



Queensland Police Service

Strategic Workforce Plan 2023-2027

Our people

Build a **connected, engaged and job ready workforce**, with the health, wellbeing and safety of our people a priority.

Strategic context

Together we **prevent, disrupt, respond, and investigate**, to make Queensland the **safest state**. This plan links to the Queensland Government 10 year human capital outlook and 3 year human capital strategic roadmap. It supports the QPS Strategic Plan to drive workforce transformation.

Our risks



Attract and retain the right talent in a highly competitive labour market



Align capacity and capability to meet future demand



Implement a workforce model that enables fiscal sustainability

Our opportunities



Achieve a blended workforce that improves financial sustainability



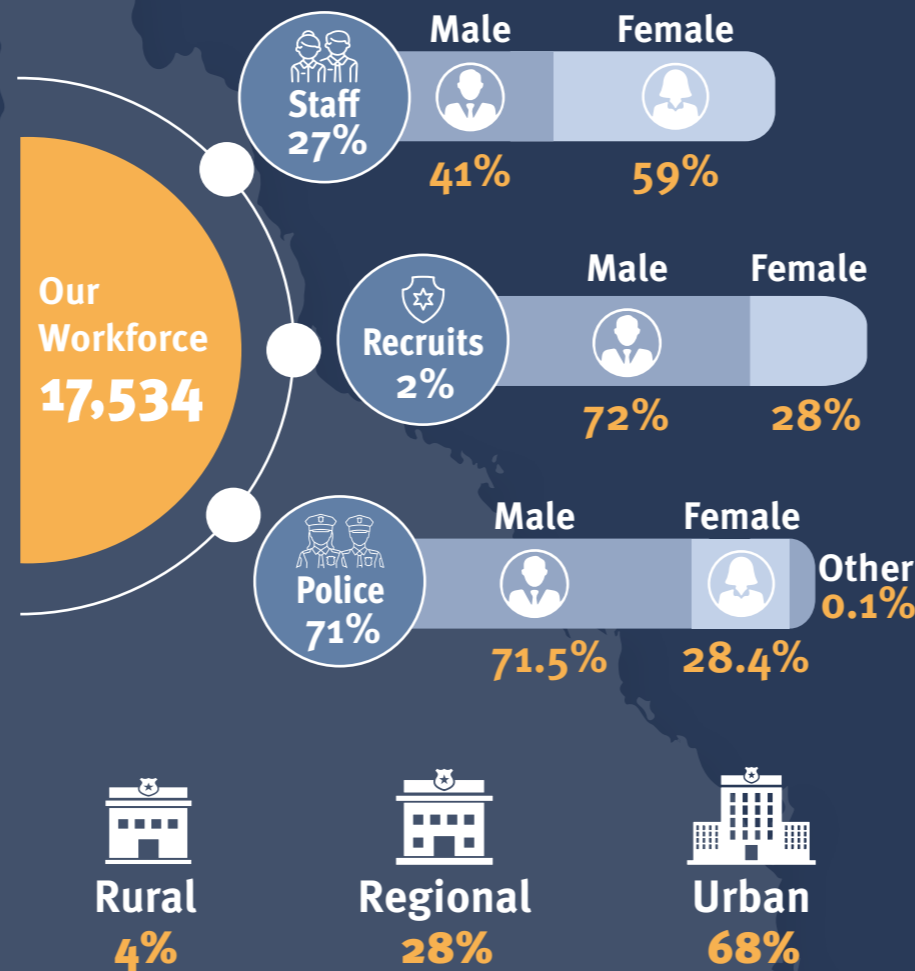
Implement service delivery reforms to address government objectives and changing community expectations



Embrace technology to optimise new and better ways of working

Our workforce profile

Who we are



NOTE Workforce data as at 30 June 2023

Diversity

Average age (years)



46
Staff



28
Recruits



43
Police

Diversity group

First Nations
 Non-operational staff members with a disability
 Culturally and linguistically diverse
 Women in leadership

Our profile

2.3%
3.1%
1.2%
26.7%

Our target

4%
6%
8%
30%

Employment status

93.8% Permanent
4.0% Temporary
2.1% Contracts
0.1% Casual

Attrition rate



Police
5.6%



Staff
10.7%

Future workforce profile vision



Responsive to environmental and social challenges



Critical thinkers who harness diversity



Resilient community leaders



Adaptive to changing technologies



Data and metrics capability inform organisational decisions

Our Values



Integrity Is in everything we do. We are honest, trustworthy and hold each other to a high standard



Professionalism - Times are challenging but if we are professional in everything we do, our communities will continue to support us



Community We support each other and lend a hand to ensure we can respond to community needs as well as the needs of our policing community

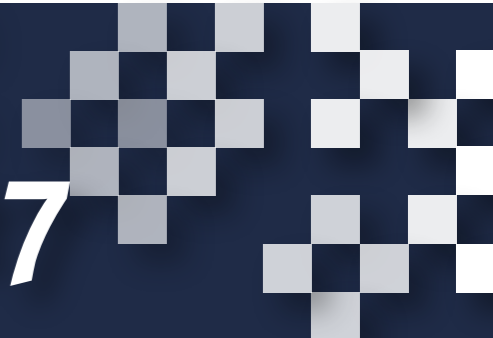


Respect and Fairness We treat each other and our communities as we would like to be treated ourselves with fairness, dignity and respect



Queensland Police Service

Strategic Workforce Plan 2023-2027



Levers for change	Strategic imperatives	Strategies	Performance indicators
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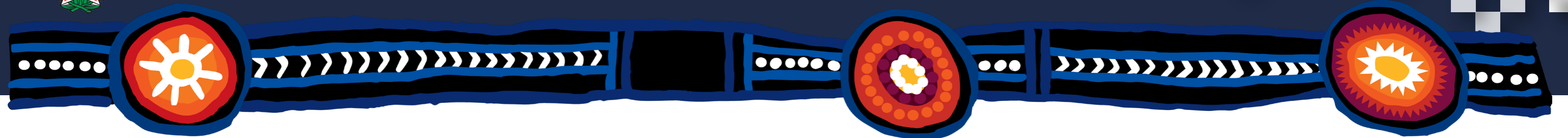
 <p>Talent Management</p>	<ul style="list-style-type: none"> ● BeHere4Qld ● Total Rewards ● Blended workforce 	<p><i>Build a capable and sustainable workforce that is diverse, inclusive, and reflective of the community we serve</i></p> <ul style="list-style-type: none"> ● Recruit the right people, aligned to Queensland Government and QPS values ● Recognise and reinforce employee contribution through a robust performance management framework ● Review and embed a capability framework and ensure alignment with organisational goals 	<ul style="list-style-type: none"> ● Government election commitment - % of targets met ● % of current Development and Performance Agreements
 <p>Leadership & Capability</p>	<ul style="list-style-type: none"> ● Leadership pipeline ● Future skills & portable capabilities ● Talent now 	<p><i>Deliver leadership that is visible, agile, authentic, courageous and supportive</i> <i>Establish and maintain collaborative partnerships to deliver positive outcomes</i></p> <ul style="list-style-type: none"> ● Continue to build leadership development at all levels that is aligned to Queensland government and QPS values ● Foster leadership pipeline recruitment practices that reinforce Queensland Government and QPS values ● Implement a succession planning framework to support emerging leaders 	<ul style="list-style-type: none"> ● Leadership development activities delivered ● Working for Queensland results
 <p>New ways of working</p>	<ul style="list-style-type: none"> ● Agile and flexible working ● Organisational design ● Collaborative governance 	<p><i>Enable new ways of working and provide fit for purpose resources</i></p> <ul style="list-style-type: none"> ● Build an agile and flexible workforce that can meet changing needs, government priorities and better respond to dynamic changes ● Leverage opportunities to redesign the way we deliver service to the community ● Facilitate sustainable partnerships across QPS, other government agencies, the private sector, and the community 	<ul style="list-style-type: none"> ● Working for Queensland results ● Implementation of Disaster Management portfolio
 <p>Culture</p>	<ul style="list-style-type: none"> ● Cultural transformation ● Wellbeing ● Diverse workforce 	<p><i>Foster and embed a culture that aligns with our values</i> <i>Provide safe and healthy workplaces, embedding a shared responsibility in prioritising wellbeing</i></p> <ul style="list-style-type: none"> ● Prioritise safe and healthy workplaces by uplifting capability and providing resources ● Embed a shared responsibility in prioritising psychological, physical and social wellbeing ● Continue to build and promote a positive, diverse and inclusive workplace ● Establish an organisational framework to support gender equity in the workplace ● Commitment to prevent Domestic and Family Violence (DFV), support affected employees and empower employees to challenge attitudes to DFV 	<ul style="list-style-type: none"> ● Government mandated plans are in place and promoted ● QPS diversity targets



Queensland Police Service

Equity and Diversity Plan 2023-2024

QPS fosters and embeds an inclusive workplace culture that aligns with our values



Objectives	Lead Area	Timeframe	Description	Measures
Drive cultural change to deliver a more respectful and diverse workplace where everyone feels included	ELT Leadership	Ongoing	The existing QPS Inclusion and Diversity Strategy 2020-2025 will be reviewed and identified actions will seek to embed a more inclusive and respectful workplace where all people can positively contribute and are connected and engaged. Inclusion and diversity principles will be actively promoted and disseminated throughout the QPS with a view to implementing positive change.	<ul style="list-style-type: none"> Agency diversity targets Positive change in equity and diversity audit findings Working for Queensland results
Attract police applicants who reflect the diversity of our community and are aligned to our values	People Capability Command	30 June 2024	Using market activities to attract quality police applicants from different backgrounds, the QPS will drive opportunities to increase diversity in the workforce. This will involve continued development of recruitment pathways to ensure prospective applicants are drawn from the widest possible spectrum within our community.	<ul style="list-style-type: none"> Increase in the diversity profile of police recruit pipeline Positive change in equity and diversity audit findings Working for Queensland results
Employ staff members from diverse backgrounds with the right capabilities to provide frontline and support services	Human Resources Division	30 June 2024	Coordinate practical staff member recruitment and selection strategies to attract people from many different backgrounds and increase workforce diversity. The use of expansive recruitment activities will build an inclusive culture that promotes human rights, encourages diversity of thought, and provides equal opportunities for everyone.	<ul style="list-style-type: none"> Increase in the QPS Smart Jobs diversity profile Positive change in equity and diversity audit findings Working for Queensland results
Embed a diverse and inclusive culture where women can participate and thrive to reach their potential, including in leadership roles	ELT Leadership	Ongoing	The QPS will identify and remove organisational and systemic barriers to the progression of women throughout their careers. QPS will support women in police and staff member roles to reach their full potential both professionally and personally. QPS leadership will challenge cultural behaviours and champion an inclusive workplace that embraces diversity and addresses the barriers for women progressing to leadership roles.	<ul style="list-style-type: none"> Agency diversity target for women in leadership - 30% Positive change in equity and diversity audit findings Working for Queensland results
Remove barriers to attracting and retaining people with a disability	Communications Culture and Engagement	Ongoing	The QPS Disability Service Plan (2023-27) is to be finalised by 31 October 2023 and will include key actions to support increased representation of people with a disability within our workforce. QPS will provide an accessible and culturally safe environment that encourages a positive employment experience for employees who identify as having a disability and will promote psychological health and wellbeing.	<ul style="list-style-type: none"> Agency disability target - 6% for staff members in non-operational roles Positive change in equity and diversity audit findings
Enhance cultural capability to support reframing the relationship with First Nations people	Communications Culture and Engagement	Ongoing	The QPS Reframing the Relationship plan will develop cultural capability by delivering an enhanced framework that ensures respectful, and effective engagement with Aboriginal peoples and Torres Strait Islander peoples with regard to employment matters. This will ensure their perspectives are an inherent part of our core business. The plan will acknowledge, embrace and celebrate the humanity of Aboriginal and Torres Strait Islander Australians and commit to a new way of working together, delivering real change and real outcomes through a genuine partnership approach, to continue the journey to reconciliation.	<ul style="list-style-type: none"> Agency diversity target for First Nations - 4% Positive change in equity and diversity audit findings Working for Queensland results
Increase proactive engagement with Diversity Target Groups	Communications Culture and Engagement	Ongoing	The QPS will provide support to Diversity Networks (Multicultural, Leading Women, Accessibility Advisory, Pride) and implement strategies to increase recognition and engagement and drive more inclusive, safe and respectful workplace environments for people from diverse backgrounds.	<ul style="list-style-type: none"> Diversity target for CALD - 8% Positive change in equity and diversity audit findings Working for Queensland results