

Strategic Workforce Plan 2021–25

How we developed this plan

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

We conducted detailed strategic workforce planning at branch and division levels to design tailored strategic workforce action plans that cater to the unique needs of different business areas.

Our **DJAG Strategic Workforce Plan 2021–25** draws together the common themes from these plans 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.

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 acquisition: 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.

Measuring success

We will monitor and evaluate our strategic workforce plan to ensure our actions are effective and remain relevant to evolving workforce priorities.

Our evaluation framework includes the following components:

Quarterly progress reports: Progress and impact of actions in business area strategic workforce plans against measures outlined in those plans will be reported to plan owners (heads of business areas) according to plan timeframes to ensure actions are being implemented successfully. Progress will also be reported quarterly to the Executive Director, People and Engagement (P&E) so any business area support needs can be managed.

Six-monthly progress report: A summary of business plan action progress, plus progress of actions in **DJAG Strategic Workforce Plan 2021–25** against measures in this plan, along with any action evaluations (see next point) will be reported to the Assistant Director-General, Corporate Services.

Action review: as each action in this plan is completed (or annually if ongoing), P&E will assess its effectiveness and impact in achieving the goal intended. This will include review of any evaluation activity that has occurred over the period of the action, for example training participant feedback or customer survey.

Annual strategy evaluation: P&E will review and report to the DJAG Board of Management on business area strategic workforce plans and **DJAG Strategic Workforce Plan 2021–25** annually in November. This will include a summary of action progress, action reviews, performance indicator dashboard, overall assessment of progress towards outcomes, and any plan adjustments.

2 Year plan review: P&E will support business areas to review their strategic workforce plans and revise any actions in light of shifting priorities or changes in the environment or operating context every two years. P&E will also review the **DJAG Strategic Workforce Plan 2021–25** every two years and update accordingly.

DJAG’s Strategic Workforce Plan 2021–25 is drawn from the business areas in this diagram. This plan will be updated in 2021 to incorporate insights from the following business areas: Corporate Services, Community Justice Services, Office of the Public Guardian, Office of the Director of Child Protection Litigation and Office for Women.



A template for action to equip our workforce with the agility, capability and resilience to meet future challenges and deliver innovative, responsive justice outcomes for the community.

Our purpose and vision

Our purpose is to provide services to the community, supported and enabled by our capability, to achieve our vision:

- » Justice for all through safe, fair and responsible communities

Our service commitment is supported by Our Charter and the Queensland Government Public Service Values.

Our organisation

The Department of Justice and Attorney-General (DJAG) is a diverse department, providing:

- » criminal, civil and community justice services supporting the administration of justice in Queensland
- » regulatory and consumer protection services, reducing the risk from liquor and gambling, and supporting business, community and not-for-profit organisations
- » support for a range of independent justice bodies.

Our Charter

[Our Charter](#) underpins our way of working and connects us as professional public servants across service and business areas. Embedded in everything we do are Our Charter's people principles, the cornerstones of our culture:

- » growth and development
- » integrity and respect
- » inclusion and diversity
- » trust and collaboration.

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
- » further embed Our Charter to strengthen our people's shared connection to our organisational purpose
- » 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
- » extend our use of co-design practices, stakeholder partnering and cross-business collaboration to drive innovative, integrated service outcomes tailored to local and individual needs in an evolving consumer base
- » re-skill our people to keep pace with technology advances which influence consumer, industry and workforce expectations and expand possibilities for service delivery and ways of working
- » 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 workforce snapshot

Who we are

Our workforce comprises:

- » 3790 people employed across 3414.3 full time equivalent positions
- » 76% permanent and 24% temporary employees
- » Our people are employed in a wide range of specialist roles across the Administrative stream (78%) Professional stream (13%), Operational stream (1.3%), Technical stream (0.1%) and Community Visitor stream (3%)

Diversity

- » Women occupy 53.5% of our leadership (SO/SES) roles
- » 1.7% of our workforce identify as Aboriginal and/or Torres Strait Islander peoples
- » 7.1% are from a Culturally and Linguistically Diverse (CALD) background
- » 1.6% identify as a person with disability
- » 6% identify as LGBTQ+
- » Multigenerational workforce: our average age is 43 while our youngest employee is 18 and our oldest is 83

Agility and mobility

- » Our people provide state-wide services from 50 different local government authority areas across Queensland
- » 29% of our people are located outside the Brisbane city council area
- » 77% of our people access flexible working options and 14.6% work part-time
- » average tenure within public sector 11.9 years
- » turnover rate 5.8%

Capability and expertise

- » 90% of employees completed at least one online, virtual or face to face business, management or compliance training course in the last 12 months
- » 45% of employees completed more than five courses, and 22% completed more than 10 courses
- » 71% developed skills through on the job learning in the last 12 months including 22% acting in higher duties

(Workforce data current at Sep 2020)



Safe communities



Fair communities



Responsible communities



Integrated services

Our workforce strategies

	Strategies	Actions	Performance indicators
Leadership and capability	<p>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> <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>Implement Leadership Competencies for Queensland throughout employee lifecycle.</p> <p>Undertake organisational capability and leadership development needs analysis and establish organisational capability development strategy targeted to needs.</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>Increase in working for Queensland employee opinion survey (WFQ) results:</p> <p>learning and development</p> <p>organisational leadership</p> <p>my manager</p>
	<p>Strategies</p> <p>Outcome: An inclusive workplace culture, which embodies Our Charter principles and harnesses diverse capabilities, knowledge, and experience to improve our performance and contribute to community outcomes.</p> <p>Embed Our Charter to foster a safe, supportive, respectful and inclusive workplace culture, and strengthen evidence-based measurement of inclusion and diversity to build a workforce reflective of our community.</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 and Diversity Strategy 2018-2022 and DJAG Cultural Capability Action Plan 2019-23.</p> <p>Increase organisational EEO census completion rate in ESS Aurion.</p> <p>White Ribbon accreditation, DFV training, Navita network, activities and events.</p> <p>Continue to promote and develop HSW communications, resources and training.</p> <p>Maintain and develop Trained Safety Advisors (TSA) network.</p> <p>Develop ‘Creating mentally healthy workplaces’ plan and managing customer aggression policy.</p>	<p>Increase in WFQ results:</p> <p>anti-discrimination</p> <p>inclusion index</p> <p>domestic and family violence</p> <p>EEO Diversity data</p>
New ways of working	<p>Strategies</p> <p>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> <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>Capture remote-working learnings to support access to flexible working where appropriate.</p>	<p>Actions</p> <p>Develop and implement DJAG change management framework, tools and resources.</p> <p>Use organisational capability and leadership development needs analysis to identify career pathways and opportunities for cross-skilling and promote workforce mobility across business areas.</p> <p>Facilitate ongoing cross-organisational networks such as HR Community of Practice</p> <p>Promote a ‘Flexible by Design’ approach to flexible working options to support retention of diverse talent.</p>	<p>Performance indicators</p> <p>Increase in WFQ results:</p> <p>workload and health</p> <p>flexible working</p> <p>innovation</p> <p>my workgroup</p>
	<p>Strategies</p> <p>Outcome: A capable, engaged, talented workforce motivated to achieve performance excellence in delivering safe, fair and responsible, criminal, civil and community justice services.</p> <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>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>Actions</p> <p>Establish a talent management framework and review attraction, recruitment and selection policy, processes, tools and training for accessibility and good practice</p> <p>Review and refine induction and onboarding processes including departmental Welcome</p> <p>Develop succession planning tools and resources for critical roles.</p> <p>Enhance delivery of workforce reporting and data insights.</p> <p>Continue participation in local, divisional and DJAG staff excellence awards and Premier’s excellence awards.</p>	<p>Performance indicators</p> <p>Increase in WFQ results:</p> <p>agency engagement</p> <p>organisational fairness</p> <p>job empowerment</p>



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Queensland Government