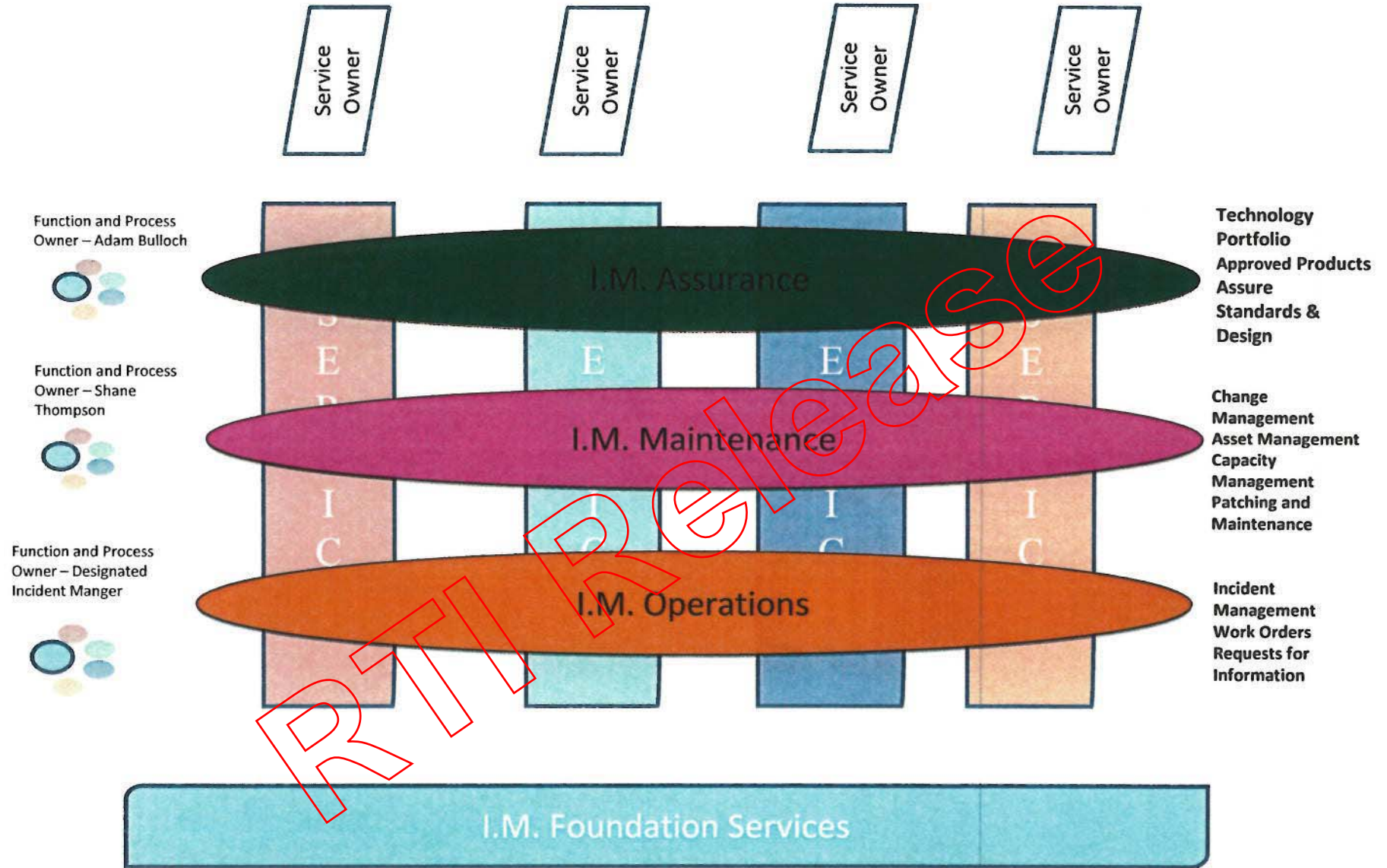
RTI Release

# Phase 1 – Identify Services and Support Streams

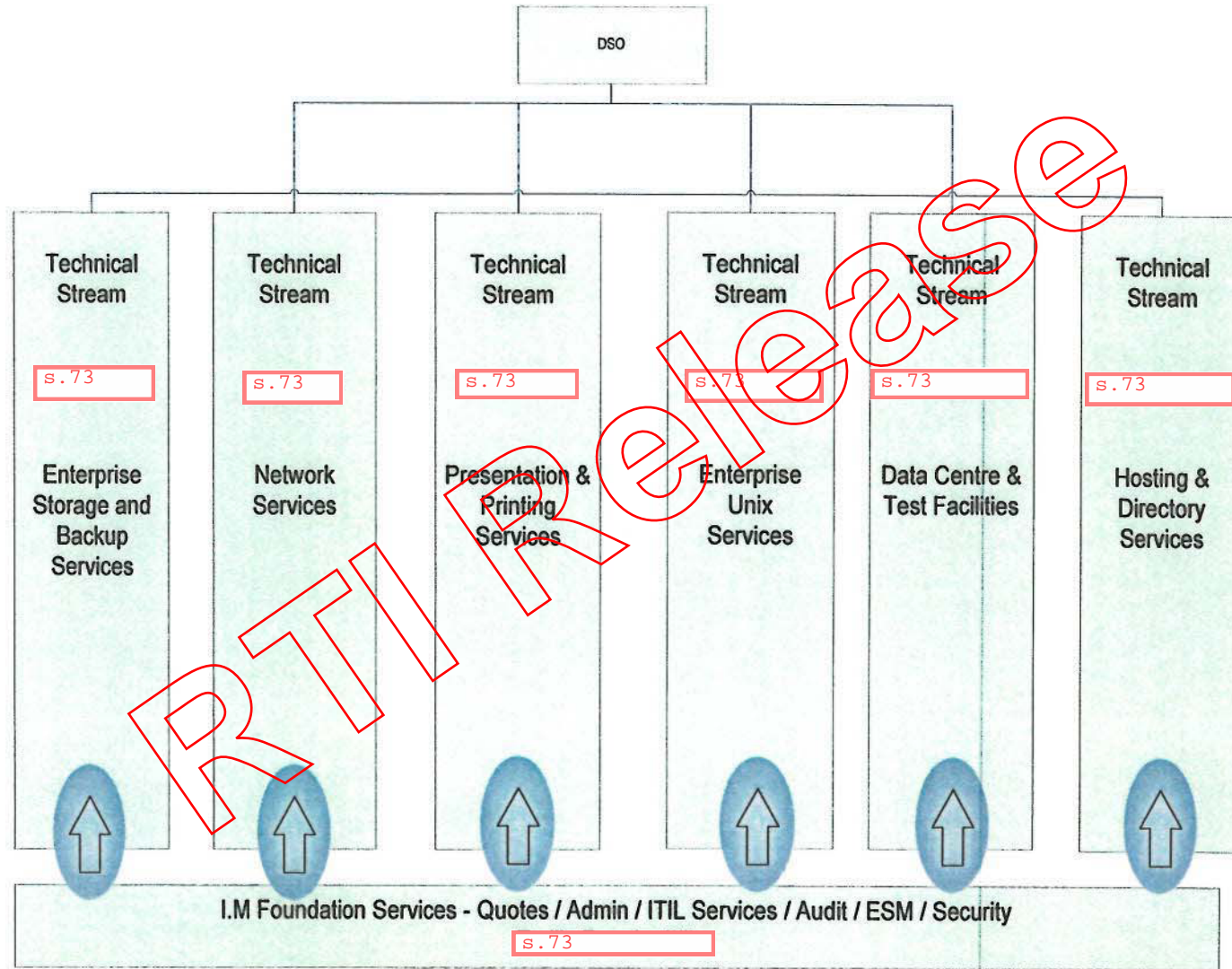


# Phase 2 – Overlay Core Functions





# I.M. Structure



# Current I.M Cost Centres

<u>Networks</u>	<u>Access</u>	<u>Management</u>	<u>Production Control</u>	<u>Process &amp; Storage</u>	<u>TA</u>
380507	380538	380505	380540	380542	380571
380509	380506		380508	380598	380572
380510	380539		380586	380543	380577
380521	380514		380541		380576
380593	380589				380536
	380515				380574
	380597				380549
					380575
					380570

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## New Cost Centres

Replace the 29 Cost Centres above with 13



## Next Steps

- Finalise Service Definitions for each Technical stream.
- Utilise Bushell & Cornish outcomes to identify Services / activities and link these to the Service Modelling & CMDDB project.
- Finalise Virtual Team – SCCM 2 x FTE's currently reporting to SIM Corporate
- Resolve EOC (3 Options proposed) (Await ISC review)
- Seek approval to implement Functional / Structural Changes for I.M.
- Develop Communications plan
- Work with Commercial and Business services to develop consolidate Cost Centres
- Build 2014-15 Budget based on new I.M.
- Create Performance and Development Plan for every FTE

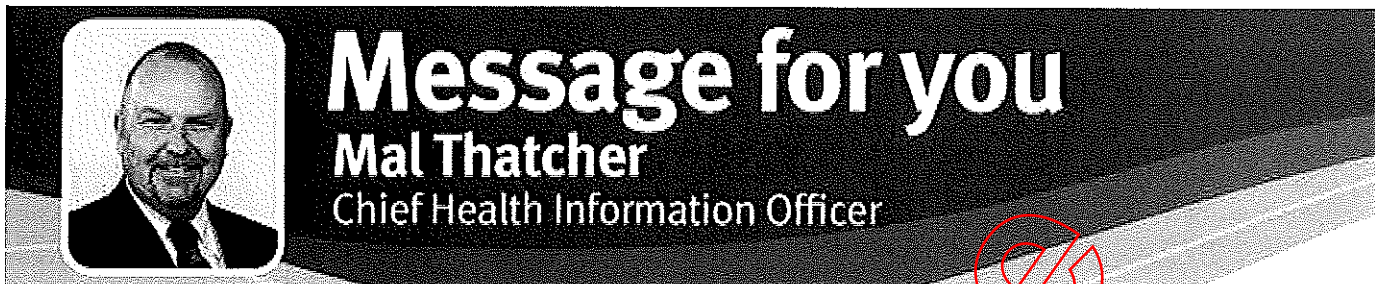
# Benefits

- One team
- Creates opportunities for all I.M staff
- Clearly defined management and leadership structure
- Greater flexibility with resources
- Promotes collaboration across Technologies
- Efficiencies with less duplication, fewer cost centres
- Dedicated resources to oversee key functional activities (Asset & Capacity Management, Maintenance activities, Assurance)
- Opportunity to reduce costs with consolidated testing environments and QH staff replacing contractors.

RELEASE

**Phillippa Cock**

**From:** CHIO  
**Sent:** Thursday, 20 November 2014 4:48 PM  
**To:** DL-HSIA-All-Staff  
**Subject:** Update from the Chief Health Information Officer- Key Leadership Roles



Good afternoon

Queensland Health and HSIA are on a transformational journey. We have been taking time to plan this journey because we need to get this right. We are pleased to announce the first big step: the recruitment of four key leadership positions within the Office of the Chief Health Information Officer (OCHIO). The following positions will be advertised both internal and externally from tomorrow onwards:

- Executive Director Knowledge Services
- Executive Director Technology Architecture Services
- Senior Director ICT Planning and Innovation Services
- Senior Director ICT Policy & Governance Services

We are currently working with the HR and Renewal teams to accomplish this and hope to make appointments by December - January. Once the leadership team is in place, design and planning of a detailed service model, in collaboration with Hospital and Health Services, will start in earnest. The OCHIO should be fully operational by July 2015. This means that workforce transition activities are likely to happen within the March – July 2015 timeframe. This change process for HSIA is happening against a backdrop of change across the Department of Health and the Director General continues to support implementation as fast as our processes allow.

ICT is a key enabler of reform and transformation in healthcare. I am excited about the OCHIO and its potential to be a valued business and clinical partner in the reform process. The establishment of the OCHIO will ensure:

- A strong focus on strategy and innovation across the Queensland Health System
- ICT strategies that are informed by strong clinical engagement and consultation
- Governance, policies and standards that find a balance between agility and reliability
- Empowerment of Hospital and Health Services to meet local objectives
- Long-term, value-adding partnerships with industry

This would ultimately enable HHS's and clinicians to:

- Provide safe, quality care for patients
- Improve the efficiency and sustainability of care delivery
- Access information when and where it is needed
- Share health information across the health-care ecosystem

I am committed to ongoing engagement and regular communication with staff as we progress through this transition.

Regards  
Mal

**Mal Thatcher**

Chief Health Information Officer  
Department of Health  
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m: s.73  
e: [mal.thatcher@health.qld.gov.au](mailto:mal.thatcher@health.qld.gov.au) | [www.health.qld.gov.au](http://www.health.qld.gov.au)

Adjunct Professor, Faculty of Science and Engineering, Queensland University of Technology



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RTI Release

## Phillippa Cock

**From:** CHIO  
**Sent:** Thursday, 6 November 2014 9:59 AM  
**To:** DL-HSIA-All-Staff  
**Subject:** Update from the Chief Health Information Officer



Good morning

Last week I circulated a very high level, first draft of the Chief Health Information Office (CHIO) service model to the Information Agency Leadership Team (IALT) and Chief Information Officers (CIO's) with the intent of seeking feedback on the proposed structure and service profiles. The purpose of this early consultation is to ensure we are following a co-design approach which establishes the future service model as one that accurately reflects the needs of our customers and the business.

I appreciate that this change has been alluded to for some time and that the continued uncertainty is a challenge from a personal and business perspective. This change process will be an emergent one and while many uncertainties still exist, I am committed to ongoing engagement and a regular flow of information to both customers and staff.

The high level model proposes that the Office of the CHIO will focus on include:

- Innovation and strategic alignment of ICT with organisational objectives (including the Queensland Government Blueprint for Better Healthcare)
- Positioning information as a strategic asset
- Collaboration and partnerships (internal and external)
- Best practice advisory (Centre of Excellence)

The principal portfolio level functions of the CHIO will include:

- Policy and governance
- Strategic planning that supports innovation
- Architecture and standards
- Knowledge services

Introducing an office of the CHIO with such a strong focus on strategy, innovation and best-practice will allow the Department of Health to become a key enabler of high quality, efficient, safe healthcare in Queensland. To ensure we achieve this we will seek high-calibre change leaders with experience in delivering best practice ICT capability, and the recruitment of these key leadership roles will be my primary focus over the next couple of months.

I am excited about working to create the new CHIO portfolio and the opportunity to establish Queensland Health as Australia's leading healthcare system. We are on a road to becoming a respected and valued business partner and this will be a significant step forward in creating the organisation model our customers have said they value.

Regards

Mal

**Mal Thatcher**

Chief Health Information Officer  
Department of Health  
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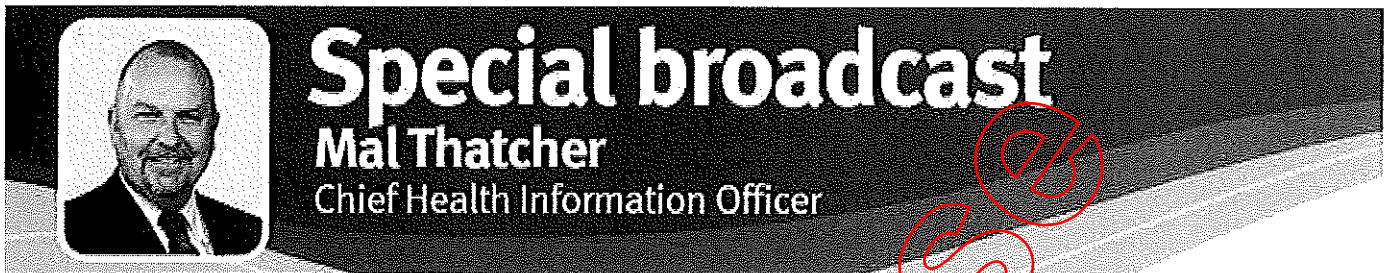
Queensland  
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RTI Release

**Phillippa Cock**

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**From:** CHIO  
**Sent:** Wednesday, 26 November 2014 12:06 PM  
**To:** DL-HSIA-PEP-ICTPO; DL-HSIA-PEP-ICTRO-STAFF; DL-HSIA-PEP-NeHICU-STAFF; DL-HSIA-PEP-OED; DL-HSIA-PEP-PBRM-STAFF; DL-HSIA-PEP-PHCISS-STAFF; DL-HSIA-PEP-SGA-CIM; DL-HSIA-PEP-SGA-ICTGOV; DL-HSIA-PEP-SGA-IS; DL-HSIA-PEP-SGA-OSD; DL-HSIA-PEP-SGA-SAO  
**Subject:** Special Boardcast from the Chief Health Information Officer - PEP staff survey



Dear colleagues

I would like to spend more time getting to know the Health Services Information Agency and achieve a better understanding of current challenges and future opportunities. This will assist me in co-designing, with the HHS's, an operating model for the Office of the CHIO that will best serve Queensland Health.

Consistent with the co-design process, I am asking Planning Engagement and Performance staff to complete a short survey by **Friday 5 December 2014**.

The survey is anonymous and completion is at your discretion with results to be presented at a future HSIA staff forum.

Your response to this survey will assist with our future communication approach, and I am committed to meeting with teams over the coming months to talk more about the key themes from the survey and better understand how you see the future and its possibilities.

Click on the following link to take the survey now <https://www.surveymonkey.com/s/PEPstaffimprovementsurvey>

*If you have trouble opening the survey in Internet Explorer please copy and paste the link into Mozilla Firefox.*

Regards

Mal

**Mal Thatcher**  
Chief Health Information Officer  
Department of Health  
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e: [mal.thatcher@health.qld.gov.au](mailto:mal.thatcher@health.qld.gov.au) | [www.health.qld.gov.au](http://www.health.qld.gov.au)





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RTI Release



Department RecFind No:	BR060145
Division/HHS:	OCHIO
File Ref No:	

# Brief for Approval

Requested by: Mal Thatcher

Department  Minister's office

## SUBJECT: Urgent Approval to Initiate Recruitment Campaign – OCHIO Leadership Team

### Issue(s)

- As a first phase in the establishment of Office of the Chief Health Information Officer (OCHIO), urgent Director-General approval is required to initiate a recruitment campaign for four HES leadership positions reporting directly to the CHIO:
  - Executive Director Knowledge Services
  - Executive Director Technology Architecture Services
  - Senior Director ICT Planning and Innovation Services
  - Senior Director ICT Policy & Governance Services
- The target date for the appointment of these key positions is December 2014. Hence the urgency in relation to initiating the recruitment campaign.
- This timeframe allows the OCHIO to start delivering value and planning for the second phase of OCHIO establishment and avoids the traditional December/January operational slow-down.

*supported*

*✓*  
*✓*  
*✓*  
*✓*

### Background

- The recruitment strategy for the four leadership positions is follows:
  - Four role descriptions have been written up and are being evaluated by Mercers
  - Positions to be advertised and filled through an open merit process
  - Appointment of an Executive Search firm to run an advertising, talent search and recruitment campaign to develop a shortlist of candidates. The Health Renewal Team has provided advice on a search firm that is highly regarded and on the new Whole-of-Government (SOA) recruitment panel.
  - Follow Queensland Health selection process to select final candidates (panel to include an HHS CE and possibly an HHS CIO and ED ICT Renewal)
  - Subject to Director General final approval: Appointment for three year term with an option to extend for two years.
- The urgency around recruiting these four positions relates to the following timelines;
  - 21/22 November 2014 is considered the last reasonable weekend to advertise in State and National media (Courier Mail, AFR, SMC) and attract Executive talent
  - There is a three week advertising and shortlisting process that takes the appointments very close to the December deadlines set by the CHIO to appoint his leadership team.
- After the appointments of the OCHIO leadership team, the next steps in establishing the OCHIO will be to appoint, build and launch the full OCHIO structure. Once the OCHIO leadership team is appointed, the remaining structure will be co-designed with the HHS CIO's to ensure that the OCHIO provides customers with good value and thought leadership.
- Details on the likely workforce impact of this effort (based on an initial desktop review) are attached. The review focused on identifying existing roles to be transitioned into the OCHIO and the transition impact of roles not readily transferred (Attachment 1).

*skill  
relates  
too  
heavily  
on  
internal  
labor  
as opposed  
to  
contracts!  
costs/finance  
for  
spec. work  
packages*

### Consultation

- Consultation has occurred with Deputy Director-General – Bill Brett; Executive Director – ICT Renewal – Marek Stepniak; HR and IR Executives in the Health Renewal Team and the ICT People & Culture Team.

### Recommendation/s

- It is recommended that the Director-General
- Approve the urgent initiation of the OCHIO leadership team recruitment campaign, noting that workforce redistribution from existing HSIA will cover the costs of these four positions.
  - Note that a separate briefing paper will be submitted to finalise OCHIO budget and structure.

### Attachments

- Attachment 1 – Workforce Impact Assessment

*Leadership structure should  
be co-designed*

Department RecFind No:	BR060145
Division/HHS:	OCHIO
File Ref No:	

APPROVED/NOT APPROVED **NOTED**

*Ian Maynard*

IAN MAYNARD  
Director-General

*fragment of 4  
key notes  
approved.*

13 NOV 2014

To Minister's Office for Approval   
for Noting

Director-General's comments

① I understand the - I understand  
transition plan and impact.

② OCHIO is a large unit in context of  
a DFT which will be much larger.

③ ensure what proposed full FTE  
couple of will be laid  
substantially larger than NZ equivalent

④ Please continue to work with  
Bill and Mark on structure, roles  
& responsibilities.

Minister's Office Use Only

APPROVED/NOT APPROVED **NOTED**

**NOTED**

LAWRENCE SPRINGBORG  
Minister for Health

Chief of Staff

Minister's comments

*RTF*

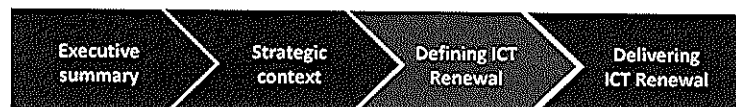
Briefing note rating

1 2 3 4 (1 = poor and 4 = excellent)

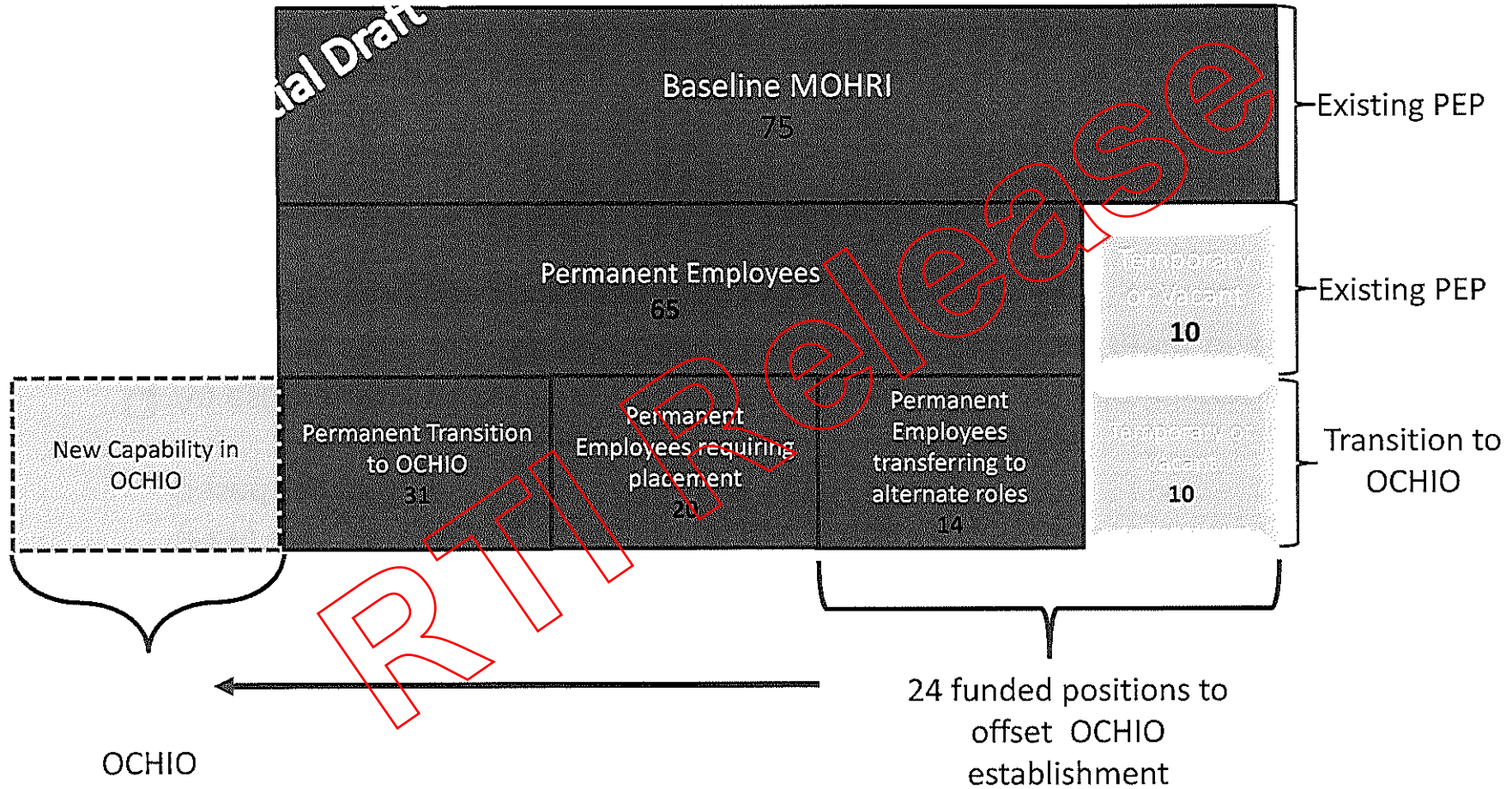
Author	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Vicki Daniel	Danielle Hornsby	Mal Thatcher
Transformational Change Manager	Senior Director - ICT Renewal	Chief Health Information Officer
ICT Renewal	HSIA	OCHIO
07 3181 0349	07 3181 1136	07 3235 9082
7 November 2014	7 November 2014	7 November 2014

## Attachment 1 – Page 1 - OCHIO Establishment – Workforce Impact Assessment

- The HSIA Planning, Engagement and Performance (PEP) unit is the internal talent pool for OCHIO staff. (**Note:** This unit is currently funded for **75** positions with a current workforce of **65** permanent people)
- An estimated **31 people** from the HSIA Planning, Engagement and Performance (PEP) unit can be placed within OCHIO (This has been based on a simple desk-based review)
- An estimated **8 people** have highly transferable general administrative skills and can be readily placed in the OCHIO or elsewhere in the Department or across the service
- There is potential to transition **6 people** based in and servicing Cairns and currently part of PEP into the Cairns HHS
- An estimated **20 people** cannot be readily placed in the OCHIO. These people could possibly support medium term work programs in the soon to be established Office of the Chief Technology Officer (OCTO) or can be listed as 'Employees Requiring Placement'



Attachment 1 – Page 2 - OCHIO Establishment – Workforce Impact Assessment



# Attachment 1 – Page 3 - OCHIO Establishment – Workforce Impact Assessment

DRAFT & CONFIDENTIAL - ESTIMATES ONLY						
OCHIO Establishment						
Planning, Engagement & Performance Unit - Workforce Impact Assessment						
Current State in PEP	Baseline MOHRI	Permanent Employees	# of Employees to be placed within OCHIO	# of Employees with easily transferable skills*	# of Employees Unplaced	Funded positions able to be reallocated (Vacant)
Office of ED and SD	6.5	2	0	2	0	4.5
ICT Portfolio	11	9	6	0	3	2
National eHealth & Information Co-ordination Unit	7.6	7	4	0	3	0.6
Performance & Business Relationship Management	13	12	3	6	3	1
Strategy & Architecture	8.5	9	4	1	4	-0.5
Clinical Information Management	6.4	8	4	1	3	-1.6
ICT Governance	13	11	6	3	2	2
Information Security	9	7	4	1	2	2
<b>TOTAL</b>	<b>75</b>	<b>65</b>	<b>31</b>	<b>14</b>	<b>20</b>	<b>10</b>

\* A03-A05 General Administrative Roles



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			Headcount										
Area	Fiscal Year	Paypoint	Q1_September		Q1_September	Q2_December		Q2_December	Q3_March		Q3_March	Q4_June	
			1. VSP	2. VR	Total	1. VSP	2. VR	Total	1. VSP	2. VR	Total	1. VSP	2. VR
Queensland Health	2012	1. Managerial and Clerical	0.00	0.00	0.00	440.00	0.00	440.00	204.00	0.00	204.00	106.00	0.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
		3. Nursing	0.00	0.00	0.00	5.00	0.00	5.00	4.00	0.00	4.00	5.00	0.00
		4. Operational	0.00	0.00	0.00	3.00	0.00	3.00	4.00	0.00	4.00	0.00	0.00
		6. Professional and Technical	0.00	0.00	0.00	29.00	0.00	29.00	28.00	0.00	28.00	9.00	0.00
		2012 Total		0.00	0.00	0.00	477.00	0.00	477.00	240.00	0.00	240.00	122.00
	2013	1. Managerial and Clerical	10.00	48.00	58.00	0.00	446.00	446.00	1.00	243.00	244.00	0.00	100.00
		2. Medical incl VMOs	0.00	1.00	1.00	0.00	6.00	6.00	0.00	13.00	13.00	0.00	2.00
		3. Nursing	1.00	0.00	1.00	0.00	81.00	81.00	0.00	183.00	183.00	0.00	134.00
		4. Operational	0.00	1.00	1.00	0.00	91.00	91.00	0.00	171.00	171.00	0.00	149.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	9.00	9.00	0.00	9.00	9.00	0.00	12.00
		6. Professional and Technical	0.00	3.00	3.00	0.00	239.00	239.00	0.00	114.00	114.00	0.00	28.00
	2013 Total		11.00	53.00	64.00	0.00	872.00	872.00	1.00	733.00	734.00	0.00	425.00
	2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	417.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	46.00
		3. Nursing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	486.00
		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	487.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	169.00
	2013 Total		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,626.00
2014	1. Managerial and Clerical	0.00	211.00	211.00	0.00	3.00	3.00	0.00	8.00	8.00	0.00	1.00	
	2. Medical incl VMOs	0.00	27.00	27.00	0.00	1.00	1.00	0.00	5.00	5.00	0.00	0.00	
	3. Nursing	0.00	467.00	467.00	0.00	9.00	9.00	0.00	10.00	10.00	0.00	0.00	
	4. Operational	0.00	292.00	292.00	0.00	6.00	6.00	0.00	22.00	22.00	0.00	0.00	
	5. Trade and Artisans	0.00	4.00	4.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00	
	6. Professional and Technical	0.00	119.00	119.00	0.00	10.00	10.00	0.00	2.00	2.00	0.00	0.00	
2014 Total		0.00	1,120.00	1,120.00	0.00	37.00	37.00	0.00	47.00	47.00	0.00	1.00	
2015	1. Managerial and Clerical	0.00	18.00	18.00	0.00	11.00	11.00	0.00	0.00	0.00	0.00	0.00	
	2. Medical incl VMOs	0.00	1.00	1.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	
	3. Nursing	0.00	6.00	6.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00	
	4. Operational	0.00	1.00	1.00	0.00	48.00	48.00	0.00	0.00	0.00	0.00	0.00	
	6. Professional and Technical	0.00	1.00	1.00	0.00	6.00	6.00	0.00	0.00	0.00	0.00	0.00	
	2015 Total		0.00	27.00	27.00	0.00	75.00	75.00	0.00	0.00	0.00	0.00	0.00
Queensland Health Total		11.00	1,200.00	1,211.00	477.00	984.00	1,461.00	241.00	780.00	1,021.00	122.00	2,052.00	
Qld Hospital And Health Services	2012	1. Managerial and Clerical	0.00	0.00	0.00	33.00	0.00	33.00	16.00	0.00	16.00	10.00	0.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
		3. Nursing	0.00	0.00	0.00	1.00	0.00	1.00	1.00	0.00	1.00	3.00	0.00
		6. Professional and Technical	0.00	0.00	0.00	5.00	0.00	5.00	3.00	0.00	3.00	1.00	0.00
	2012 Total		0.00	0.00	0.00	39.00	0.00	39.00	20.00	0.00	20.00	15.00	0.00
	2013	1. Managerial and Clerical	0.00	18.00	18.00	0.00	154.00	154.00	0.00	169.00	169.00	0.00	93.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	5.00	5.00	0.00	8.00	8.00	0.00	1.00
		3. Nursing	0.00	0.00	0.00	0.00	76.00	76.00	0.00	179.00	179.00	0.00	133.00
		4. Operational	0.00	1.00	1.00	0.00	60.00	60.00	0.00	149.00	149.00	0.00	148.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	9.00	9.00	0.00	9.00	9.00	0.00	12.00
6. Professional and Technical		0.00	2.00	2.00	0.00	36.00	36.00	0.00	51.00	51.00	0.00	27.00	

2013 Total		0.00	21.00	21.00	0.00	340.00	340.00	0.00	565.00	565.00	0.00	414.00	
2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	348.00	
	2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	43.00	
	3. Nursing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	472.00	
	4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	476.00	
	5. Trade and Artisans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21.00	
	6. Professional and Technical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	153.00	
2013 Total		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,513.00	
2014	1. Managerial and Clerical	0.00	181.00	181.00	0.00	1.00	1.00	0.00	7.00	7.00	0.00	1.00	
	2. Medical incl VMOs	0.00	27.00	27.00	0.00	1.00	1.00	0.00	5.00	5.00	0.00	0.00	
	3. Nursing	0.00	465.00	465.00	0.00	9.00	9.00	0.00	10.00	10.00	0.00	0.00	
	4. Operational	0.00	287.00	287.00	0.00	3.00	3.00	0.00	22.00	22.00	0.00	0.00	
	5. Trade and Artisans	0.00	4.00	4.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00	
	6. Professional and Technical	0.00	104.00	104.00	0.00	3.00	3.00	0.00	1.00	1.00	0.00	0.00	
2014 Total		0.00	1,068.00	1,068.00	0.00	25.00	25.00	0.00	45.00	45.00	0.00	1.00	
2015	1. Managerial and Clerical	0.00	17.00	17.00	0.00	7.00	7.00	0.00	0.00	0.00	0.00	0.00	
	2. Medical incl VMOs	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	
	3. Nursing	0.00	6.00	6.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00	
	4. Operational	0.00	0.00	0.00	0.00	48.00	48.00	0.00	0.00	0.00	0.00	0.00	
	6. Professional and Technical	0.00	1.00	1.00	0.00	6.00	6.00	0.00	0.00	0.00	0.00	0.00	
	2015 Total		0.00	24.00	24.00	0.00	71.00	71.00	0.00	0.00	0.00	0.00	0.00
Qld Hospital And Health Services Total		0.00	1,113.00	1,113.00	39.00	436.00	475.00	20.00	610.00	630.00	15.00	1,928.00	
Cairns And Hinterland Hosp & Hlth Svc	2012	1. Managerial and Clerical	0.00	0.00	0.00	6.00	0.00	6.00	1.00	0.00	1.00	1.00	0.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
	2012 Total		0.00	0.00	0.00	6.00	0.00	6.00	1.00	0.00	1.00	2.00	0.00
	2013	1. Managerial and Clerical	0.00	3.00	3.00	0.00	5.00	5.00	0.00	2.00	2.00	0.00	101.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	1.00
		3. Nursing	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	33.00
		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	24.00
	2013 Total		0.00	3.00	3.00	0.00	8.00	8.00	0.00	2.00	2.00	0.00	168.00
	2014	1. Managerial and Clerical	0.00	4.00	4.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00
		2. Medical incl VMOs	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		4. Operational	0.00	35.00	35.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
6. Professional and Technical		0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2014 Total		0.00	41.00	41.00	0.00	1.00	1.00	0.00	2.00	2.00	0.00	0.00	
2015	1. Managerial and Clerical	0.00	2.00	2.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	
	3. Nursing	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2015 Total		0.00	3.00	3.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	
Cairns And Hinterland Hosp & Hlth Svc Total		0.00	47.00	47.00	6.00	10.00	16.00	1.00	4.00	5.00	2.00	168.00	
Central Queensland Hospital & Hlth Svc	2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	3.00	3.00	0.00	3.00	3.00	0.00	16.00
		3. Nursing	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	22.00
		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	55.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	13.00
	2013 Total		0.00	0.00	0.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	107.00
	2014	1. Managerial and Clerical	0.00	26.00	26.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2. Medical incl VMOs		0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
3. Nursing		0.00	19.00	19.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

		4. Operational	0.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		6. Professional and Technical	0.00	6.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	2014 Total		0.00	72.00	72.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	2015	1. Managerial and Clerical	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	
		6. Professional and Technical	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	2015 Total		0.00	1.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	
Central Queensland Hospital & Hlth Svc Total			0.00	73.00	73.00	0.00	6.00	6.00	0.00	5.00	5.00	0.00	107.00	
Central West Hospital & Health Service	2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	
	2013 Total		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	
Central West Hospital & Health Service Total			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	
Childrens Health Service	2012	1. Managerial and Clerical	0.00	0.00	0.00	1.00	0.00	1.00	3.00	0.00	3.00	0.00	0.00	
		3. Nursing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	
		6. Professional and Technical	0.00	0.00	0.00	3.00	0.00	3.00	1.00	0.00	1.00	0.00	0.00	
		2012 Total		0.00	0.00	0.00	4.00	0.00	4.00	4.00	0.00	4.00	2.00	0.00
	2013	1. Managerial and Clerical	0.00	1.00	1.00	0.00	8.00	8.00	0.00	19.00	19.00	0.00	6.00	
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	2.00	
		3. Nursing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21.00	21.00	0.00	3.00	
		4. Operational	0.00	0.00	0.00	0.00	1.00	1.00	0.00	3.00	3.00	0.00	0.00	
		6. Professional and Technical	0.00	0.00	0.00	0.00	1.00	1.00	0.00	5.00	5.00	0.00	1.00	
		2013 Total		0.00	1.00	1.00	10.00	10.00	0.00	49.00	49.00	0.00	12.00	
	2014	1. Managerial and Clerical	0.00	12.00	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		3. Nursing	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		4. Operational	0.00	6.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		6. Professional and Technical	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	
	2014 Total		0.00	20.00	20.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00		
2015	1. Managerial and Clerical	0.00	0.00	0.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00		
	3. Nursing	0.00	0.00	0.00	0.00	7.00	7.00	0.00	0.00	0.00	0.00	0.00		
	4. Operational	0.00	0.00	0.00	0.00	48.00	48.00	0.00	0.00	0.00	0.00	0.00		
	6. Professional and Technical	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00		
	2015 Total		0.00	0.00	0.00	60.00	60.00	0.00	0.00	0.00	0.00	0.00		
Childrens Health Service Total			0.00	21.00	21.00	4.00	71.00	75.00	4.00	49.00	53.00	2.00	12.00	
Darling Downs Hospital & Health Service	2012	1. Managerial and Clerical	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00	0.00	
		2012 Total		0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00	0.00
	2013	1. Managerial and Clerical	0.00	2.00	2.00	0.00	5.00	5.00	0.00	0.00	0.00	0.00	8.00	
		3. Nursing	0.00	0.00	0.00	0.00	3.00	3.00	0.00	5.00	5.00	0.00	44.00	
		4. Operational	0.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	15.00	
		6. Professional and Technical	0.00	0.00	0.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	7.00	
		2013 Total		0.00	3.00	3.00	12.00	12.00	0.00	6.00	6.00	0.00	74.00	
	2014	1. Managerial and Clerical	0.00	15.00	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		2. Medical incl VMOs	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		3. Nursing	0.00	29.00	29.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
4. Operational		0.00	39.00	39.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
6. Professional and Technical		0.00	13.00	13.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
	2014 Total		0.00	98.00	98.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Darling Downs Hospital & Health Service Total			0.00	101.00	101.00	2.00	12.00	14.00	2.00	6.00	8.00	0.00	74.00	
Department Of Health	2012	1. Managerial and Clerical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	
		3. Nursing	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	
		2012 Total		0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	2.00	0.00	
	2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	8.00	8.00	0.00	9.00	9.00	0.00	53.00	
2. Medical incl VMOs		0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	3.00		



		3. Nursing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	44.00
		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	104.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21.00
	2013 Total		0.00	0.00	0.00	0.00	9.00	9.00	0.00	9.00	9.00	0.00	225.00
	2014	1. Managerial and Clerical	0.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		3. Nursing	0.00	71.00	71.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00
		4. Operational	0.00	13.00	13.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
		6. Professional and Technical	0.00	3.00	3.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
	2014 Total		0.00	92.00	92.00	0.00	10.00	10.00	0.00	0.00	0.00	0.00	0.00
	2015	3. Nursing	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
	2015 Total		0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Department Of Health Total			0.00	92.00	92.00	1.00	20.00	21.00	0.00	9.00	9.00	2.00	225.00
Gold Coast Hospital & Health Service			0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00
	2012	1. Managerial and Clerical	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00
	2012 Total		0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00
	2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	3.00	3.00	0.00	2.00	2.00	0.00	35.00
		3. Nursing	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	48.00
		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	13.00
	2013 Total		0.00	0.00	0.00	0.00	5.00	5.00	0.00	3.00	3.00	0.00	110.00
	2014	1. Managerial and Clerical	0.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		2. Medical incl VMOs	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		3. Nursing	0.00	7.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		4. Operational	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00
		6. Professional and Technical	0.00	6.00	6.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00
	2014 Total		0.00	20.00	20.00	0.00	9.00	9.00	0.00	1.00	1.00	0.00	0.00
Gold Coast Hospital & Health Service Total			0.00	20.00	20.00	2.00	14.00	16.00	0.00	4.00	4.00	0.00	110.00
Mackay Hospital & Health Service			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
	2012	1. Managerial and Clerical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
	2012 Total		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
	2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	3.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
		3. Nursing	0.00	0.00	0.00	0.00	3.00	3.00	0.00	5.00	5.00	0.00	3.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	2.00	2.00	0.00	1.00	1.00	0.00	5.00
	2013 Total		0.00	0.00	0.00	0.00	9.00	9.00	0.00	6.00	6.00	0.00	13.00
	2014	3. Nursing	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2014 Total		0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2015	1. Managerial and Clerical	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2015 Total		0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mackay Hospital & Health Service Total			0.00	2.00	2.00	0.00	9.00	9.00	0.00	6.00	6.00	1.00	13.00
Metro North Hospital & Health Service			0.00	0.00	0.00	7.00	0.00	7.00	3.00	0.00	3.00	2.00	0.00
	2012	1. Managerial and Clerical	0.00	0.00	0.00	7.00	0.00	7.00	3.00	0.00	3.00	2.00	0.00
		3. Nursing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00
	2012 Total		0.00	0.00	0.00	7.00	0.00	7.00	4.00	0.00	4.00	3.00	0.00
	2013	1. Managerial and Clerical	0.00	1.00	1.00	0.00	19.00	19.00	0.00	33.00	33.00	0.00	74.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	28.00
		3. Nursing	0.00	0.00	0.00	0.00	21.00	21.00	0.00	44.00	44.00	0.00	131.00
		4. Operational	0.00	0.00	0.00	0.00	7.00	7.00	0.00	66.00	66.00	0.00	153.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00	7.00	0.00	2.00

		6. Professional and Technical	0.00	0.00	0.00	0.00	3.00	3.00	0.00	15.00	15.00	0.00	37.00
	2013 Total		0.00	1.00	1.00	0.00	50.00	50.00	0.00	168.00	168.00	0.00	425.00
	2014	1. Managerial and Clerical	0.00	81.00	81.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.00
		2. Medical incl VMOs	0.00	10.00	10.00	0.00	0.00	0.00	0.00	4.00	4.00	0.00	0.00
		3. Nursing	0.00	273.00	273.00	0.00	0.00	0.00	0.00	4.00	4.00	0.00	0.00
		4. Operational	0.00	109.00	109.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00
		5. Trade and Artisans	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		6. Professional and Technical	0.00	51.00	51.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2014 Total		0.00	528.00	528.00	0.00	0.00	0.00	0.00	11.00	11.00	0.00	1.00
	2015	1. Managerial and Clerical	0.00	12.00	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		3. Nursing	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2015 Total		0.00	16.00	16.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Metro North Hospital & Health Service Total			0.00	545.00	545.00	7.00	50.00	57.00	4.00	179.00	183.00	3.00	426.00
Metro South Hospital & Health Service													
	2012	1. Managerial and Clerical	0.00	0.00	0.00	4.00	0.00	4.00	2.00	0.00	2.00	1.00	0.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
		3. Nursing	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00
		6. Professional and Technical	0.00	0.00	0.00	2.00	0.00	2.00	1.00	0.00	1.00	0.00	0.00
	2012 Total		0.00	0.00	0.00	6.00	0.00	6.00	4.00	0.00	4.00	2.00	0.00
	2013	1. Managerial and Clerical	0.00	2.00	2.00	0.00	52.00	52.00	0.00	31.00	31.00	0.00	89.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	1.00	1.00	0.00	2.00	2.00	0.00	8.00
		3. Nursing	0.00	0.00	0.00	0.00	26.00	26.00	0.00	27.00	27.00	0.00	183.00
		4. Operational	0.00	0.00	0.00	0.00	49.00	49.00	0.00	32.00	32.00	0.00	241.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	9.00	9.00	0.00	1.00	1.00	0.00	25.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	11.00	11.00	0.00	4.00	4.00	0.00	35.00
	2013 Total		0.00	2.00	2.00	0.00	148.00	148.00	0.00	97.00	97.00	0.00	581.00
	2014	1. Managerial and Clerical	0.00	7.00	7.00	0.00	1.00	1.00	0.00	2.00	2.00	0.00	0.00
		2. Medical incl VMOs	0.00	9.00	9.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	0.00
		3. Nursing	0.00	10.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		4. Operational	0.00	1.00	1.00	0.00	0.00	0.00	0.00	19.00	19.00	0.00	0.00
		6. Professional and Technical	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2014 Total		0.00	30.00	30.00	0.00	2.00	2.00	0.00	22.00	22.00	0.00	0.00
	2015	1. Managerial and Clerical	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00
	2015 Total		0.00	1.00	1.00	0.00	6.00	6.00	0.00	0.00	0.00	0.00	0.00
Metro South Hospital & Health Service Total			0.00	33.00	33.00	6.00	156.00	162.00	4.00	119.00	123.00	2.00	581.00
North West Hospital And Health Service													
	2012	1. Managerial and Clerical	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00
	2012 Total		0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00
	2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
		3. Nursing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
	2013 Total		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00
	2014	1. Managerial and Clerical	0.00	1.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00
		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00
	2014 Total		0.00	1.00	1.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00
North West Hospital And Health Service Total			0.00	1.00	1.00	0.00	0.00	0.00	1.00	2.00	3.00	0.00	4.00
South West Hospital & Health Service													
	2012	1. Managerial and Clerical	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00
	2012 Total		0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00
	2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	1.00	1.00	0.00	4.00	4.00	0.00	3.00
		3. Nursing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	8.00	0.00	4.00

		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.00	13.00	0.00	14.00
	2013 Total		0.00	0.00	0.00	0.00	1.00	1.00	0.00	25.00	25.00	0.00	21.00
	2014	1. Managerial and Clerical	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		4. Operational	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2014 Total		0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2015	1. Managerial and Clerical	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2015 Total		0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
South West Hospital & Health Service Total			0.00	3.00	3.00	2.00	1.00	3.00	0.00	25.00	25.00	0.00	21.00
Sunshine Coast Hospital & Health Service													
	2012	1. Managerial and Clerical	0.00	0.00	0.00	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00
	2012 Total		0.00	0.00	0.00	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00
	2013	1. Managerial and Clerical	0.00	2.00	2.00	0.00	13.00	13.00	0.00	13.00	13.00	0.00	11.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.00
		3. Nursing	0.00	0.00	0.00	0.00	4.00	4.00	0.00	27.00	27.00	0.00	10.00
		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19.00	19.00	0.00	3.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	1.00	1.00	0.00	8.00	8.00	0.00	2.00
	2013 Total		0.00	2.00	2.00	0.00	18.00	18.00	0.00	68.00	68.00	0.00	27.00
	2014	1. Managerial and Clerical	0.00	12.00	12.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00
		2. Medical incl VMOs	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		3. Nursing	0.00	24.00	24.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		4. Operational	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		6. Professional and Technical	0.00	9.00	9.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2014 Total		0.00	49.00	49.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00
	2015	1. Managerial and Clerical	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00
	2015 Total		0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00
Sunshine Coast Hospital & Health Service Total			0.00	51.00	51.00	1.00	20.00	21.00	1.00	69.00	70.00	1.00	27.00
Torres And Cape York Hhs													
	2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	1.00	1.00	0.00	9.00	9.00	0.00	18.00
		3. Nursing	0.00	0.00	0.00	0.00	1.00	1.00	0.00	8.00	8.00	0.00	7.00
		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00	7.00	0.00	13.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	5.00
	2013 Total		0.00	0.00	0.00	0.00	2.00	2.00	0.00	25.00	25.00	0.00	43.00
	2014	1. Managerial and Clerical	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		3. Nursing	0.00	7.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2014 Total		0.00	10.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Torres And Cape York Hhs Total			0.00	10.00	10.00	0.00	2.00	2.00	0.00	25.00	25.00	0.00	43.00
Townsville Hospital & Health Service													
	2012	1. Managerial and Clerical	0.00	0.00	0.00	5.00	0.00	5.00	2.00	0.00	2.00	1.00	0.00
	2012 Total		0.00	0.00	0.00	5.00	0.00	5.00	2.00	0.00	2.00	1.00	0.00
	2013	1. Managerial and Clerical	0.00	5.00	5.00	0.00	20.00	20.00	0.00	16.00	16.00	0.00	11.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	0.00
		3. Nursing	0.00	0.00	0.00	0.00	11.00	11.00	0.00	20.00	20.00	0.00	17.00
		4. Operational	0.00	0.00	0.00	0.00	2.00	2.00	0.00	8.00	8.00	0.00	2.00
		5. Trade and Artisans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00
		6. Professional and Technical	0.00	1.00	1.00	0.00	8.00	8.00	0.00	7.00	7.00	0.00	3.00
	2013 Total		0.00	6.00	6.00	0.00	42.00	42.00	0.00	53.00	53.00	0.00	33.00
	2014	1. Managerial and Clerical	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		3. Nursing	0.00	2.00	2.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
		4. Operational	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		6. Professional and Technical	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2014 Total		0.00	5.00	5.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Townsville Hospital & Health Service Total			0.00	11.00	11.00	5.00	43.00	48.00	2.00	53.00	55.00	1.00	33.00
West Moreton Hospital & Health Service													
	2012	1. Managerial and Clerical	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00

2012 Total		0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	
2013	1. Managerial and Clerical	0.00	2.00	2.00	0.00	13.00	13.00	0.00	28.00	28.00	0.00	10.00	
	2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	
	3. Nursing	0.00	0.00	0.00	0.00	3.00	3.00	0.00	13.00	13.00	0.00	55.00	
	4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	
	6. Professional and Technical	0.00	1.00	1.00	0.00	5.00	5.00	0.00	8.00	8.00	0.00	14.00	
2013 Total		0.00	3.00	3.00	0.00	21.00	21.00	0.00	49.00	49.00	0.00	83.00	
2014	1. Managerial and Clerical	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	3. Nursing	0.00	20.00	20.00	0.00	0.00	0.00	0.00	6.00	6.00	0.00	0.00	
	4. Operational	0.00	60.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	6. Professional and Technical	0.00	11.00	11.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	
2014 Total		0.00	99.00	99.00	0.00	1.00	1.00	0.00	6.00	6.00	0.00	0.00	
2015	3. Nursing	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2015 Total		0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
West Moreton Hospital & Health Service Total		0.00	103.00	103.00	2.00	22.00	24.00	0.00	55.00	55.00	0.00	83.00	
Wide Bay Hospital & Health Service	2012	1. Managerial and Clerical	0.00	0.00	0.00	1.00	0.00	1.00	0.00	1.00	1.00	0.00	
	2012 Total		0.00	0.00	0.00	1.00	0.00	1.00	0.00	1.00	1.00	0.00	
Wide Bay Hospital & Health Service Total		0.00	0.00	0.00	1.00	0.00	1.00	0.00	1.00	1.00	0.00		
Department Of Health	2012	1. Managerial and Clerical	0.00	0.00	0.00	407.00	0.00	407.00	188.00	0.00	188.00	96.00	0.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
		3. Nursing	0.00	0.00	0.00	4.00	0.00	4.00	3.00	0.00	3.00	2.00	0.00
		4. Operational	0.00	0.00	0.00	3.00	0.00	3.00	4.00	0.00	4.00	0.00	0.00
		6. Professional and Technical	0.00	0.00	0.00	24.00	0.00	24.00	25.00	0.00	25.00	8.00	0.00
	2012 Total		0.00	0.00	0.00	438.00	0.00	438.00	220.00	0.00	220.00	107.00	0.00
	2013	1. Managerial and Clerical	10.00	30.00	40.00	0.00	292.00	292.00	1.00	74.00	75.00	0.00	7.00
		2. Medical incl VMOs	0.00	1.00	1.00	0.00	1.00	1.00	0.00	5.00	5.00	0.00	1.00
		3. Nursing	1.00	0.00	1.00	0.00	5.00	5.00	0.00	4.00	4.00	0.00	1.00
		4. Operational	0.00	0.00	0.00	0.00	31.00	31.00	0.00	22.00	22.00	0.00	0.00
		6. Professional and Technical	0.00	1.00	1.00	0.00	203.00	203.00	0.00	63.00	63.00	0.00	1.00
	2013 Total		11.00	32.00	43.00	0.00	532.00	532.00	1.00	168.00	169.00	0.00	10.00
	2013	1. Managerial and Clerical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	69.00
		2. Medical incl VMOs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00
		3. Nursing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.00
		4. Operational	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00
		6. Professional and Technical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.00
	2013 Total		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	114.00
	2014	1. Managerial and Clerical	0.00	30.00	30.00	0.00	2.00	2.00	0.00	1.00	1.00	0.00	0.00
		3. Nursing	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4. Operational		0.00	5.00	5.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	
6. Professional and Technical		0.00	15.00	15.00	0.00	7.00	7.00	0.00	1.00	1.00	0.00	0.00	
2014 Total		0.00	52.00	52.00	0.00	12.00	12.00	0.00	2.00	2.00	0.00	0.00	
2015	1. Managerial and Clerical	0.00	1.00	1.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	
	2. Medical incl VMOs	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	4. Operational	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2015 Total		0.00	3.00	3.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	
Department Of Health Total		11.00	87.00	98.00	438.00	548.00	986.00	221.00	170.00	391.00	107.00	124.00	

Q4_June Total	Total Headcount	FTE											Total FTE	
		Q1_September		Q1_September Total	Q2_December		Q2_December Total	Q3_March		Q3_March Total	Q4_June			Q4_June Total
		1. VSP	2. VR		1. VSP	2. VR		1. VSP	2. VR		1. VSP	2. VR		
106.00	750.00	0.00	0.00	0.00	415.94	0.00	415.94	192.67	0.00	192.67	102.00	0.00	102.00	710.61
2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.40	0.00	1.40	1.40
5.00	14.00	0.00	0.00	0.00	5.00	0.00	5.00	3.40	0.00	3.40	4.74	0.00	4.74	13.14
0.00	7.00	0.00	0.00	0.00	3.00	0.00	3.00	4.00	0.00	4.00	0.00	0.00	0.00	7.00
9.00	66.00	0.00	0.00	0.00	26.21	0.00	26.21	23.01	0.00	23.01	8.24	0.00	8.24	57.46
122.00	839.00	0.00	0.00	0.00	450.15	0.00	450.15	223.08	0.00	223.08	116.38	0.00	116.38	789.61
100.00	848.00	9.80	46.77	56.57	0.00	422.40	422.40	1.00	227.31	228.31	0.00	89.55	89.55	796.83
2.00	22.00	0.00	1.00	1.00	0.00	5.80	5.80	0.00	9.17	9.17	0.00	0.67	0.67	16.64
134.00	399.00	1.00	0.00	1.00	0.00	70.13	70.13	0.00	152.29	152.29	0.00	108.07	108.07	331.49
149.00	412.00	0.00	1.00	1.00	0.00	78.78	78.78	0.00	146.06	146.06	0.00	98.17	98.17	324.01
12.00	30.00	0.00	0.00	0.00	0.00	8.84	8.84	0.00	9.00	9.00	0.00	12.00	12.00	29.84
28.00	384.00	0.00	2.21	2.21	0.00	219.19	219.19	0.00	98.30	98.30	0.00	22.76	22.76	342.46
425.00	2,095.00	10.80	50.98	61.78	0.00	805.14	805.14	1.00	642.13	643.13	0.00	331.22	331.22	1,841.27
417.00	417.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	381.96	381.96	381.96
46.00	46.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21.81	21.81	21.81
486.00	486.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	390.22	390.22	390.22
487.00	487.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	356.75	356.75	356.75
21.00	21.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.84	20.84	20.84
169.00	169.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	146.02	146.02	146.02
1,626.00	1,626.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,317.60	1,317.60	1,317.60
1.00	223.00	0.00	192.12	192.12	0.00	3.00	3.00	0.00	8.00	8.00	0.00	1.00	1.00	204.12
0.00	33.00	0.00	13.05	13.05	0.00	1.00	1.00	0.00	2.13	2.13	0.00	0.00	0.00	16.18
0.00	486.00	0.00	372.15	372.15	0.00	7.21	7.21	0.00	9.29	9.29	0.00	0.00	0.00	388.65
0.00	320.00	0.00	236.10	236.10	0.00	5.26	5.26	0.00	20.53	20.53	0.00	0.00	0.00	261.89
0.00	12.00	0.00	4.00	4.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00
0.00	131.00	0.00	100.89	100.89	0.00	9.82	9.82	0.00	2.00	2.00	0.00	0.00	0.00	112.70
1.00	1,205.00	0.00	918.30	918.30	0.00	34.29	34.29	0.00	41.94	41.94	0.00	1.00	1.00	995.53
0.00	29.00	0.00	16.93	16.93	0.00	9.90	9.90	0.00	0.00	0.00	0.00	0.00	0.00	26.83
0.00	3.00	0.00	1.00	1.00	0.00	0.53	0.53	0.00	0.00	0.00	0.00	0.00	0.00	1.53
0.00	14.00	0.00	5.47	5.47	0.00	6.16	6.16	0.00	0.00	0.00	0.00	0.00	0.00	11.63
0.00	49.00	0.00	1.00	1.00	0.00	48.00	48.00	0.00	0.00	0.00	0.00	0.00	0.00	49.00
0.00	7.00	0.00	1.00	1.00	0.00	5.34	5.34	0.00	0.00	0.00	0.00	0.00	0.00	6.34
0.00	102.00	0.00	25.41	25.41	0.00	69.92	69.92	0.00	0.00	0.00	0.00	0.00	0.00	95.33
2,174.00	5,867.00	10.80	994.69	1,005.49	450.15	909.35	1,359.50	224.08	684.07	908.15	116.38	1,649.82	1,766.20	5,039.34
10.00	59.00	0.00	0.00	0.00	30.12	0.00	30.12	16.00	0.00	16.00	9.00	0.00	9.00	55.12
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00
3.00	5.00	0.00	0.00	0.00	1.00	0.00	1.00	0.40	0.00	0.40	2.74	0.00	2.74	4.14
1.00	9.00	0.00	0.00	0.00	4.14	0.00	4.14	2.40	0.00	2.40	1.00	0.00	1.00	7.54
15.00	74.00	0.00	0.00	0.00	35.26	0.00	35.26	18.80	0.00	18.80	13.74	0.00	13.74	67.80
93.00	434.00	0.00	17.44	17.44	0.00	143.46	143.46	0.00	159.10	159.10	0.00	82.98	82.98	402.98
1.00	14.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00	4.17	4.17	0.00	0.27	0.27	9.44
133.00	388.00	0.00	0.00	0.00	0.00	66.11	66.11	0.00	150.03	150.03	0.00	107.07	107.07	323.21
148.00	358.00	0.00	1.00	1.00	0.00	49.47	49.47	0.00	126.84	126.84	0.00	97.54	97.54	274.85
12.00	30.00	0.00	0.00	0.00	0.00	8.84	8.84	0.00	9.00	9.00	0.00	12.00	12.00	29.84
27.00	116.00	0.00	1.61	1.61	0.00	31.65	31.65	0.00	42.66	42.66	0.00	21.76	21.76	97.68

414.00	1,340.00	0.00	20.05	20.05	0.00	304.53	304.53	0.00	491.80	491.80	0.00	321.62	321.62	1,138.00
348.00	348.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	316.37	316.37	316.37
43.00	43.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19.71	19.71	19.71
472.00	472.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	376.22	376.22	376.22
476.00	476.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	346.81	346.81	346.81
21.00	21.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.84	20.84	20.84
153.00	153.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	132.25	132.25	132.25
1,513.00	1,513.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,212.20	1,212.20	1,212.20
1.00	190.00	0.00	163.21	163.21	0.00	1.00	1.00	0.00	7.00	7.00	0.00	1.00	1.00	172.21
0.00	33.00	0.00	13.05	13.05	0.00	1.00	1.00	0.00	2.13	2.13	0.00	0.00	0.00	16.18
0.00	484.00	0.00	370.15	370.15	0.00	7.21	7.21	0.00	9.29	9.29	0.00	0.00	0.00	386.65
0.00	312.00	0.00	232.36	232.36	0.00	3.00	3.00	0.00	20.53	20.53	0.00	0.00	0.00	255.89
0.00	12.00	0.00	4.00	4.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00
0.00	108.00	0.00	87.89	87.89	0.00	2.82	2.82	0.00	1.00	1.00	0.00	0.00	0.00	91.71
1.00	1,139.00	0.00	870.66	870.66	0.00	23.03	23.03	0.00	39.94	39.94	0.00	1.00	1.00	934.62
0.00	24.00	0.00	15.93	15.93	0.00	5.90	5.90	0.00	0.00	0.00	0.00	0.00	0.00	21.83
0.00	2.00	0.00	0.00	0.00	0.00	0.53	0.53	0.00	0.00	0.00	0.00	0.00	0.00	0.53
0.00	14.00	0.00	5.47	5.47	0.00	6.16	6.16	0.00	0.00	0.00	0.00	0.00	0.00	11.63
0.00	48.00	0.00	0.00	0.00	0.00	48.00	48.00	0.00	0.00	0.00	0.00	0.00	0.00	48.00
0.00	7.00	0.00	1.00	1.00	0.00	5.34	5.34	0.00	0.00	0.00	0.00	0.00	0.00	6.34
0.00	95.00	0.00	22.41	22.41	0.00	65.92	65.92	0.00	0.00	0.00	0.00	0.00	0.00	88.33
1,943.00	4,161.00	0.00	913.11	913.11	35.26	393.48	428.74	18.80	531.74	550.54	13.74	1,534.82	1,548.56	3,440.95
1.00	8.00	0.00	0.00	0.00	4.90	0.00	4.90	1.00	0.00	1.00	0.68	0.00	0.68	6.58
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00
2.00	9.00	0.00	0.00	0.00	4.90	0.00	4.90	1.00	0.00	1.00	1.68	0.00	1.68	7.58
101.00	111.00	0.00	2.60	2.60	0.00	5.00	5.00	0.00	2.00	2.00	0.00	91.36	91.36	100.96
1.00	2.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00	2.00
33.00	34.00	0.00	0.00	0.00	0.00	0.52	0.52	0.00	0.00	0.00	0.00	30.07	30.07	30.59
8.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	8.00	8.00
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
24.00	25.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	21.82	21.82	22.82
168.00	181.00	0.00	2.60	2.60	0.00	7.52	7.52	0.00	2.00	2.00	0.00	153.25	153.25	165.37
0.00	6.00	0.00	3.79	3.79	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	5.79
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	36.00	0.00	25.67	25.67	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	26.67
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	44.00	0.00	31.46	31.46	0.00	1.00	1.00	0.00	2.00	2.00	0.00	0.00	0.00	34.46
0.00	3.00	0.00	1.63	1.63	0.00	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	2.13
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	4.00	0.00	2.63	2.63	0.00	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	3.13
170.00	238.00	0.00	36.69	36.69	4.90	9.02	13.92	1.00	4.00	5.00	1.68	153.25	154.93	210.54
16.00	22.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	3.00	3.00	0.00	12.39	12.39	18.39
22.00	24.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	17.00	17.00	19.00
55.00	55.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	29.05	29.05	29.05
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
13.00	15.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	10.75	10.75	12.75
107.00	117.00	0.00	0.00	0.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	70.19	70.19	80.19
0.00	26.00	0.00	24.82	24.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	24.82
0.00	1.00	0.00	0.45	0.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.45
0.00	19.00	0.00	14.66	14.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.66

0.00	20.00	0.00	17.13	17.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.13
0.00	6.00	0.00	6.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00
0.00	72.00	0.00	63.07	63.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	63.07
0.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	2.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
107.00	191.00	0.00	64.07	64.07	0.00	6.00	6.00	0.00	5.00	5.00	0.00	70.19	70.19	145.26
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60	0.60	0.60
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60	0.60	0.60
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60	0.60	0.60
0.00	4.00	0.00	0.00	0.00	1.00	0.00	1.00	3.00	0.00	3.00	0.00	0.00	0.00	4.00
2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.74	0.00	1.74	1.74
0.00	4.00	0.00	0.00	0.00	2.40	0.00	2.40	0.40	0.00	0.40	0.00	0.00	0.00	2.80
2.00	10.00	0.00	0.00	0.00	3.40	0.00	3.40	3.40	0.00	3.40	1.74	0.00	1.74	8.54
6.00	34.00	0.00	1.00	1.00	0.00	8.00	8.00	0.00	17.78	17.78	0.00	6.00	6.00	32.78
2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.57	0.57	1.57
3.00	24.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18.17	18.17	0.00	2.20	2.20	20.37
0.00	4.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	2.52	2.52	0.00	0.00	0.00	3.52
1.00	7.00	0.00	0.00	0.00	0.00	0.39	0.39	0.00	4.52	4.52	0.00	1.00	1.00	5.91
12.00	72.00	0.00	1.00	1.00	0.00	9.39	9.39	0.00	43.99	43.99	0.00	9.77	9.77	64.15
0.00	12.00	0.00	11.50	11.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.50
0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
0.00	6.00	0.00	5.84	5.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.84
0.00	1.00	0.00	0.00	0.00	0.00	0.82	0.82	0.00	0.00	0.00	0.00	0.00	0.00	0.82
0.00	21.00	0.00	19.34	19.34	0.00	0.82	0.82	0.00	0.00	0.00	0.00	0.00	0.00	20.16
0.00	3.00	0.00	0.00	0.00	0.00	2.40	2.40	0.00	0.00	0.00	0.00	0.00	0.00	2.40
0.00	7.00	0.00	0.00	0.00	0.00	5.95	5.95	0.00	0.00	0.00	0.00	0.00	0.00	5.95
0.00	48.00	0.00	0.00	0.00	0.00	48.00	48.00	0.00	0.00	0.00	0.00	0.00	0.00	48.00
0.00	2.00	0.00	0.00	0.00	0.00	1.50	1.50	0.00	0.00	0.00	0.00	0.00	0.00	1.50
0.00	60.00	0.00	0.00	0.00	0.00	57.85	57.85	0.00	0.00	0.00	0.00	0.00	0.00	57.85
14.00	163.00	0.00	20.34	20.34	3.40	68.05	71.45	3.40	43.99	47.39	1.74	9.77	11.51	150.69
0.00	4.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00	0.00	0.00	4.00
0.00	4.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00	0.00	0.00	4.00
8.00	15.00	0.00	1.84	1.84	0.00	4.42	4.42	0.00	0.00	0.00	0.00	7.50	7.50	13.76
44.00	52.00	0.00	0.00	0.00	0.00	2.63	2.63	0.00	3.10	3.10	0.00	35.65	35.65	41.38
15.00	18.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	0.26	0.26	0.00	14.84	14.84	17.10
7.00	10.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	6.00	6.00	9.00
74.00	95.00	0.00	2.84	2.84	0.00	11.05	11.05	0.00	3.36	3.36	0.00	63.99	63.99	81.24
0.00	15.00	0.00	15.00	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00
0.00	2.00	0.00	1.50	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50
0.00	29.00	0.00	22.73	22.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22.73
0.00	39.00	0.00	36.48	36.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	36.48
0.00	13.00	0.00	9.78	9.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.78
0.00	98.00	0.00	85.48	85.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	85.48
74.00	197.00	0.00	88.32	88.32	2.00	11.05	13.05	2.00	3.36	5.36	0.00	63.99	63.99	170.72
2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00
0.00	1.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
2.00	3.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	2.00	0.00	2.00	3.00
53.00	70.00	0.00	0.00	0.00	0.00	6.76	6.76	0.00	9.00	9.00	0.00	45.93	45.93	61.69
3.00	4.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	3.00	3.00	4.00

44.00	44.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	35.27	35.27	35.27
104.00	104.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	65.93	65.93	65.93
21.00	21.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.57	16.57	16.57
225.00	243.00	0.00	0.00	0.00	0.00	7.76	7.76	0.00	9.00	9.00	0.00	0.00	166.70	166.70	183.46
0.00	5.00	0.00	4.10	4.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.10
0.00	79.00	0.00	58.97	58.97	0.00	6.21	6.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	65.18
0.00	14.00	0.00	12.32	12.32	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.32
0.00	4.00	0.00	2.50	2.50	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.50
0.00	102.00	0.00	77.89	77.89	0.00	8.21	8.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	86.10
0.00	1.00	0.00	0.00	0.00	0.00	0.21	0.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.21
0.00	1.00	0.00	0.00	0.00	0.00	0.21	0.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.21
227.00	349.00	0.00	77.89	77.89	1.00	16.18	17.18	0.00	9.00	9.00	2.00	0.00	166.70	168.70	272.77
0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
35.00	40.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	2.00	2.00	0.00	0.00	30.09	30.09	35.09
48.00	50.00	0.00	0.00	0.00	0.00	1.63	1.63	0.00	0.00	0.00	0.00	0.00	36.79	36.79	38.42
12.00	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.78	9.78	9.78
2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00
13.00	14.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	11.10	11.10	12.10
110.00	118.00	0.00	0.00	0.00	0.00	4.63	4.63	0.00	3.00	3.00	0.00	0.00	89.76	89.76	97.39
0.00	5.00	0.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00
0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
0.00	7.00	0.00	6.50	6.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.50
0.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	8.00	0.00	0.00	0.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00
0.00	7.00	0.00	4.80	4.80	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	5.80
0.00	30.00	0.00	18.30	18.30	0.00	9.00	9.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	28.30
110.00	150.00	0.00	18.30	18.30	2.00	13.63	15.63	0.00	4.00	4.00	0.00	0.00	89.76	89.76	127.69
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.32	0.00	0.32	0.32
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.32	0.00	0.32	0.32
3.00	6.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	2.50	2.50	5.50
0.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
3.00	11.00	0.00	0.00	0.00	0.00	2.62	2.62	0.00	4.17	4.17	0.00	0.00	3.00	3.00	9.79
2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.84	1.84	1.84
5.00	8.00	0.00	0.00	0.00	0.00	0.82	0.82	0.00	1.00	1.00	0.00	0.00	4.38	4.38	6.20
13.00	28.00	0.00	0.00	0.00	0.00	7.44	7.44	0.00	5.17	5.17	0.00	0.00	11.72	11.72	24.33
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
14.00	31.00	0.00	2.00	2.00	0.00	7.44	7.44	0.00	5.17	5.17	0.32	0.00	11.72	12.04	26.65
2.00	12.00	0.00	0.00	0.00	0.00	6.42	6.42	3.00	0.00	3.00	2.00	0.00	2.00	2.00	11.42
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00	1.00
0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00
3.00	14.00	0.00	0.00	0.00	0.00	6.42	6.42	4.00	0.00	4.00	3.00	0.00	3.00	3.00	13.42
74.00	127.00	0.00	1.00	1.00	0.00	17.47	17.47	0.00	32.30	32.30	0.00	0.00	69.22	69.22	119.99
28.00	31.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.30	1.30	0.00	0.00	8.70	8.70	10.00
131.00	196.00	0.00	0.00	0.00	0.00	18.29	18.29	0.00	37.59	37.59	0.00	0.00	102.17	102.17	158.05
153.00	226.00	0.00	0.00	0.00	0.00	6.84	6.84	0.00	53.48	53.48	0.00	0.00	108.22	108.22	168.54
2.00	9.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00	7.00	0.00	0.00	2.00	2.00	9.00



37.00	55.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	10.58	10.58	0.00	31.28	31.28	44.86
425.00	644.00	0.00	1.00	1.00	0.00	45.60	45.60	0.00	142.25	142.25	0.00	321.59	321.59	510.44
1.00	83.00	0.00	71.84	71.84	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.00	1.00	73.84
0.00	14.00	0.00	3.36	3.36	0.00	0.00	0.00	0.00	1.63	1.63	0.00	0.00	0.00	4.99
0.00	277.00	0.00	209.74	209.74	0.00	0.00	0.00	0.00	3.45	3.45	0.00	0.00	0.00	213.19
0.00	111.00	0.00	101.63	101.63	0.00	0.00	0.00	0.00	1.84	1.84	0.00	0.00	0.00	103.48
0.00	4.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00
0.00	51.00	0.00	41.84	41.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	41.84
1.00	540.00	0.00	432.42	432.42	0.00	0.00	0.00	0.00	7.91	7.91	0.00	1.00	1.00	441.33
0.00	12.00	0.00	11.50	11.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.50
0.00	4.00	0.00	3.47	3.47	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.47
0.00	16.00	0.00	14.97	14.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.97
429.00	1,214.00	0.00	448.39	448.39	6.42	45.60	52.02	4.00	150.16	154.16	3.00	322.59	325.59	980.17
1.00	7.00	0.00	0.00	0.00	4.00	0.00	4.00	2.00	0.00	2.00	1.00	0.00	1.00	7.00
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00
0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.40	0.00	0.40	0.00	0.00	0.00	0.40
0.00	3.00	0.00	0.00	0.00	1.74	0.00	1.74	1.00	0.00	1.00	0.00	0.00	0.00	2.74
2.00	12.00	0.00	0.00	0.00	5.74	0.00	5.74	3.40	0.00	3.40	2.00	0.00	2.00	11.14
89.00	174.00	0.00	2.00	2.00	0.00	48.63	48.63	0.00	29.04	29.04	0.00	81.92	81.92	161.59
8.00	11.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.50	1.50	0.00	5.34	5.34	7.84
183.00	236.00	0.00	0.00	0.00	0.00	22.70	22.70	0.00	23.22	23.22	0.00	137.81	137.81	183.73
241.00	322.00	0.00	0.00	0.00	0.00	38.79	38.79	0.00	27.01	27.01	0.00	174.43	174.43	240.23
25.00	35.00	0.00	0.00	0.00	0.00	8.84	8.84	0.00	1.00	1.00	0.00	25.00	25.00	34.84
35.00	50.00	0.00	0.00	0.00	0.00	9.30	9.30	0.00	3.60	3.60	0.00	29.77	29.77	42.67
581.00	828.00	0.00	2.00	2.00	0.00	129.26	129.26	0.00	85.37	85.37	0.00	454.27	454.27	670.90
0.00	10.00	0.00	4.96	4.96	0.00	1.00	1.00	0.00	2.00	2.00	0.00	0.00	0.00	7.96
0.00	11.00	0.00	4.44	4.44	0.00	1.00	1.00	0.00	0.50	0.50	0.00	0.00	0.00	5.94
0.00	10.00	0.00	7.27	7.27	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.27
0.00	20.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	17.68	17.68	0.00	0.00	0.00	18.68
0.00	3.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00
0.00	54.00	0.00	20.67	20.67	0.00	2.00	2.00	0.00	20.18	20.18	0.00	0.00	0.00	42.85
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	2.00	0.00	0.00	0.00	0.00	0.53	0.53	0.00	0.00	0.00	0.00	0.00	0.00	0.53
0.00	4.00	0.00	0.00	0.00	0.00	3.84	3.84	0.00	0.00	0.00	0.00	0.00	0.00	3.84
0.00	7.00	0.00	1.00	1.00	0.00	4.37	4.37	0.00	0.00	0.00	0.00	0.00	0.00	5.37
583.00	901.00	0.00	23.67	23.67	5.74	135.63	141.37	3.40	105.55	108.95	2.00	454.27	456.27	730.26
0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	1.00
0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	1.00
2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	4.00	4.00
0.00	2.00	0.00	0.53	0.53	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.53
0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00
0.00	3.00	0.00	0.53	0.53	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.53
4.00	8.00	0.00	0.53	0.53	0.00	0.00	0.00	1.00	2.00	3.00	0.00	4.00	4.00	7.53
0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
3.00	8.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	2.83	2.83	0.00	1.44	1.44	5.27
4.00	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.52	7.52	0.00	3.05	3.05	10.57

14.00	27.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.02	12.02	0.00	13.02	13.02	25.04
21.00	47.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	22.37	22.37	0.00	17.51	17.51	40.88
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
0.00	1.00	0.00	0.80	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80
0.00	1.00	0.00	0.80	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80
21.00	52.00	0.00	2.80	2.80	2.00	1.00	3.00	0.00	22.37	22.37	0.00	17.51	17.51	45.68
1.00	3.00	0.00	0.00	0.00	0.80	0.00	0.80	1.00	0.00	1.00	1.00	0.00	1.00	2.80
1.00	3.00	0.00	0.00	0.00	0.80	0.00	0.80	1.00	0.00	1.00	1.00	0.00	1.00	2.80
11.00	39.00	0.00	2.00	2.00	0.00	11.09	11.09	0.00	12.40	12.40	0.00	10.02	10.02	35.51
1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.30	0.30	0.00	1.00	1.00	1.30
10.00	41.00	0.00	0.00	0.00	0.00	3.05	3.05	0.00	20.80	20.80	0.00	7.72	7.72	31.57
3.00	22.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.55	16.55	0.00	2.72	2.72	19.27
2.00	11.00	0.00	0.00	0.00	0.00	0.84	0.84	0.00	6.60	6.60	0.00	1.80	1.80	9.24
27.00	115.00	0.00	2.00	2.00	0.00	14.98	14.98	0.00	56.65	56.65	0.00	23.26	23.26	96.89
0.00	13.00	0.00	10.83	10.83	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	11.83
0.00	2.00	0.00	0.30	0.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.30
0.00	24.00	0.00	19.37	19.37	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19.37
0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
0.00	9.00	0.00	7.50	7.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.50
0.00	50.00	0.00	40.00	40.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	41.00
0.00	2.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
0.00	2.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
28.00	170.00	0.00	42.00	42.00	0.80	16.98	17.78	1.00	57.65	58.65	1.00	23.26	24.26	142.69
18.00	28.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	9.00	9.00	0.00	18.00	18.00	28.00
7.00	16.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	7.13	7.13	0.00	6.50	6.50	14.63
13.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00	7.00	0.00	13.00	13.00	20.00
5.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	5.00	5.00	6.00
43.00	70.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	24.13	24.13	0.00	42.50	42.50	68.63
0.00	3.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00
0.00	7.00	0.00	7.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00
0.00	10.00	0.00	10.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00
43.00	80.00	0.00	10.00	10.00	0.00	2.00	2.00	0.00	24.13	24.13	0.00	42.50	42.50	78.63
1.00	8.00	0.00	0.00	0.00	4.00	0.00	4.00	2.00	0.00	2.00	1.00	0.00	1.00	7.00
1.00	8.00	0.00	0.00	0.00	4.00	0.00	4.00	2.00	0.00	2.00	1.00	0.00	1.00	7.00
11.00	52.00	0.00	5.00	5.00	0.00	19.10	19.10	0.00	15.05	15.05	0.00	11.00	11.00	50.15
0.00	2.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.07	0.07	0.00	0.00	0.00	1.07
17.00	48.00	0.00	0.00	0.00	0.00	9.67	9.67	0.00	15.29	15.29	0.00	13.46	13.46	38.42
2.00	12.00	0.00	0.00	0.00	0.00	1.84	1.84	0.00	8.00	8.00	0.00	1.73	1.73	11.57
0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00
3.00	19.00	0.00	0.61	0.61	0.00	8.00	8.00	0.00	6.02	6.02	0.00	2.42	2.42	17.05
33.00	134.00	0.00	5.61	5.61	0.00	39.61	39.61	0.00	45.43	45.43	0.00	28.61	28.61	119.26
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	3.00	0.00	2.00	2.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	6.00	0.00	5.00	5.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00
34.00	148.00	0.00	10.61	10.61	4.00	40.61	44.61	2.00	45.43	47.43	1.00	28.61	29.61	132.26
0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00

0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
10.00	53.00	0.00	2.00	2.00	0.00	11.99	11.99	0.00	24.70	24.70	0.00	9.38	9.38	48.07
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.37	0.37	0.37
55.00	71.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	12.04	12.04	0.00	51.60	51.60	66.64
3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.63	2.63	2.63
14.00	28.00	0.00	1.00	1.00	0.00	4.30	4.30	0.00	7.34	7.34	0.00	12.12	12.12	24.76
83.00	156.00	0.00	3.00	3.00	0.00	19.29	19.29	0.00	44.08	44.08	0.00	76.10	76.10	142.47
0.00	8.00	0.00	5.83	5.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.83
0.00	26.00	0.00	18.91	18.91	0.00	0.00	0.00	0.00	5.84	5.84	0.00	0.00	0.00	24.75
0.00	60.00	0.00	28.29	28.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	28.29
0.00	12.00	0.00	10.47	10.47	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	11.47
0.00	106.00	0.00	63.50	63.50	0.00	1.00	1.00	0.00	5.84	5.84	0.00	0.00	0.00	70.34
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
83.00	265.00	0.00	67.50	67.50	2.00	20.29	22.29	0.00	49.92	49.92	0.00	76.10	76.10	215.81
1.00	3.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00	3.00
1.00	3.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00	3.00
1.00	3.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00	0.00	1.00	1.00	0.00	1.00	3.00
96.00	691.00	0.00	0.00	0.00	385.82	0.00	385.82	176.67	0.00	176.67	93.00	0.00	93.00	655.49
1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.40	0.00	0.40	0.40
2.00	9.00	0.00	0.00	0.00	4.00	0.00	4.00	3.00	0.00	3.00	2.00	0.00	2.00	9.00
0.00	7.00	0.00	0.00	0.00	3.00	0.00	3.00	4.00	0.00	4.00	8.00	0.00	0.00	7.00
8.00	57.00	0.00	0.00	0.00	22.07	0.00	22.07	20.61	0.00	20.61	7.24	0.00	7.24	49.92
107.00	765.00	0.00	0.00	0.00	414.89	0.00	414.89	204.28	0.00	204.28	102.64	0.00	102.64	721.81
7.00	414.00	9.80	29.33	39.13	0.00	278.94	278.94	1.00	68.21	69.21	0.00	6.57	6.57	393.85
1.00	8.00	0.00	1.00	1.00	0.00	0.80	0.80	0.00	5.00	5.00	0.00	0.40	0.40	7.20
1.00	11.00	1.00	0.00	1.00	0.00	4.02	4.02	0.00	2.26	2.26	0.00	1.00	1.00	8.28
0.00	53.00	0.00	0.00	0.00	0.00	29.31	29.31	0.00	19.22	19.22	0.00	0.00	0.00	48.53
1.00	268.00	0.00	0.60	0.60	0.00	187.54	187.54	0.00	55.64	55.64	0.00	1.00	1.00	244.78
10.00	754.00	10.80	30.93	41.73	0.00	500.61	500.61	1.00	150.33	151.33	0.00	8.97	8.97	702.64
69.00	69.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	65.59	65.59	65.59
3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.10	2.10	2.10
14.00	14.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.00	14.00	14.00
12.00	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.57	10.57	10.57
16.00	16.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.77	13.77	13.77
114.00	114.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	106.03	106.03	106.03
0.00	33.00	0.00	28.91	28.91	0.00	2.00	2.00	0.00	1.00	1.00	0.00	0.00	0.00	31.91
0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
0.00	8.00	0.00	3.74	3.74	0.00	2.26	2.26	0.00	0.00	0.00	0.00	0.00	0.00	6.00
0.00	23.00	0.00	13.00	13.00	0.00	7.00	7.00	0.00	1.00	1.00	0.00	0.00	0.00	21.00
0.00	66.00	0.00	47.65	47.65	0.00	11.26	11.26	0.00	2.00	2.00	0.00	0.00	0.00	60.91
0.00	5.00	0.00	1.00	1.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
0.00	7.00	0.00	3.00	3.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	7.00
231.00	1,706.00	10.80	81.58	92.38	414.89	515.87	930.76	205.28	152.33	357.61	102.64	115.00	217.64	1,598.39