

STRATEGIC WORKFORCE PLAN 2023-2026

DTS STRATEGIC PLAN | Supporting Government's objectives for the community | Good jobs | Better services | Great lifestyle

OUR VISION

Queensland has world-class, thriving, inclusive and sustainable tourism, innovation, sport and active recreation sectors.

OUR PURPOSE

Provide and attract investment to build more competitive visitor and innovation economies, inspire sporting success through Queensland's elite athletes and support active healthy communities.

OUR PEOPLE



OUR VALUES

Customers first | Be courageous | Ideas into action
Unleash potential | Empower people

OUR OBJECTIVES

Drive economic transition and innovation | Happy, healthy, performing people | Inclusive and connected | **Employer of choice**

STRATEGIC WORKFORCE OBJECTIVE | DTS – Employer of choice



Position and sustain the department as an employer of choice by:

Fostering a high performing workplace culture that is passionate, innovative, respectful, inclusive and safe. Attracting and retaining a diverse range of skilled people who possess the right capabilities and attributes for today and the future.

Being a risk smart organisation where risk is understood and our workforce is empowered to safely engage with it.

WORKFORCE INITIATIVES | Maximising our workforce composition and capability to achieve business outcomes.

STRATEGIC HUMAN RESOURCE FRAMEWORK



Human Capital Outlook | Public Sector Reform | Inclusion and Diversity Strategy | Reframing the Relationship Plan

WORKFORCE INITIATIVES | Ideas into Action

WORKPLACE CULTURE



A HIGH-PERFORMING CULTURE THAT IS PASSIONATE, INNOVATIVE, RESPECTFUL, INCLUSIVE AND SAFE

- Have zero harm workplaces that are psychosocially and physically safe and where wellbeing is valued.
- Use evidence-based insights to build an intentional culture centred on unified values, beliefs and behaviours.
- Be a risk smart organisation where risk is understood and employees are empowered to safely engage with it in everyday decision-making.

TALENT MANAGEMENT



ATTRACT AND RETAIN PEOPLE WITH THE RIGHT CAPABILITIES AND ATTRIBUTES FOR NOW AND THE FUTURE

- Establish the department's reputation as a progressive recruiter and employer of choice.
- Uplift workforce planning capability to address workforce risks, anticipate gaps and prepare for the future.
- Examine the workforce mix across the department to reduce reliance on external expertise and reinvest in internal capability.
- Openly value contributions to a healthy workplace culture by acknowledging, celebrating and rewarding positive performance and behaviours.

WORKPLACE TRANSFORMATION



HARNESS THE OPPORTUNITIES AND EXPERIENCES BROUGHT ABOUT BY PUBLIC SECTOR REFORM

- Understand and capitalise on the change agenda brought about by our contemporary employment framework.
- Optimise our people management policy framework to positively influence experiences at work, promote high levels of leader-employee engagement and set standards for performance and behaviours.
- Apply best practice change management to organisational change.
- Position Human Resources as a valued business partner.

DIVERSITY AND INCLUSION



A DIVERSE AND INCLUSIVE WORKFORCE

- Design and implement a progressive diversity and inclusion framework which positively influences the way we work, the way we value and respect others and the way we do business.
- Achieve our diversity targets for each of the under-represented groups, to better reflect the community and to increase the department's position as an employer of choice.
- Establish an employee-led Inclusion and Diversity Reference Group as an important and influential voice for under-represented groups in our workforce.

CAPABILITY DEVELOPMENT



INVEST IN OUR PEOPLE FOR CULTURAL CAPABILITY, PERFORMANCE AND PRODUCTIVITY

- Refresh our performance development approach to incorporate contemporary goals and measures which reflect the principles of positive performance management and support our workplace culture values, beliefs and behaviours.
- Have an integrated performance development and capability uplift framework to advance our:
 - People management and leadership expertise
 - Cultural awareness and capability
 - Digital literacy
 - Risk literacy
 - Organisational fairness