

Strategic Workforce Plan 2020-2024

Department of the Premier and Cabinet

Reviewed and current as at 24 August 2023

OUR VISION: Succeeding together to achieve a better life for all Queenslanders.

OUR ROLE: We lead and enable strategic policy and Westminster system governance to engage stakeholders, resolve complex issues, and deliver government priorities for Queensland.

OUR PRINCIPLES:



LEADERSHIP

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We lead by sharing our whole-of-government perspective. We plan and coordinate our collective efforts across government perspective. We plan and coordinate our collective efforts across government to deliver effective outcomes for Queensland.



TRUST

TRUST

We inspire trust in the system and institutions of government by demonstrating and supporting integrity, transparency and accountability.



COLLABORATION

COLLABORATION

We collaborate to harness knowledge and expertise within and outside our organisation to deliver effective policy solutions.



INNOVATION

INNOVATION

We seek innovative solutions to capitalise on strategic opportunities for Queensland and support whole-of-government risk management.



AGILITY

AGILITY

We are agile and responsive in meeting the changing needs of Queenslanders while ensuring a strategic focus on future.



INCLUSION

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By embracing inclusion and diversity, we make our workplace and our work more representative.

A whole-of-sector workforce approach is critical for ensuring our workforce can leverage opportunities and deliver exceptional services to Queenslanders. The Public Service Commission co-designed the 10-year human capital outlook to shape a sector approach and agenda for change. Strategic imperatives include:

TALENT ACQUISITION

The sector will find better ways to leverage the digital age and implement contemporary talent acquisition solutions.

LEADERSHIP AND CAPABILITY

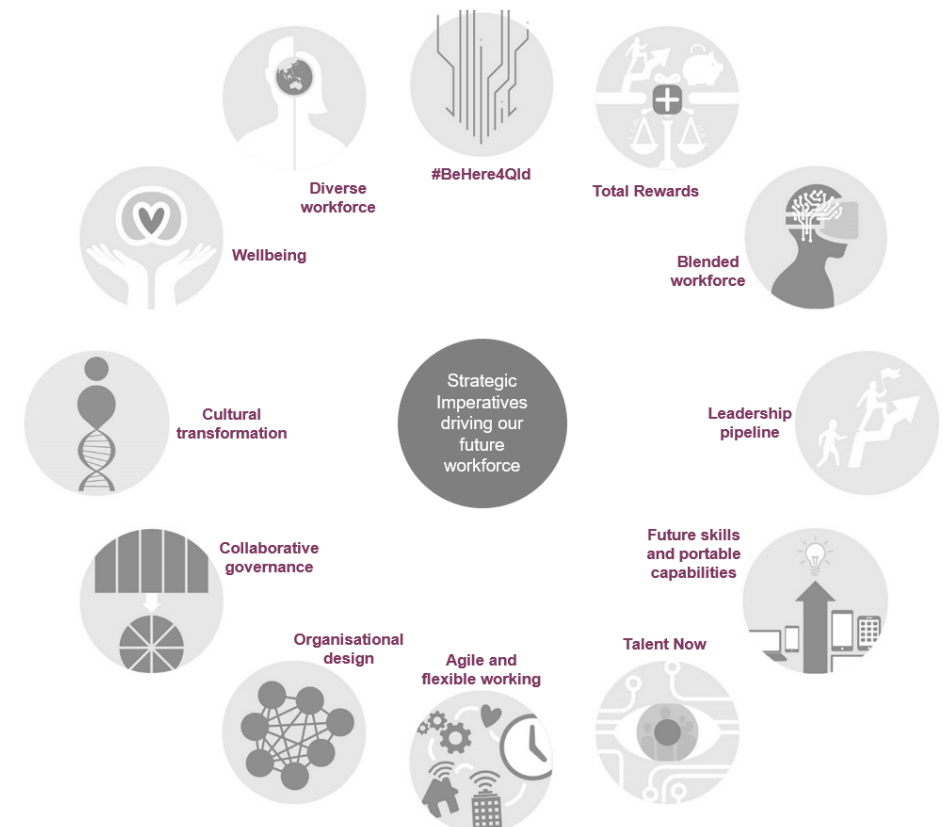
Capability development is critical in the changing environment. We will leverage internal talent and foster innovative approaches to leadership.

NEW WAYS OF WORKING

Agile and flexible working, principle-based frameworks, collaborative governance will reposition the sector for the challenges ahead.

CULTURE

Our culture needs to support and reward people to think and behave differently by fostering inclusiveness, harnessing diversity, and enhancing wellbeing.



DPC will focus on the following four objectives to ensure our workforce has the capabilities required for the future.

	What success looks like	Strategies to achieve success	Performance indicators
High performing workforce	We are high performing, inclusive, capable, committed and consistent.	<p>We will build a workplace where our people:</p> <ul style="list-style-type: none"> are provided opportunities to develop: <ul style="list-style-type: none"> contemporary and highly regarded capability in-line with the 70:20:10 framework, which accommodate diverse needs and learning styles future-focused skills and capabilities, which support them through all stages of the employee life cycle transferable and multi-disciplinary skills to facilitate mobilisation and leverage new and emerging opportunities take pride in their work and are retained for high-performance and commitment to the highest levels of customer service for Queenslanders feel included and respected and where diversity of thought is valued and rewarded demonstrate positive and constructive behaviours towards people, problems and change 	<ul style="list-style-type: none"> Working for Queensland Employee Opinion Survey results: <ul style="list-style-type: none"> Diversity People and relationships Performance and development Diversity targets (2022 targets) Opportunities for staff to participate in initiatives that support an inclusive and diverse workplace Number of development opportunities identified under the 70:20:10 model Customer feedback results
Strong, accountable workforce	We are strong and accountable, lead at all levels, and role-model the highest standards of behaviour.	<p>We will build a workplace where our people:</p> <ul style="list-style-type: none"> exercise personal leadership at all levels, and are empowered to take responsibility and accountability for their decisions, behaviours and actions understand their obligations and uphold the highest levels of integrity prioritise health, wellbeing and safety, with a focus on resilience and prevention of domestic and family violence respond rapidly to organisational and environmental opportunities and challenges through an organisational design that authorises fluidity, flexibility and agility operate with honesty and openness, where conversations about performance and development are transparent and expectations and performance outcomes are clear 	<ul style="list-style-type: none"> Working for Queensland Employee Opinion Survey results: <ul style="list-style-type: none"> job empowerment workload and health Performance Development Agreement compliance Health, safety and wellbeing survey
Innovative, effective workforce	We are innovative and effective, forward-thinking, embrace better ways of working, connected and collaborative.	<p>We will build a workplace where our people:</p> <ul style="list-style-type: none"> provide frank, fearless and forward-thinking policy advice, integrated policy-making and Whole-of-Government coordination recognise staff for innovative thinking and embracing better ways of working and are comfortable to take risks and challenge established-thinking are highly skilled, adaptive, mobile and ready to take advantage of changing environments leverage lessons learnt to drive efficiencies to meet the evolving needs of the sector and community connect and collaborate, seek feedback and share information and experiences partner with the sector and community to make a positive difference for Queenslanders, delivering essential services and giving back to the community 	<ul style="list-style-type: none"> Working for Queensland Employee Opinion Survey results: <ul style="list-style-type: none"> Innovation and effectiveness Collaboration questions Customer feedback results
Strategic workforce	We are strategic and seek out and embrace new information, broader perspectives and opportunities for engagement.	<p>We will build a workplace where our people:</p> <ul style="list-style-type: none"> seek out new information, consider broader perspectives and draw upon relevant expertise from internal and external sources are valued for their agility and flexibility, ensuring DPC responds to organisational and environmental opportunities and challenges demonstrate a shared sense of purpose and are highly engaged and driven to deliver outcomes that make a positive difference to Queenslanders 	<ul style="list-style-type: none"> Working for Queensland Employee Opinion Survey results: <ul style="list-style-type: none"> Agency and job engagement Customer feedback results Departmental view of organisational agility and responsiveness (pulse survey)

RISKS

We will manage our risks by ensuring we:

- embed contemporary and innovative workforce practices
- anticipate new trends and emerging workforce priorities
- embrace digital disruption
- encourage the sharing of knowledge, skills and information to reduce the impact of the ageing workforce
- address skills gaps to meet changing workforce expectations
- connect internally, externally and with the community
- prioritise health, safety and wellbeing.

OPPORTUNITIES

We will embrace opportunities by ensuring that we:

- equip staff with transferable skills through a commitment to skill renewal and the embedding of a culture to support lifelong learning
- strengthen stakeholder relationships and public confidence through collaboration, improved information sharing and engagement
- embrace new technology to facilitate new and better ways of working
- increase diversity of thought through a more diverse and inclusive workforce
- use data to predict workforce trends and staffing priorities
- learn from past experience to innovate, streamline processes and reduce inefficiencies
- make new and meaningful connections across the sector to deliver services to Queenslanders.

OUR WORKFORCE SNAPSHOT:

Total headcount	507 ↑19 vs Q3 2022
Full time equivalent	481.75 ↑27.13 vs Q3 2022
Average tenure	11.62 years ↓0.36 vs Q3 2022
Average age	42.04 ↑0.03 vs Q3 2022
Average earning gap	0.87% ↑1.65 vs Q3 2022
Absenteeism Ave per person this quarter	1.45 days ↓0.46 vs Q3 2022
Sick leave Ave per person this quarter	1.07 days ↓0.49 vs Q3 2022
Eligible to retire	1.38% ↓0.26% vs Q3 2022
Separation rate	0.84% ↓1.28% vs sector

Divisional Breakdown

