

Queensland Fire and Emergency Services

Strategic Workforce Plan 2022-2025

A specific purpose plan supporting the QFES Strategic Plan 2021-2025, Strategy 2030, and the Queensland Government 10 Year Human Capital Outlook

The QFES Strategic Workforce Plan 2022-2025 is our commitment to address current and future workforce risks to ensure our people are best supported to deliver a connected and capable Queensland in the face of emergencies and disasters. Because **our people are our greatest strength in the delivery of our vision.**

Our workforce future

We are committed to attracting, recruiting and retaining the right people in the right roles at the right time to create and sustain a safe and resilient Queensland.

We are working together and with all levels of government, the community and industry to deliver on our vision now and into the future. Our values and our commitment to human rights define how we connect with our communities.

We embrace personal leadership and possess future-focused skills to respond to a rapidly changing environment. We are innovative, effective and efficient in the ways we work, utilising connection, collaboration and design principles to deliver for the Queensland community.

We are a safe, inclusive and future-ready workforce that supports each other.

We provide professional workforce leadership, support and services to enable a safe, sustainable and inclusive work environment for our people – our greatest strength.

Our workforce profile

	Paid workforce			
	MOHRI FTE		MOHRI headcount	
	3665.68		5406	
	Attrition rate			
	4.2% (permanent staff)		Occupation type	
			Frontline	Corporate
			92.9%	7.1%
	Gender summary	Male	Female	Non-binary
	Headcount	80%	19.96%	0.04%
	Average age (years)	45.06	42.91	39.00
	Diversity summary			
	Women in leadership	17.9%	CALD	2.89%
	Disability	1.44%	First Nations	2.31%
	Volunteers			
	Rural Fire Service	State Emergency Services	Other	
	28405 volunteers	5950 volunteers *	260	

(MOHRI data current as at 17 June 2022) (Rural Fire Service data current as at 30 June 2022)
(SES data current as at 30 June 2022 = *Active, probation and reserve SES)

Our workforce challenges

The scope and scale of change continues to accelerate. There are multiple external challenges and opportunities that may influence new ways of working to deliver a connected and capable Queensland. Some of the relevant external drivers include:

Climate change – increases in demand for QFES to respond to increasingly severe, frequent and longer weather-related events driven by climate change impacts the capacity, capability and structure of our workforce.

Collaboration and complex problems – the pandemic has exacerbated the emerging reality of public sector governance. Most major public policy problems do not fit into traditional governance arrangements and need new, collaborative approaches.

Technology and cybersecurity – the role of technology in emergency management and response will continue to grow. It is vital to integrate technology wherever possible, allowing the workforce to focus on more “value-add” activities. This approach needs to include the necessary protections and processes to reduce cyber-risks.

Mental health and wellbeing – the risks and impacts of fatigue, burnout and psychological stress on our people are anticipated to continue as they respond to both increasingly severe weather-related events and our day-to-day demands.

Changing volunteer landscape – changes in volunteering patterns are challenging the concept and structure of traditional volunteering.

Diversity, equity and inclusion – a diverse and inclusive workforce is necessary for future workforce viability. It also ensures our workforce is representative of the communities we serve.

Our strategic workforce principles

We are committed to achieving “our workforce future” by delivering on our strategic workforce activities (see pg. 2). The development, implementation and evaluation of these activities are guided by three principles:

iterative and evolutionary

The actions to achieve “our workforce future” will build on what has been done before and each step will take us closer to our goal.

collaborative and consultative

Everyone has a vested interest and role in achieving “our workforce future”. We will deliver the strategic workforce activities with a human-centred approach.

responsive to change and demand

Our Strategic Workforce Plan is agile, responding to internal and external workforce changes. We will adapt to encounter challenges and leverage opportunities whenever they appear.

Our values

Our values of respect, integrity, courage, loyalty and trust, along with the Queensland Public Service values, inform and guide the delivery of our strategic workforce activities.



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

Our strategic workforce activities*

Workforce themes [^]	What does success look like?	Strategies to achieve success
1 Talent acquisition	<i>We attract and recruit the right people in the right roles at the right time to deliver on our vision now and into the future.</i>	<ul style="list-style-type: none"> 1.1 Continuously improve our contemporary and transparent merit-based recruitment practices to foster diversity. 1.2 Ensure our roles are relevant and designed to meet current and future service demands for the community. 1.3 Plan and forecast demand to attract and recruit a talented, agile, mobile and diverse workforce.
2 Leadership and capability	<i>We all embrace personal leadership and possess future-focused and portable skills to lead with purpose and compassion in a rapidly changing environment.</i>	<ul style="list-style-type: none"> 2.1 Grow leadership skills at all levels of the organisation, including continued implementation of the QFES Leadership Framework and building the leadership pipeline. 2.2 Develop and retain a talented, agile, mobile and diverse workforce through contemporary learning and development approaches. 2.3 Acknowledge and leverage the skills, life experiences, knowledge and diversity of our people to build and maintain workforce sustainability, capability and capacity across QFES. 2.4 Explore the skills and jobs needed to address future disruption and capitalise on reskilling and upskilling opportunities to further enhance our people, our services and our capabilities. 2.5 Promote positive performance management principles, including development conversations.
3 New ways of working	<i>We are innovative, effective and efficient in the ways we work, utilising connection, collaboration and design principles to deliver for the Queensland community.</i>	<ul style="list-style-type: none"> 3.1 Empower our people to use their diverse perspectives to overcome challenges and leverage opportunities presented by the future of work. 3.2 Explore new structures, roles, functions and approaches that foster innovation, collaborative governance, place-based solutions and human-centric design. 3.3 Promote and integrate flexible working opportunities. 3.4 Empower Queenslanders to contribute to the community by providing new ways to volunteer through our services.
4 Positive workforce experiences and shared values	<i>We are all invested in the future of work and our workforce; we act with integrity and respect, and support each other through the challenges we face together.</i>	<ul style="list-style-type: none"> 4.1 Promote and model respectful relationships grounded in our QFES values and embrace diversity, equity, inclusion and belonging in the workplace. 4.2 Tackle gendered abuse, commit to preventing domestic and family violence and support impacted QFES members. 4.3 Foster an environment that inspires our people to collaborate, lead at all levels and drive performance across the QFES ecosystem. 4.4 Support the health, safety and wellbeing of the QFES workforce. 4.5 Pursue integrated and preventative approaches to mental wellbeing and physical and psychological safety to minimise harm such as fatigue, burnout and disengagement. 4.6 Hold our people to a high standard of behaviour and conduct, as expected by the communities we serve.
5 QFES HR capability	<i>We provide highly regarded, professional workforce leadership, support and services to enable a safe, sustainable and inclusive work environment for our people: our greatest strength.</i>	<ul style="list-style-type: none"> 5.1 Apply critical thinking at all levels to plan and respond to the impacts of the future of work on our people. 5.2 Engage with our people and partners to ensure seamless delivery of workforce initiatives, including collaboration across QFES and with external stakeholders. 5.3 Ensure we meet, and where possible exceed, our workforce-related legal, ethical and economic obligations, including employment security and fair treatment of employees. 5.4 Deliver public value and service optimisation through a total workforce approach, connecting and collaborating with all other functions and services within QFES. 5.5 Future-proof our HR capability by investing in upskilling, professionalism and workforce sustainability.

* When implementing our strategic workforce activities, QFES will respect, promote and protect human rights in our decision-making and actions.

[^] The workforce themes connect the QFES Strategic Workforce Plan 2022-2025 to the [Queensland Government's 10 Year Human Capital Outlook](#) "levers of change" with the exception of "QFES HR capability" which has been included to address QFES-specific opportunities in the HR space.

Disclaimer: This document was developed by Queensland Fire and Emergency Services. The information contained in this document is aspirational in nature and has been prepared for planning purposes only. As an aspirational document, it is designed to inform forward planning and decision-making. It is subject to change and does not bind the Queensland Government to funding commitments. Input has been sought on the contents of this document from senior executives, key stakeholders and subject matter experts within Queensland Fire and Emergency Services. Given the rapid rate of change, this will remain a "live" document, updated as the landscape evolves and remains aligned to our strategic vision and purpose as outlined in the Strategic Plan.

