

State Library of Queensland

STRATEGIC WORKFORCE PLAN 2021-2025

OUR VISION

A library of influence,  
inspiring and connecting  
people through knowledge,  
storytelling and creativity

OUR PURPOSE

State Library collects and preserves Queensland's cultural and documentary memory, providing free access to information, fostering knowledge and learning. We partner with local government to realise the potential of public libraries and Indigenous Knowledge Centres.

OUR ENDURING VALUES

- Access is free and equitable
- Diversity is celebrated
- First Nations People and their knowledge, strength and resilience are centred
- Our workplace is safe and purposeful

OUR OBJECTIVES

COLLECTING MEMORIES

Sharing knowledge and stories through our collections

PEOPLE AND COMMUNITIES

Building enduring, collaborative engagements and partnerships

ENRICHING EXPERIENCES

Engaging our audiences through discovery, participation and learning

RESPONSIVE INNOVATION

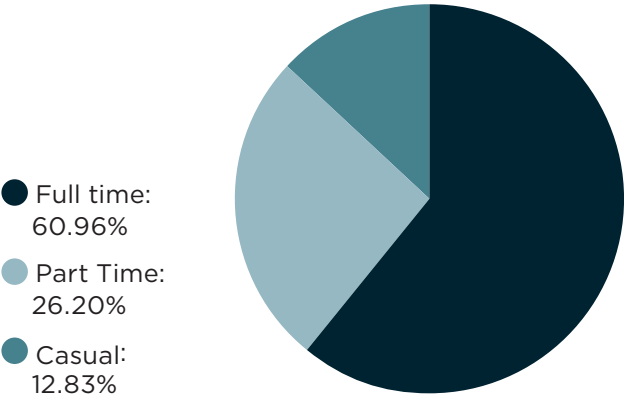
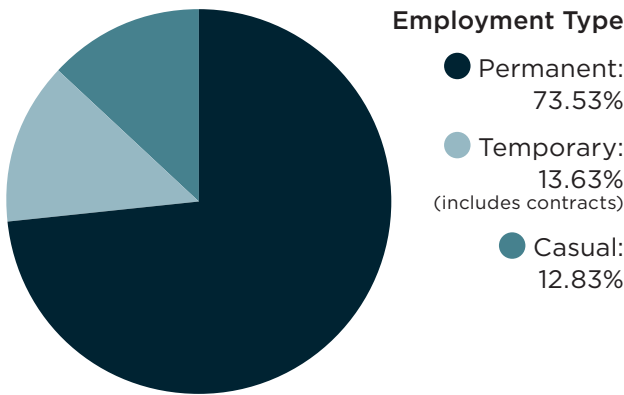
Pursuing innovative, sustainable and culturally responsive ways to deliver our services.

OUR WORKFORCE PROFILE

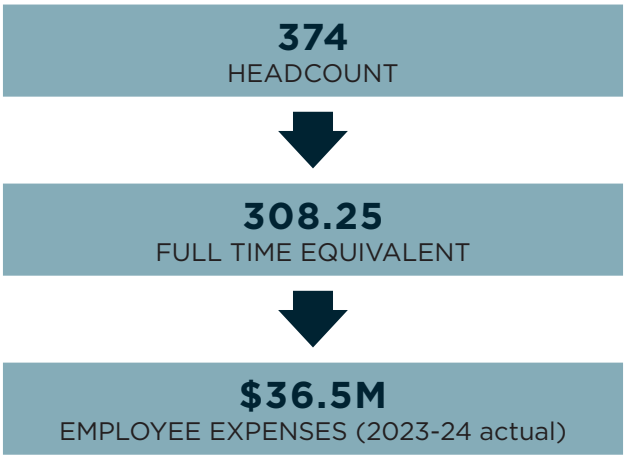
as at June 2024

EMPLOYMENT STATUS

(% of headcount)



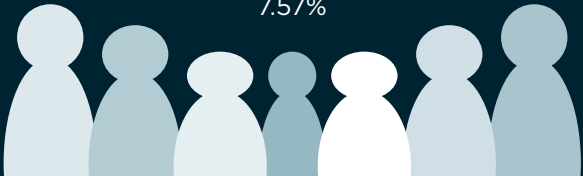
STAFF NUMBERS



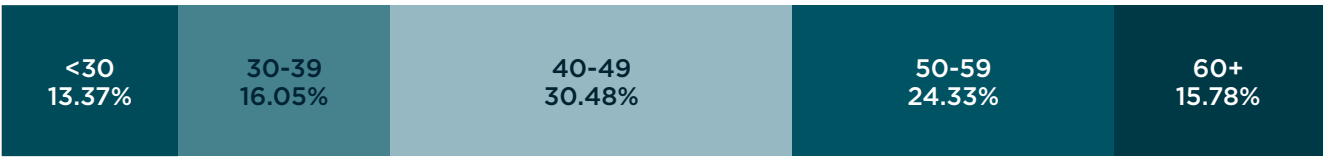
AVERAGE AGE  
46.31

TENURE  
Permanent staff  
Average Service Count  
9 years

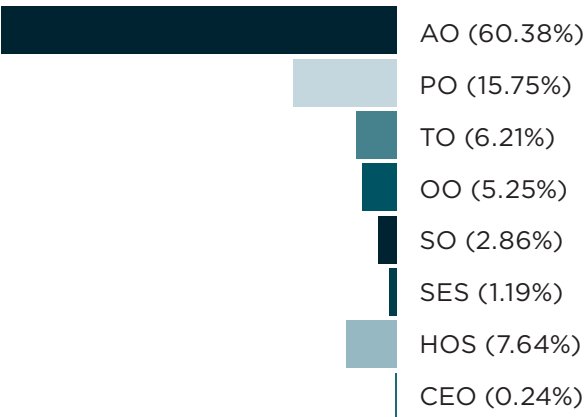
Permanent Turnover Rate  
7.57%



STAFF AGE PROFILE (years)



CLASSIFICATION



DIVERSITY

	State Library %	Qld public sector %
Disability	5.35	3.59
Indigenous	5.08	2.69
Culturally and Linguistically Diverse	2.67	8.45
Gender (F/M/NB)	70.88/28.40/0.72	69.33/30.46/0.22

EDUCATION PROFILE



State Library of Queensland

STRATEGIC WORKFORCE PLAN 2021-2025

	WHAT SUCCESS LOOKS LIKE:	TO ACHIEVE SUCCESS, WE WILL:	PERFORMANCE INDICATORS												
CULTURE	<p>We thrive within an environment of inclusion, wellbeing and respect.</p>	<ul style="list-style-type: none"><li>• Prioritise the health and safety of our workforce, with a focus on wellbeing, resilience, flexible work and the prevention of domestic and family violence because we know that providing an optimal work environment will allow us to secure talent, increase employee engagement and foster innovation.</li><li>• Seek to create a culturally safe library where our First Nations staff feel included, respected and valued.</li><li>• Actively progress our demonstrated commitment to safe and inclusive practices, spaces, and service delivery, for Lesbian, Gay, Bisexual, Transgender, Intersex and Queer/Questioning (LGBTIQ+) people, people with disability and people from culturally and linguistically diverse backgrounds, because we know that to best serve the community, we need to understand and embody its diversity.</li></ul>	<p>Working for Queensland employee opinion survey results:</p> <table><tr><th>Index</th><th>2020 %</th><th>By 2025 %</th></tr><tr><td>Staff engagement</td><td>68</td><td>75</td></tr><tr><td>Safety, health and wellness</td><td>65</td><td>70</td></tr><tr><td>Fairness and trust</td><td>65</td><td>70</td></tr></table>	Index	2020 %	By 2025 %	Staff engagement	68	75	Safety, health and wellness	65	70	Fairness and trust	65	70
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EXCELLENCE	<p>We are committed and accountable with a focus on high performance</p>	<ul style="list-style-type: none"><li>• Require all staff to understand their obligations, taking responsibility and accountability for their decisions, behaviours and actions as we strive to be a workplace that demonstrates positive and constructive behaviours towards people, problems and change.</li><li>• Insist on honesty and openness, where conversations about performance and development are transparent, and expectations and performance outcomes are clear, as we develop a workplace culture focused on high performance.</li><li>• Embrace scrutiny of our systems and processes and truly learn from past experiences as we strive to reduce inefficiencies for best practice, innovation, streamline processes and reduce inefficiencies.</li><li>• Work together with internal and external partners to enable resource sharing and solutions that benefit all, in an environment of fiscal constraints.</li></ul>	<ul style="list-style-type: none"><li>• Customer satisfaction with State Library visitor services, information services, collections and programs — 95%</li><li>• Average cost of combined onsite and online visits — ≤\$7.50</li><li>• Personal Performance Plan completion — 100%</li></ul> <p>Working for Queensland employee opinion survey results:</p> <table><tr><th>Index</th><th>2020 %</th><th>By 2025 %</th></tr><tr><td>Effectiveness and innovation</td><td>62</td><td>70</td></tr></table>	Index	2020 %	By 2025 %	Effectiveness and innovation	62	70						
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CAPABILITY	<p>We have a clear vision of the skills and attributes our workforce needs, now and in the future.</p> <p>We are innovative, effective and collaborative.</p>	<ul style="list-style-type: none"><li>• Apply a capability framework that clearly articulates the skills and attributes our people need to succeed, with an insistence on digital fluency, leadership capability and fundamental enterprise skills so we can meet future challenges.</li><li>• Actively encourage internal and external placements that enable our staff to develop key capabilities, skills and experiences, with a view to energising and transforming the workforce.</li><li>• Access specialist skills to complement existing skill sets to stimulate creative thought and build staff capability (e.g. Digital catalyst, Entrepreneur-in-residence, Teacher-in-residence, Creative-in-residence).</li><li>• Broaden our succession planning processes to identify and develop our talent, plan for critical roles and implement knowledge retention strategies.</li><li>• Foresee the impacts of digital technology on our workforce and jobs so we can take proactive action to transform and redefine roles.</li></ul>	<p>Working for Queensland employee opinion survey results:</p> <table><tr><th>Index</th><th>2020 %</th><th>By 2025 %</th></tr><tr><td>Leadership and engagement</td><td>71</td><td>75</td></tr><tr><td>Effectiveness and innovation</td><td>62</td><td>70</td></tr><tr><td>People and relationships</td><td>88</td><td>90</td></tr></table>	Index	2020 %	By 2025 %	Leadership and engagement	71	75	Effectiveness and innovation	62	70	People and relationships	88	90
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PRESSURE POINTS

- The following drivers and issues were identified as current pressure points affecting workforce design and deployment:
- Impacts of COVID-19 including uncertainties and impacts for planning and service delivery; reduction in revenue; implementation of savings measures; and reprioritisation of workforce
  - Impacts of low turnover and an older workforce resulting in limited opportunities to bring in new employees with new skills, gaps in digital capabilities, lack of change resilience, potential loss of corporate knowledge
  - Increased requirement for better operational workload management; balancing workloads with the health and wellbeing of employees – we are a small organisation with limited resources but with the same accountabilities and requirements of large departments
  - Limited flexibility to manage workforce in an agile manner; requirements for regular review of employment arrangements of casual and fixed-term temporary employees for on-going appointment