

Strategic workforce planning

Agency requirements



Queensland
Government

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Acknowledgement of Country

We pay our respects to the Aboriginal peoples and Torres Strait Islander peoples of this land, their ancestors, and their legacy. The foundations laid by these ancestors—the First Australians—give strength, inspiration, and courage to current and future generations towards creating a better Queensland.

We recognise it is our collective efforts and responsibility as individuals, communities, and governments to ensure equality, recognition, and advancement of Aboriginal and Torres Strait Islander Queenslanders across all aspects of society and everyday life.

We are committed to working with, representing, advocating for and promoting the needs of Aboriginal and Torres Strait Islander Queenslanders with unwavering determination, passion and persistence.

As we reflect on the past and give hope for the future, we walk together on our shared journey of reconciliation where all Queenslanders are equal and the diversity of Aboriginal and Torres Strait Islander cultures and communities across Queensland are fully recognised, respected, and valued by all Queenslanders.

Introduction

According to Gartner, strategic workforce planning sets human resources up to identify talent needs associated with the organisation's future goals and establish a strategy to ensure the organisation has the right mix of talent, technologies and employment models to reach these goals. To develop a successful workforce planning strategy, organisations must gather intelligence to understand business strategy, identify talent risks associated with successfully executing that strategy and develop a plan to address those risks.

Purpose

The strategic workforce planning agency requirements (requirements) outline what agencies need to do to meet their strategic workforce planning obligations. It offers practical resources and support to enable agencies to create strategic workforce plans that align with sector and agency strategic objectives and legislative requirements.

Scope

The requirements assist public sector entities under the [Public Sector Act 2022](#) to adopt a consistent approach to strategic workforce planning. In most cases, the term 'agency' is used in this document to refer to departments, public service entities (including departments), public sector entities, and prescribed entities. Where necessary, requirements which apply specifically to departments only are marked as such.

Application

The requirements aim to promote best practice and support human resource (HR) professionals and accountable officers to develop and implement effective strategic workforce planning for their agency.

Legislation

Strategic workforce planning supports obligations under the *Public Sector Act 2022* including:

1. complying with [Section 40](#) (4)(d) requiring public sector entities to undertake workforce and human resource planning and practices
2. supporting an entity toward a reframed relationship with Aboriginal peoples and Torres Strait Islander peoples, by departments and other prescribed entities developing a Reframing the Relationship plan (see [Reframing the Relationship guidelines](#)) aligned to the strategic workforce plan ([Section 21](#)(2) and [23](#))
3. fulfilling [Section 27](#) by promoting equity and diversity, by departments and other prescribed entities (see [Equity and diversity audit guidelines](#)), developing an equity and diversity plan as a section or chapter of the strategic workforce plan ([Section 28](#)).

Requirements

Strategic alignment

Strategic workforce plans should align to the agency's strategic plan, including the same four-year duration. See agency planning requirements (strategic planning) at [managing government performance](#).

To minimise duplication, strategic workforce plans may inform, augment, reference, or incorporate other agency or sector workforce strategies including:

- the agency's [reframing the relationship plan](#) (also see [reframing the relationship guidelines](#))
- the agency's [equity and diversity plan](#) (also see [audit guidelines](#))
- the agency's Disability service plan linked to the [Queensland's disability plan](#)
- the [Queensland multicultural action plan](#)
- the [Queensland public sector inclusion and diversity strategy](#).
- Workforce data and benchmarks

Organisations can access resources that can assist in reviewing, monitoring, evaluating and adjusting strategic workforce plans on the [For government website](#).

Within the sector, the [State of the sector report](#), [Working for Queensland survey](#) results and [gender pay equity dashboards](#) are a rich source of sector workforce data that can assist in strategic workforce planning and benchmarking across the sector. This data can assist in providing insights about the sector's work, workforce and workplace.

Agencies are encouraged to develop or include established performance targets and indicators where possible. Examples may include incremental percentage movement toward achieving the department's diversity targets, a percentage increase of Working for Queensland survey results, and a percentage growth in the volume of job applications for critical roles.

To create efficiencies and strategic alignment, it is recommended that strategic workforce plans are implemented as part of agency business and operational plans (see agency planning requirements: operational planning) at [managing government performance](#). If not, an agency may

incorporate implementation planning into their strategic workforce plan or develop a dedicated strategic workforce plan implementation plan (implementation plan) to guide their implementation.

Implementation plans should typically include:

- actions (e.g. shorter-term actions linked to strategies or areas of focus)
- outcomes (e.g. what does success look like?)
- performance indicators and targets (e.g. agency diversity targets)
- implementation lead (e.g. business unit/role or person)
- outcome timeframes.

Approval

The agency's strategic workforce plan and/or implementation plan should be endorsed by the agency executive leadership team and approved by the agency's chief executive.

Publication

The approved strategic workforce plan should be published on the agency's intranet by 1 July at the same time as the strategic plan. See Queensland public sector strategic management calendar at [managing government performance](#).

Plan reviews

To ensure progress and currency, agencies should review, monitor, evaluate and adjust their strategic workforce plan regularly.

In line with the strategic plan, a comprehensive review and update of the strategic workforce plan should be conducted every four years (in the third year of the plan).

Agencies should conduct a simple review annually to identify noteworthy environmental changes and impacts. If the agency considers changes to be significant, the strategic workforce plan should be updated.

If the strategic workforce plan has been reviewed but not updated, include this text: "This plan was last reviewed in [month and year] and is still valid."

Additional information and support

Strategic workforce planning framework

The continuous dynamic process to ensure your workforce is agile and directly linked to the future direction of your agency is outlined in the [strategic workforce planning framework](#) (framework).

The framework includes practical guidance on workforce data to analyse, stakeholder consultation to undertake and research questions to explore, with links to helpful factsheets.

Resources

Additional strategic workforce planning resources to guide and support your agency's strategic workforce planning activity are available on the [For government website](#).

Measuring sector performance

PSC will coordinate an annual sector strategic workforce planning self-assessment survey with departments to measure departmental and sector maturity. Findings from this survey will be reported to Strategic Workforce Council in the third quarter of the calendar year to demonstrate sector strategic workforce planning performance against established benchmarks and inform continuous improvement of sector strategic workforce planning.

Advice

The Public Sector Commission can provide advice and support to human resources professionals and accountable officers to develop their agency's strategic workforce plan. Please contact workforcestrategy@psc.qld.gov.au for assistance.

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Version control

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2.0	31 July 2024	Strategic Workforce Futures	Final published version.
3.0	1 July 2025	Strategic Workforce Futures	Removed outdated references

More information

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