

Queensland Public Service Commission

# strategic plan 2020-2024



## 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

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

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 diversity, employee wellbeing and safe work

#### 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



## 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



## Government's objectives for the community

- Safeguarding our health
- Supporting jobs
- Backing small business
- Making it in Queensland
- Building Queensland
- Growing our regions
- Investing in skills
- Backing our frontline services
- Protecting the environment



## We contribute to Unite and Recover – Queensland's Economic Recovery Plan

- Support COVID-19 response and recovery efforts through leadership of sector-wide projects including employee mobilisation
- Promote sector-wide mental health and wellbeing strategies
- Support cross-sector objectives through collaborative, outcomes-focused governance and place-based approaches
- Prepare agencies for the future of work through strategic workforce planning and capability building initiatives
- Support increased mobility across the sector to ensure resources are directed to areas of greatest need
- Work collaboratively with agencies to effectively manage public sector workforce growth
- Foster a diverse and inclusive public sector



## 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:

- Utilise 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

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
- Continue to invest in a 'one stop shop' learning portal to provide easy access for 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
- Invest in technology on behalf of the sector, to identify and manage the impacts of automation
- 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

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