



Queensland Public Sector Commission

# strategic plan 2023 – 2027



## Our vision

A public sector of excellence that delivers quality services and outcomes for all Queenslanders.



## Our purpose

We provide system leadership and stewardship of Queensland's public sector workforce by focusing on performance, integrity, capability and culture.



## Our objectives and strategies

**1**

### Implement a modern employment framework

- Lead implementation of the *Public Sector Act 2022* (the Act) for a fair and integrated public sector.
- Develop, review and implement directives to support consistent application of the employment framework.
- Support the sector to recruit a diverse workforce.
- Develop policy options to address gender-based disparities in employment.



Backing our frontline services



Growing our regions

#### Our measures

- Overall stakeholder satisfaction with PSC's role in providing services for a high-performing public sector.

**2**

### Build public sector capacity and capability to effectively serve the community

- Develop and implement a future-focused, five-year sector-wide strategy to build a public sector of excellence.
- Lead sector-wide approaches to attraction and retention, and position the Queensland Government as an employer of choice.
- Improve strategic workforce planning capability to ensure the sector can meet emerging and future challenges.
- Facilitate executive development of senior leaders and future senior leaders to drive performance and culture, and build a talent pipeline.



Backing our frontline services



Honouring and embracing our rich and ancient cultural history



Growing our regions



Investing in skills

#### Our measures

- Overall stakeholder satisfaction with PSC's role in providing services for a high-performing public sector.

**3**

### Ensure the public sector is equitable, diverse, inclusive and respectful

- Develop policy settings and programs to increase sector-wide cultural capability and safety that contributes to reframing the Queensland Government's relationship with Aboriginal peoples and Torres Strait Islander peoples.
- Deliver the Aboriginal and Torres Strait Islander Career Pathways service to increase First Nations leadership across the sector.
- Develop evidence-based strategies to improve employment outcomes for diversity groups – including achieving diversity targets and improving representation in leadership roles.
- Invest in programs and initiatives that build workplace cultures and practices where all employees feel safe, respected and included.



Backing our frontline services



Investing in skills



Honouring and embracing our rich and ancient cultural history

#### Our measures

- Client satisfaction with specialist workforce services advice.
- Cost per employee of conducting annual sector-wide employee opinion survey.

**4**

### Ensure public sector leadership drives high performance, integrity and accountability

- Support the Public Sector Governance Council in their role of system leadership and stewardship, and to oversee public sector governance.
- Develop a framework for managing and supporting the senior executive service to improve mobility, collaboration and performance.
- Establish future focused public sector capability.
- Design and implement new approaches to public sector reviews to deliver system reforms.
- Develop a workforce data insights strategy to support evidence-based decision making and improved performance.



Backing our frontline services



Investing in skills



Honouring and embracing our rich and ancient cultural history

#### Our measures

- Overall participant satisfaction with PSC leadership development offerings.
- Cost per participant at PSC leadership development offerings.


**Queensland  
Government**  
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## In delivering on this plan, the PSC will:

- model the leadership and accountability behaviors we expect of the sector
- operate with a service mindset and create value through purposeful interactions with our partners
- connect different parts of the sector to respond to common challenges and system disruptions
- respect, protect and promote human rights in our decision-making and actions
- enhance workplace equity and diversity, promote inclusion and build a culturally safe and capable workplace
- enhance technology and digital delivery methods to increase our capacity and broaden our reach.

## The PSC supports the Queensland Government's objectives for the community



### Good jobs

Good, secure jobs in our traditional and emerging industries



### Better services

Deliver even better services right across Queensland



### Great lifestyle

Protect and enhance our Queensland lifestyle as we grow



## Our strategic risks and opportunities

1

**The opportunity to transition to a public sector of excellence is not fully embraced**

### Opportunities:

- Leverage *Let the sunshine in: Review of culture and accountability in the Queensland public sector* to effect positive, sector-wide change.
- Focus on a public sector culture that enables better service delivery to all Queenslanders.
- Invest in development offerings that build on the profession of public service.
- Set clear expectations and model the standards expected for high performance, accountability and integrity.
- Focus on PSC internal capability development, including cultural capability development.

2

**The public sector does not build a diverse cohort of capable, collaborative and inspiring leaders that are able to solve the complex challenges facing Queensland**

### Opportunities:

- Engage leaders and HR practitioners to develop capability building programs that ensure learning is fit for purpose and aligned to organisations' needs.
- Offer best practice development programs that are rigorously evaluated and continuously improved.
- Bring leaders together to build relationships and enhance their collaboration.
- Invest in future-focussed capability development offerings that equip leaders and HR practitioners with the necessary skills and mindset to address complex challenges and drive innovation.
- Drive equity and diversity in leadership to foster inclusion and innovation across the sector.

3

**The public sector does not build capability to effectively manage their workforce in alignment with the employment framework**

### Opportunities:

- Continue to review directives and guidelines in consultation with stakeholders and ensure alignment with the Act.
- Maintain productive relationships with unions and employee groups to ensure consideration of employee views.
- Evaluate advisory services to ensure relevance and accuracy of advice provided to the sector.
- Interrogate workforce data to obtain insights into workforce capability, complexity and challenges.