

Queensland Public Service Commission

strategic workforce plan 2021-2024



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 people

1

Operate with a service mindset

2

Create public value through purposeful interactions with our colleagues and customers

3

Build connections across PSC and across the public sector, that help respond to shared challenges and system disruptions

4

Respect each other for the different perspectives we each bring, protect and promote human rights in our decision making and actions

We are committed to modelling the same leadership and accountability behaviours to our customers as to each other.



Our workforce future

Levers of change

| Talent acquisition | Leadership and capability | New ways of working | Culture |
|---|--|---|---|
| <p>In the context of changing work, workforces and workplaces, PSC will implement more contemporary strategic talent acquisition and mobility solutions and leverage the digital age to ensure we continue to deliver on our purpose.</p> | <p>Growing and developing new and interdisciplinary capabilities to future-proof and leverage internal talent will enable the PSC to adapt and respond to a rapidly changing environment. It will be important to ensure opportunities for growth and learning for our employees, and new and innovative approaches to leadership.</p> | <p>As problems become ever more complex and employees and customers demand a different experience, we will need to continue to learn to work differently. We will need to embrace greater agility and flexibility across hybrid teams who are able to respond quickly and effectively to surge demands.</p> | <p>The pace and scale of change, along with shifting expectations of customers, community and employees means PSC will need to continue to develop a culture that supports and rewards our people to think and behave differently – fostering inclusion, harnessing diversity and enhancing wellbeing for greater innovation and performance.</p> |
| Strategic imperatives | Strategic imperatives | Strategic imperatives | Strategic imperatives |
| <ul style="list-style-type: none"> #BeHere4Qld Total rewards Blended workforce | <ul style="list-style-type: none"> Leadership pipeline Future skills and portable capabilities Talent Now | <ul style="list-style-type: none"> Agile and flexible working Organisational design Collaborative governance | <ul style="list-style-type: none"> Cultural transformation Wellbeing Diverse workforce |



Our strategies

| Strategic objective | What success looks like | Strategy | Measured by |
|--|---|---|--|
|  <p>Stewardship</p> | <p>We:</p> <ul style="list-style-type: none"> drive a culture of high performance and accountability set a high standard for our own conduct and performance use evidence to plan for, and make decisions about our workforce ensure fairness and transparency in our workforce decisions reflect and adhere to the workforce advice we provide to the sector | <p>We will:</p> <ul style="list-style-type: none"> foster a shared sense of purpose by engaging our workforce and regularly communicating priorities, risks and opportunities build an inclusive culture that ensures all employees can make unique and significant contributions to public purpose work embed a blended approach to workplace attendance and support flexible work, including remote work arrangements, and ensure a high standard for delivery and performance ensure positive, transparent, outcomes-based performance management use workforce data insights to identify improvement and manage the impacts and opportunities of automation | <p>Working for Queensland factor analysis:</p> <ul style="list-style-type: none"> organisational leadership job empowerment organisational fairness <p>Performance against diversity targets</p> |
|  <p>Capability</p> | <p>We:</p> <ul style="list-style-type: none"> have the capability to respond to strategic challenges build leadership and management capabilities across our workforce foster strong relationships with colleagues across the sector have a diverse pipeline of leaders who model collaboration, high-performance and accountability | <p>We will:</p> <ul style="list-style-type: none"> regularly assess, identify and foster priority skill sets ensure formal and informal development opportunities, including coaching and mentoring, enable staff to develop high priority skills and capabilities build agility and flexibility by working across teams and projects in response to service priorities empower leaders at all levels to be innovative, self-driven and accountable to deliver on priorities will leverage recruitment, retention and mobility opportunities to ensure PSC's workforce is reflective of the community we serve | <p>Working for Queensland factor analysis:</p> <ul style="list-style-type: none"> learning and development agency engagement my manager <p>Each employee has at minimum, an annual performance and development plan and discussion</p> |
|  <p>Future focus</p> | <p>We:</p> <ul style="list-style-type: none"> anticipate and plan for workforce challenges, system disruptions and the impacts of technology on our work value diversity of thought prioritise health and wellbeing and cultivate supportive environments | <p>We will:</p> <ul style="list-style-type: none"> seek out opportunities to improve our service delivery through augmentation and automation continue to build our expertise and maintain an evidence base about workforce trends that support strategy and planning proactively manage risks and opportunities of workforce change to ensure PSC continues to deliver on our vision and purpose foster a culture that welcomes diverse views and supports wellbeing by incorporating these values in work design and management behaviours demonstrate agility and move human resources to meet priorities | <p>Working for Queensland factor analysis:</p> <ul style="list-style-type: none"> innovation anti-discrimination workload and health <p>The percentage of employees who have worked across teams within PSC</p> |

