

Queensland Public Service Commission

# strategic plan 2022–2026



## Our vision

A high-performing, future-focused public sector for Queensland



## Our purpose

We are here to advise, connect, support and partner with the public sector to deliver the best outcomes for Queenslanders



## Our objectives and strategies

1

### Support public sector agencies to effectively manage their workforces

- drive improvements to the employment framework by providing expert advice to promote performance, fairness and accountability
- provide trusted advice to help leaders plan and manage workforce change
- deliver practical support to practitioners to effectively manage workforce conduct and performance
- promote evidence-based decision-making through accurate and timely workforce data collection, information and reporting

Keeping Queenslanders safe

Backing our frontline services

2

### Build a highly capable and responsive public sector workforce

- build agencies' human resources capability to enable responsiveness to strategic workforce challenges
- deliver targeted initiatives to build leadership and management capability
- develop and support the senior executive service to drive sector-wide leadership, collaboration and performance
- support agencies to identify and develop a diverse pipeline of leaders

Investing in skills

Backing our frontline services

Honouring and embracing our rich and ancient cultural history

3

### Support the public sector to prepare for and respond to strategic workforce challenges

- lead sector-wide responses to emerging workforce challenges and system disruptions
- provide agencies with expert advice to develop contemporary workforce strategy
- increase agencies' confidence and readiness to manage the workforce impacts of technology
- partner with agencies to promote workforce equity and diversity, employee wellbeing and safe work

Investing in skills

Growing our regions

Backing our frontline services

Honouring and embracing our rich and ancient cultural history

### In delivering on this plan, PSC will:

- model the leadership and accountability behaviours we expect of the sector
- operate with a service mindset and create value through purposeful interactions with our partners
- play a key role in connecting different parts of the sector to respond to common challenges and system disruptions
- enhance technology and digital delivery methods to increase our capacity and broaden our reach
- 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



## Our performance measures

1

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

3

Client satisfaction with specialist workforce services advice

5

Cost per employee of conducting annual sector-wide employee opinion survey

2

Overall participant satisfaction with PSC leadership and development offerings

4

Cost per participant at PSC leadership development offerings



Queensland  
Government

## We contribute to the 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

Public sector agencies are unable to effectively manage their workforces in line with the employment framework, resulting in unfair outcomes and decreasing performance and accountability

#### Opportunities:

- Use engagement mechanisms such as communities of practice to build capability and ensure PSC is aware of challenges facing agencies
- Periodic review of directives and guidelines in consultation with stakeholders and publication of new directives and guidelines
- Maintain productive relationships with unions and employee groups to ensure cognisance of employee views
- Develop new ways of sharing advice and information, and building capability among practitioners including through webinars and supporting resources
- Evaluate advisory services for continuous improvement
- Use data to obtain insights into workforce capability challenges

2

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

#### Opportunities:

- Involve leaders and practitioners in the development of capability building programming to ensure learning is fit for purpose and aligned to agencies' needs
- Ensure programs are based on adult learning principles and rigorously evaluate offerings for continuous improvement
- Ensure programs are effectively marketed and communicated to support strong sector participation
- Invest in development offerings on behalf of the sector to ensure value for money
- Curate a repository of leadership resources that reflect the needs and challenges of current and future leaders in the sector
- Drive equity and diversity in leadership, to foster inclusion and innovation across the sector

3

Public sector agencies are unable to effectively position the workforce to respond to changes in the operating environment

#### Opportunities:

- Support the sector to plan for workforce opportunities and challenges
- Research into the future of work through engagements with experts
- Champion the importance of strategic HR solutions and build capability to enable the workforce and leadership to operate in this environment
- Support increased mobility across the sector to ensure employees are efficiently allocated to the delivery of government priorities

4

The public sector does not respond to common challenges in a joined-up and coordinated way, which limits potential impact and benefits

#### Opportunities:

- Build trusted, effective relationships with stakeholders across the sector based on a clear understanding of needs and expectations
- Stay connected through strong representation and advocacy at the Chief Executive Leadership Board, Heads of Corporate Services and Strategic Workforce Council
- Support placed based approaches through capability building for cross-agency initiatives and promoting successful initiatives across the sector
- Collaborate with agencies to deliver gender equity and diversity initiatives, and support the development of key data resources for internal workplace reviews