Queensland Public Service Commission  
strategic plan  
2018-2022

Our vision: a high-performing, future-focused public sector for Queensland

Our purpose: to provide sector-wide leadership and expertise that builds and fosters:

- a professional, high-performing workforce
- capable, collaborative and inspiring leaders
- continuously improving, future-focused organisations

- Objectives and strategies -

1. Provide effective stewardship of the public sector
   a. manage an employment framework that drives performance and accountability, and builds confidence and trust in the sector
   b. develop and maintain standards that enable a fair, diverse and sustainable public sector
   c. foster constructive workplace cultures that enable individuals to be the best they can be
   d. support the achievement of cross-sector objectives through collaborative, outcomes-focused governance
   e. promote the responsible management of resources to deliver value to the community

2. Develop public sector capability
   a. partner with agencies to attract and engage a high-performing workforce with the capabilities to meet current and future challenges
   b. increase capability to analyse workforce information to inform evidence-based decision making
   c. support agencies to identify and develop a diverse pipeline of high-potential leaders
   d. build and support a cohort of collaborative executive leaders to drive sector-wide performance
   e. promote a culture of continuous personal and organisational performance improvement that embodies public sector values

3. Enable an agile, future-focused public sector
   a. connect agencies to drive sector-wide and place-based responses to policy and workforce challenges
   b. partner with agencies to anticipate and respond to changing community needs
   c. increase sector confidence and readiness to face technological and social changes affecting the future of work
   d. support agencies planning and undertaking organisational change to ensure smooth transitions
   e. foster a culture of innovation that enables the workforce to thrive amid change

4. Optimise our capability and performance
   a. embed a new approach to organisational governance to reflect the renewed role and purpose of the PSC
   b. foster a customer-centric culture by ensuring we deliver value to the sector in every aspect of our work
   c. develop and share skills and capabilities valued by the sector
   d. model the leadership culture and behaviours we expect the sector embodies

We contribute to Our Future State: Advancing Queensland’s Priorities

Be a responsive government:

- Leading public sector employee participation and engagement strategies
- Connecting agencies to support collaborative responses to current and future challenges
- Supporting agencies to continuously improve their performance
- Co-designing community-focused solutions
- Building leadership capability and developing a leadership pipeline
- Fostering a diverse and inclusive public sector
Strategic challenges and opportunities

PSC monitors risks which may impact on our ability to deliver our vision:

Demonstrating unique value to our customers – effectively communicating our role and aligning service offerings with customer needs will ensure ongoing organisational relevance

Meeting changing customer needs and expectations – ensuring organisational flexibility and agility will enable us to adapt to changing customer needs and expectations

Developing organisational and individual capability – responding to changing knowledge and skill requirements will enable us to deliver contemporary and relevant services to the sector

We will mitigate these risks by:

- developing, communicating and embodying a clear value-based narrative to describe our role for customers and manage expectations
  - as thought leaders, support the sector to plan for future organisational opportunities and challenges
  - provide stewardship of an agile employment framework that enables flexible responses to change
  - champion the importance of strategic HR solutions and build capability to enable the workforce and leadership to operate in this environment
  - play an important role in connecting the sector

- building trusted, effective relationships with customers based on a clear understanding of needs and expectations

- regularly engaging our customers to ensure alignment of effort with agency demand

- adjusting priorities and operations to meet changing customer needs and reflect emerging issues and trends

- involving customers in co-design solutions

- leading by example by applying capability-building strategies internally

- targeting our resources to ensure greatest impact

- accessing external thought leadership where we lack internal skills

- involving our customers in determining what skills would be valued by them

Performance measures

Public service values

Customers first  Ideas into action  Unleash potential  Be courageous  Empower people