

Strategic Workforce Plan 2021–25

Our Strategic Workforce Plan 2021-25 reflects the people component of the DJAG Strategic Plan 2022-26.

Our purpose

To deliver services that enable a fair, safe and inclusive society for all Queenslanders.

Our vision

Queensland is fair, safe and inclusive.

Our workforce objectives

Foster a thriving workforce, capable of delivering our vision in a culture of respect, integrity, equity, and safety.

Our lead strategy

Attract, develop and retain a skilled workforce in a culture that values safety, equity, diversity and wellbeing.

Related strategies

- » Inclusion, Diversity and Equity Strategy and Action Plan 2023–27.
- » DJAG Health, Safety and Wellbeing Strategy 2022–24.
- » DJAG Interim Reframing the Relationship Plan 2024–25.

Measuring success

We will monitor and evaluate our Strategic Workforce Plan 2021–25 to ensure our actions are effective and remain relevant to evolving workforce priorities.

The evaluation will be endorsed by the People, Capability and Safety Committee (PCSC), Executive Leadership Team and approved by the Director-General.

How we developed this plan

Our department comprises a diverse range of functional and service-delivery areas, and a wide range of workforce challenges.

Our **DJAG Strategic Workforce Plan 2021–25** draws together the common themes to identify ways to tackle our collective workforce challenges as an organisation. It provides opportunity to leverage shared learnings and streamline actions by connecting across business areas.

This Strategic Workforce Plan 2021-25 was reviewed and updated in May 2024, and covers the DJAG Divisions and the Office of the Director of Child Protection Litigation.

Our workforce strategies

We have used the four strategic levers identified in the Public Service Commission's [10 year human capital outlook](#) to design our workforce strategies. These strategic levers, which are catalysts for transformation to position the sector for a radically different future, are:

- » **Leadership and capability:** Grow and develop new and emerging capabilities in personalised ways, future-proof and leverage internal talent, and foster new and innovative approaches to leadership development.
- » **Culture:** Foster inclusiveness to harness diverse perspectives for innovative solutions, reward our people to think and behave differently and promote wellbeing and resilience for enhanced performance.
- » **New ways of working:** Enable innovation with flexible, mobile and agile teams, collaborate and partner across government, industry and community to deliver co-designed solutions to complex problems.
- » **Talent management:** Attract, engage and retain people who align with our purpose to drive exceptional services, with a strong, differentiated, employee value proposition and contemporary talent-management practices.

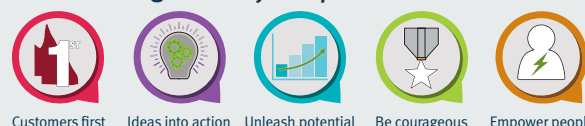
For our **DJAG Strategic Workforce Plan 2021–25**, we have amended strategic lever four to 'Talent management' to better reflect actions aimed at all stages of the employee lifecycle.

Our workforce priorities

We operate in a dynamic environment characterised by change that presents challenges and opportunities. Our strategic workforce priorities are to:

- » equip our people with the skills to deliver services in a rapidly changing future operating environment, using targeted and non-traditional capability development options
- » developing leadership at all levels and skilling our managers to implement contemporary people management practices to foster high performing, diverse, mobile and flexible working teams
- » continue to foster a workplace culture of safety, respect, gender equity and inclusion
- » support our people's agility and resilience to respond to increasing service demand using evidence-based workload management practices, and facilitating cross-skilling to enhance workforce mobility
- » ensure our people continuously update their skills to keep pace with technology advances, which are required to improve efficiency of processes, improve our services and meet customer needs
- » continue to promote and support the health, safety, wellbeing and mental health of our people
- » leverage flexible, mobile and remote working options where operationally possible to enhance and support workforce diversity, work-life balance and performance and align with changing expectations of work and the employment relationship.

Our work is guided by our public service values



Customers first Ideas into action Unleash potential Be courageous Empower people



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Strategic Workforce Plan 2021–25

Our workforce snapshot

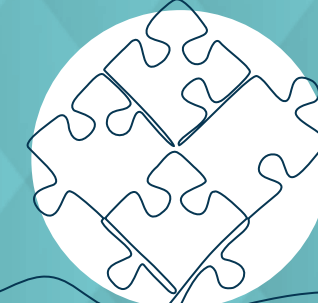
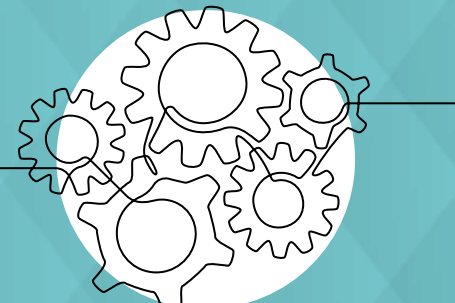
Who we are

Our workforce comprises:

- » **4233** people employed across **3889** full time equivalent positions (FTE).
- » **83%** full time employees, **14%** part time and **3%** casual.
- » **73%** permanent, **21%** temporary, **3%** contract and **3%** casual.

Our people are employed in a wide range of specialist roles across:

- » Clerical and Administrative Workers (**54.2%**)
- » Professionals (**31.6%**)
- » Managers (**12.2%**)
- » Technical and Trades Workers (**0.8%**)
- » Community and Personal Service Stream (**0.7%**)
- » Labourers (**0.4%**).
- » Frontline and frontline support roles (**91.3%** FTE)



Diversity

- » Women in leadership = **62%** of our SO roles and **54%** of our SES roles.
- » **1.9%** of our workforce identify as Aboriginal and/or Torres Strait Islander peoples.
- » **2.8%** are from a Culturally and Linguistically Diverse (CALD) background speaking a language other than English at home.
- » **3.7 %** identify as a person living with disability.
- » **6%** identify as LGBTIQ+ (Working for Queensland Survey (WfQ) respondents identify as LGTIQ+/total employees).
- » Multigenerational workforce: our average age is **42**. **10%** of the workforce is **60** or over and **21%** are under **30**.

Agility and mobility

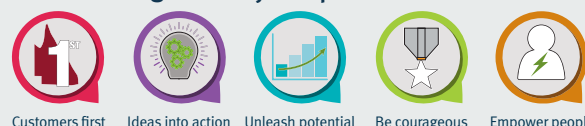
- » Our people provide state-wide services from **52** different local government authority areas across Queensland.
- » **79%** are located in the Greater Brisbane Area and **21%** work across the rest of Queensland.
- » **73%** of our people have the flexibility needed to manage work and non work interests (WfQ).
- » The average tenure is **12** years within the public sector and **8** years within DJAG.
- » Permanent separation rate in the last quarter of 2023 was **1.9%**, and the total separation rate was **3.6%**.

Capability and expertise

- » **84%** of employees have completed mandatory training.
- » **61%** of people responded favourably to being engaged in activities promoting continuous improvement (WfQ).
- » **31%** of employees responded favourably to manager support for professional development (WfQ).
- » **28%** of employees were acting in higher duties.
- » More than **50** mentor/mentee relationships established in DJAG's 2024 mentoring program.
- » **86%** of employees completed at least one online, virtual or face to face business, management or compliance training course in the last **12** months **44%** of employees completed more than five courses, and **15%** completed more than 10 courses.

Workforce data current at December 2023

Our work is guided by our public service values



Strategic Workforce Plan 2021–25



Strategies		Actions
Leadership and capability	Outcome: Professional public servants who demonstrate leadership at all levels, equipped with the critical capabilities to deliver high quality accessible, timely, responsive and valuable services into the future.	
	<p>Empower our people with opportunities to embrace continual learning, growth and development of new and emerging capabilities and leadership at all levels to adapt and respond to a rapidly changing world.</p> <p>Support all employees and managers to work together to create high-performing, capable, future-focussed teams by engaging in frequent, constructive, performance and development conversations.</p> <p>Assess capability strengths and gaps across our business to inform capability development activities, maximise career pathways and identify talent and leadership pipelines.</p> <p>Proactively identify potential disruption and new-technology opportunities and re-skill our people for continual service delivery improvement.</p>	<p>Develop a learning and development strategy to prepare a future-ready workforce capable of providing quality services.</p> <p>Provide access to a range of accessible learning options across DJAG and the public sector using the 70:20:10 model, including non-traditional learning experiences (on the job, stretch assignments, job rotation), learning from others (mentoring, coaching, job shadowing and networking), online learning (Evolve) and formal training.</p> <p>Review and uplift manager capabilities in performance management processes to embed positive performance management principles.</p> <p>Uplift the leadership capability across DJAG by introducing programs, including the Executive Leadership Development Program, the psychosocial and mental health management training, and the Connect Managers webinar series.</p>
Strategies		Actions
Culture	Outcome: An inclusive workplace culture, which harnesses diverse capabilities, knowledge, and experience to improve our performance and contribute to community outcomes.	
	<p>Create an inclusive, diverse and equitable workplace where we all belong and our diversity of thought is embraced.</p> <p>Promote our people’s health, safety, wellbeing (HSW) and positive mental health at work by uplifting capability and providing resources to manage psychosocial risks, including vicarious trauma, customer aggression, early intervention, response to injury or illness and recovery at work.</p> <p>Continue to embed our workplace response to domestic and family violence (DFV) to support affected employees, foster a culture of gender equality, integrity and respect, and empower our people to challenge attitudes contributing to DFV.</p>	<p>Continue to implement DJAG Inclusion, Diversity and Equity Strategy 2023-27 and DJAG Inclusion, Diversity and Equity Action Plan 2023–27.</p> <p>Increase organisational Diversity Census completion rate in ESS Aurion.</p> <p>Implement the DJAG Interim Reframing the Relationship Plan 2024-25.</p> <p>Provide support to employees through DFV training, activities, events and the Navita network. The Navita network will also expand their duties to be the Sexual Harassment Contact Officer Network.</p> <p>Develop and implement a new DJAG Health, Safety and Wellbeing Strategy.</p>
Strategies		Actions
New ways of working	Outcome: A mobile, flexible, agile, innovative and collaborative workforce connecting across business areas to deliver integrated services and community outcomes which meet customer and community needs.	
	<p>Facilitate stronger connections across service areas and regions, build stakeholder partnerships and improve trust and collaboration for more integrated and enhanced service delivery.</p> <p>Support agile service delivery by increasing workforce mobility and capturing remote-working learnings to promote awareness and access to flexible working where appropriate.</p> <p>Strengthen our leaders and managers ability to manage the people impacts of workload and change with effective, evidence-based change management and workload management practices.</p> <p>Encourage, recognise and acknowledge performance excellence, outstanding contribution and innovation through our reward and recognition programs to drive a workplace which celebrates individual and team achievements.</p>	<p>Facilitate ongoing cross-organisational networks, such as the Strategic Workforce Plan Community of Practice.</p> <p>Promote the ‘Flex-connect Framework’ to enable flexible working options to support retention of diverse talent.</p> <p>Promote the Public Sector Commission workload management guides and tools to assist in designing work practices that promote wellbeing, work-life balance and prevent harm.</p> <p>Evaluate obstacles to retaining employees in specific critical roles and propose strategies to address these challenges.</p> <p>Establish the People, Culture and Safety Committee (PCSC) to provide adequate governance and collaboration.</p> <p>Enhance delivery of workforce reporting and data insights.</p> <p>Continue participation in divisional and DJAG staff excellence awards and Premier’s excellence awards.</p>
Strategies		Actions
Talent management	Outcome: A capable, engaged, talented workforce motivated to achieve performance excellence in delivering safe, fair and responsible, criminal, civil and community justice services.	
	<p>Support our managers to acquire, engage, develop and retain a diverse, high performing, talented workforce with a range of contemporary, accessible, talent management practices.</p> <p>Implement targeted succession planning and knowledge management for critical and hard-to-fill roles to maintain continuous access to the skills needed to deliver key functions and services.</p> <p>Enhance new employee experience and engagement with effective, streamlined onboarding and induction processes which facilitate high performance and minimise time to competency.</p>	<p>Establish a talent acquisition action plan and review attraction, recruitment and selection policy, processes, tools and training for accessibility and good practice.</p> <p>Development of initiatives relating to graduate and entry level programs.</p> <p>Review and refine induction and onboarding processes including Departmental Welcome.</p> <p>Develop succession planning tools and resources for critical roles.</p>

Success will be:

- » Increased representation of diversity within our workforce, reflective of our community and meeting the sector and DJAG’s diversity targets.
- » Improved responses to the Working for Queensland Survey.
- » Increased staff engagement with learning and development opportunities.
- » Improved controls in managing workplace health and safety issues.
- » Improved attraction, recruitment and selection outcomes.