

Strategic Workforce Plan (2025–2029)

Our **Strategic Workforce Plan (SWP) 2025–29** reflects the people component of the Department of Justice (DoJ) **Strategic Plan 2024–28**.



Vision

We are a purpose-driven, inclusive, capable, modern and future-ready workforce – trusted by the community and government to deliver justice services across Queensland.



Purpose

To attract, retain, support and develop a capable, inclusive and responsive future-ready workforce that understands the community it serves and enables DoJ to achieve its strategic goals.



Scope and approach

Our department encompasses a broad and diverse set of functions and service delivery areas, each facing unique workforce challenges. This plan brings together common themes across these areas to identify organisation-wide strategies for addressing our shared workforce issues. It creates opportunities to leverage and streamline actions through stronger collaboration across business units.

The scope of this plan includes all divisions and branches within the Department of Justice, as well as Crown Law, Office of the Director of Child Protection Litigation, Office of the Public Guardian, Office of the Director of Public Prosecutions, Forensic Science Queensland, Office of the Public Advocate, Legal Service Commission and Queensland State Archives.

The **Strategic Workforce Plan** will be put into action through an Implementation Plan, where the business will outline key activities, assign responsibilities, and timelines to ensure it is delivered effectively and stays aligned with the overall strategy.

Our work is guided by our public service values



We respect, protect, and promote human rights
in our decision-making and actions

DELIVERING
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Queensland
Government

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Pillar	Main objective	Success will be	We will focus on	Key priority goals
Finding our people	Attract and recruit a skilled, diverse, and purpose-driven workforce that understands the communities we serve, ensuring readiness for future demands.	<ul style="list-style-type: none">■ Maintain vacancy rates consistently below 5%.■ Increase participation and representation of diverse groups, including First Nations peoples, advancing established government diversity targets.■ Increase uptake and effectiveness of career pipelines (graduates, Vocational Education and Training (VET), and others) producing job-ready candidates.■ Higher satisfaction with recruitment processes.■ Decrease number of non-filled roles.	<ul style="list-style-type: none">■ Attracting a diverse, high-quality talent pool through a strong employer brand, compelling benefits and inclusive engagement approaches.■ Streamlining recruitment and selection to efficiently place the right people in the right roles.■ Building strong talent pipelines and leveraging cross sector mobility to meet future workforce needs with suitable candidates.	<ul style="list-style-type: none">■ Develop an Employer Value Proposition (EVP), including strategies for high-risk critical roles, supported by a communications campaign showcasing DoJ's unique strengths and benefits.■ Implement targeted initiatives to address unique attraction challenges (e.g. regional, specialty and critical roles).■ Ensure clear, future-focused, fit-for-purpose role descriptions and streamlined recruitment practices are in place to attract top talent, reduce delays, and manage end-to-end recruitment process efficiently.■ Equip hiring decision-makers with modern tools and skills to identify applicants who are the best fit for the roles.■ Broaden and diversify talent pipelines through targeted pathways (i.e. graduate programs, internships, VET, experienced hires, and cross-sector mobility) to address skill shortages.
Leading and supporting our people	Leading and managing teams to ensure members feel supported, engaged, and empowered to grow, within respectful, healthy, and safe workplaces.	<ul style="list-style-type: none">■ Maintain absenteeism rates below Queensland public sector average rate.■ Improved Working for Queensland (WfQ) survey scores on leadership, employee engagement, keeping you well, and fair and equitable treatment.■ Reduction in percentage of team members intending to leave for reasons relating to lack of support, as reported in the WfQ survey.■ Reduction in excess leave balances.	<ul style="list-style-type: none">■ Strengthening leadership capability and accountability to equip leaders with the tools to succeed, foster public sector values, support team growth and engagement.■ Enhancing organisational development capability to ensure healthy and supportive workplaces through alignment of DoJ culture, processes and systems.	<ul style="list-style-type: none">■ Implement DoJ's Workplace Psychological Health and Safety Strategy (2025–27) and the Workplace Health and Safety Strategy.■ Develop and implement the Reframing the Relationship Plan (2025–29).■ Continue delivering DoJ's Inclusion, Diversity, and Equity Strategy (2023–27) and associated action plans.■ Implement DoJ's Learning and Development Strategy (2025-2029) and action plan, including a focus on equipping leaders at all levels with the capabilities to effectively implement change and foster a respectful, responsive, safe, values-driven culture and meet public sector obligations.■ Senior leaders to use organisational design principles and workforce data to identify potential retention risks and enable timely solutions.

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Developing our people	Build capability and career pathways for current and future workforce needs.	<ul style="list-style-type: none">■ Identification of critical roles and capabilities using an evidence-based approach.■ Effective development pathways are in place to build key capabilities.■ At least 70% of team members report having a development plan in place.■ 70% of high-risk critical roles have succession plans in place.	<ul style="list-style-type: none">■ Identifying critical roles and capabilities to meet service and organisational objectives.■ Identifying strategic development needs and effectively supporting staff to build skills to meet our current and future workforce objectives.■ Strengthening succession planning practices to ensure continuity and retain unique expertise.	<ul style="list-style-type: none">■ Identify strategic critical roles and capabilities and strengthen succession planning and knowledge transfer for business-critical roles to build capability and ensure business continuity.■ Implement the DoJ Learning & Development Strategy (2025–29) and action plan, including ensuring:<ul style="list-style-type: none">– The workforce is equipped to meet emerging challenges and technological change through targeted programs in digital, AI literacy, critical thinking, analytical, risk-based decision-making and engagement skills.– Capability development is accommodated within job design and workload management by allocating time, resources and appropriate support.– Embed structured capability and leadership frameworks to guide the development of critical skills, and support career development of critical roles.■ Ensure all staff and leaders complete efficient, meaningful performance and development agreements by improving the supporting policy, process and tools – enabling career and development conversations aligned with business needs.
Embracing new ways of working	Foster a confident and responsive workforce that adapts to change, meets evolving demands, and is driven by a strong commitment to public service excellence and community impact, while optimising resources.	<ul style="list-style-type: none">■ Increase uptake of training and development which improves workforce capabilities regarding use of digital tools.■ Improve positive WfQ survey scores relevant to job demands, continuous improvement, impact and connection to work.■ Targeted workforce plans completed for high-risk areas.■ Recognition and promotion of business improvements.	<ul style="list-style-type: none">■ Building digital capability and confidence across the workforce to leverage new technologies in service delivery.■ Fostering an agile, innovative mindset that embraces change, and drives continuous improvement.■ Modernising work processes and structures through an evidence-based approach and clear risk appetite, ensuring we respond effectively, efficiently and optimise resources.	<ul style="list-style-type: none">■ Implement DoJ's Learning and Development Strategy (2025–2029) and action plan, including ensuring a focus on equipping leaders and staff:<ul style="list-style-type: none">– with the mindset and capability to lead change, promote innovation, and make continuous improvement part of daily decisions; and– to successfully implement digital strategies through targeted capability development to support service delivery transformation.■ Enabling leaders to deploy multidisciplinary teams and support staff mobility through clear policies and practices that balance project and operational needs.■ Support development of an innovation mindset by showcasing efforts within DoJ to modernise workflows, processes and structures by leveraging new technologies.■ Build workforce planning maturity across the business by providing frameworks and guidance, enabling high-risk areas to address current and future capability needs.

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