

Strong future. Stronger together.

# Strategic Workforce Plan 2021-2024

A specific purpose plan supporting the QFES Strategic Plan 2020-2024, Strategy 2030 and the Public Service Commission 10 Year Human Capital Outlook

## Our Workforce Future

**Our most important asset is our people.**

It is our people that make QFES strong, now and into the future.

QFES will continue to shape an adaptive organisation that attracts a mobile, engaged, flexible and diverse workforce.

Our people will achieve more by working together to embrace the opportunities and challenges that the future offers. Collaboration and innovation will be a feature of our workforce as we face the future.

Our future direction will maximise the health and wellbeing, capability development, leadership, mobility, flexibility and agility of our people.

## Our Values

**Respect** - we appreciate and value each other and our differences

**Integrity** - we are individually accountable for our performance and undertake our duties with diligence and transparency

**Courage** - we are brave when facing adversity, value ethical behaviour and challenge wrongdoing

**Loyalty** - we are committed to each other, have pride in our organisation and are dedicated to keeping Queensland communities safe





**Trust** - we are open, honest and dependable

QFES is committed to upholding the Queensland Public Service Values



## Our Workforce Profile

(as at 26 May 2021)

	<b>Active and Paid FTE</b> 3374.8		<b>Active and Paid Headcount</b> 5151
	<b>Volunteers</b>		
	<b>Rural Fire Brigades</b>	<b>State Emergency Services</b>	<b>Other</b>
	30000 (approx.)	6000 (approx.)	132 (approx.)
	<b>Diversity Target Data (Paid Workforce)</b>		
	Women in leadership	22.2%	NESB 2.8%
	Disability	1.3%	ATSI 1.9%
	% Headcount by Gender	12.5% female	87.5% male

## Our Foundational Questions

We are committed to exploring, engaging and sustaining change in the workforce by embedding consideration and analysis of these key questions in all workforce activities:

- **Volunteerism** – how does this activity apply to and benefit volunteerism within the agency?
- **Diversity and inclusion** – how does this activity build an inclusive and diverse workforce which better reflects the community we serve?
- **Risk management** – how does this activity contribute to the mitigation of QFES people risks?
- **Change management, connection and integration** – how does this activity connect to others to ensure an integrated approach to continuous improvement across systems, people and processes?

## Our Workforce Environment

**New ways of working** – paid staff and volunteers are seeking new ways of working with increased flexibility, integration, adaptivity, collaboration and interaction with technology.

**Mental health and wellbeing** – increasing operational impacts of fatigue, burnout and psychological stress on emergency services personnel (paid and volunteer) is anticipated to continue with the ongoing impacts of the COVID-19 pandemic and longer, more intense weather-related events.

**Changing volunteer landscape** – changes in patterns of volunteerism within Australia including shifting demographics, increase in desire of people to volunteer and expectation of more flexible arrangements are challenging the concept and structure of traditional volunteerism.

**Climate change** – increase in demand for QFES services through a changing climate with increasingly severe, overlapping and longer weather-related events.

**Pandemic response** – the impact of COVID-19 will continue beyond 2021 with closed international borders, vaccination rates and the impact of emerging variants of the virus. Economic and social impacts from the pandemic will also continue until these issues are addressed.

**Population and demographics** – shift in population distribution including the ongoing challenge of providing services in the most decentralised state in Australia.






**Emergency and disaster management** – limited seasonal windows for planning disaster and longer protracted emergency responses.

**Trust and expectations** – increase in community expectations from QFES.

**Information security** – requirements for increased information management maturity and improved practices.

**Digital agenda** – increase in robotics, artificial intelligence, automation and other technology for monitoring and responding to emergencies.

## Our Strategic Workforce Activities

Strategies	Strategy 2030	Activities
1. Talent acquisition		1.1 Attract and recruit a mobile, skilled, flexible and diverse workforce that positions QFES to deliver contemporary fire and emergency services that meet communities' needs.
2. Leadership and capability		2.1 Foster and enable leadership capabilities in our people through the implementation of a leadership strategy that builds a pipeline for capability for the future. 2.2 Retain and develop a talented and diverse workforce through contemporary training and development opportunities. 2.3 Explore future capability requirements to meet digital disruption and opportunities. 2.4 Acknowledge life experience and knowledge of people joining the organisation.
3. New ways of working		3.1 Continue to adapt the department's service delivery approach and workplace arrangements to comply with COVID-19 health directives and transition back to a new normal. 3.2 Embrace new technologies to streamline our business processes so they are accessible and intuitive. 3.3 Explore new structures and ways of working focused on collaborative governance and networks of teams. 3.4 Support agile service delivery by promoting awareness and access to flexible working where appropriate. 3.5 Empower Queenslanders to contribute by providing flexible volunteering opportunities.
4. Positive workforce experiences and shared values		4.1 Promote respectful relationships and gender equality within the workplace and a commitment to preventing domestic and family violence and supporting affected employees. 4.2 Recognise and celebrate our staff and volunteers through a strong Honours, Rewards and Recognition program. 4.3 Foster a culture that inspires our people to collaborate, lead from all levels and drive performance. 4.4 Support the health, safety and wellbeing of the QFES workforce by working together to build safe workplace communities. 4.5 Engage in integrated and preventative approaches to mental wellbeing for our people. 4.6 Promote consideration of human rights in our decision-making and actions for our people.
5. QFES HR capability investment, evolution and uplift		5.1 Embrace critical thinking to plan ahead and understand the impacts on our people and their ability to achieve QFES' objectives. 5.2 Engage with our people and our partners to ensure seamless delivery of workforce initiatives. 5.3 Provide contemporary, future-focused advice. 5.4 Ensure we meet our legal, ethical and economic workforce obligations. 5.5 Deliver public value and service optimisation through contemporary workforce management.