

Review into Queensland public sector workforce reporting Terms of Reference

Overview

The Palaszczuk Government values public servants and the work that they do. We know that without the tireless efforts of our hardworking public servants it would not be possible to deliver the infrastructure and the services that our state needs.

We want the Queensland public service to be an employer of choice and to demonstrate best practice. We want to ensure that we are making the right investments in public services in order to keep delivering for Queenslanders with a highly skilled public service.

Queensland is Australia's most decentralised State with over half the population living outside the capital city and a population that recently exceeded 5 million with 1240 State Schools and 188 hospital and health facilities.

In June 2018, the Palaszczuk Government released its plan to advance Queensland – both now and into the future. Our Future State: Advancing Queensland's Priorities sets out government's plan (the Plan) to confront and tackle the major challenges facing our state. It sets out government's objectives for the community.

The Queensland public service has a clear role in ensuring the Plan's priorities and targets are achieved. This will mean the public service and its workforce needs to be responsive to ensure this happens.

But first, a clear understanding of, and agreement on, current public sector workforce numbers, costs, and occupation groups (i.e. work definitions) is required. In 2018–19 Budget Paper 2 Budget Strategy and Outlook, it is acknowledged that issues have existed for many years and across governments with collecting and reporting information about Full Time Equivalents (FTEs) in the Queensland public service.

These issues have arisen primarily due to the existence of two methodologies to calculate the number of FTEs, and scope of agencies included within the reported numbers.

To improve the quality of public sector workforce information, the key areas of focus for the review are to consider opportunities for:

- restoring front-line services in accordance with election commitments while maintaining sustainable growth in expenses
- advising on the current composition of the public sector and enhancing data collection, reporting and monitoring of indirect employment, such as the use of labour hire, contractors and consultants (i.e. indirect or contingent workforce)
- improving reporting of FTEs by geographical area and employment levels in regional Queensland
- reviewing the contents and seasonal variations of the Workforce Profile reports and the use of MOHRI including a comparison of reporting in other jurisdictions and the quality of data to inform decision making; and
- reviewing occupational codes to identify whether any additional key occupational groups exist which should be reported on.



Consideration of the likely future public sector workforce will inform understanding, planning and preparation for the trends and scenarios impacting future roles, employment and public service delivery models, and workforce reporting in Queensland.

Like other industries, the sector is experiencing a period of rapid disruption, brought about by advances in technology, demographic shifts and changes in consumer markets. Customer service roles are changing as customers move online expecting 24/7 service options. There are new roles and tasks being created as customer and stakeholder behaviour adapts and service demand changes.

Communities have increasingly complex needs in the most decentralised Australian State and there is the ability to intervene where it was previously not possible (because we now have the data, the technology, the skills etc.). These factors are driving an increasingly professional and more highly specialised frontline.

Scope of the review

The review will be conducted in two stages. The first stage addressing workforce reporting. Depending upon the outcomes of stage 1, a further second stage will be conducted into the implications for the workforce reporting of the rapidly changing nature of public work, the workforce and workplaces.

Stage 1: The public sector of today

- Improve reporting and data collection including a break-down of key sector based occupation categories based on where services are delivered in a geographic area, for example front-line special occupation groups (doctors, nurses, police officers) and improvements for reporting on front-line support and corporate, and SOS and equivalent and SES and equivalent staff.
- Options for clearer definitions, reporting and accountability addressing the inconsistency between MOHRI and budget reporting.
- Provide data on the quantum and composition of the contingent workforce across Government including the functions of these staff and engagement in front-line support roles.
- Reviewing occupational codes to identify whether any additional key occupational groups exist which should be reported on.

Stage 2: The public sector of tomorrow

- The different skills sets that will be needed in the public sector workforce into the future and how employment security can be delivered for existing employees.
- What new capacities will be needed within the public service and the impact on the future use of contractors and consultants.
- Implications for workforce planning, monitoring and reporting.

Process

The Reviewer will ensure a comprehensive engagement with relevant stakeholders is undertaken.

The Reviewer will develop an issues paper and provide it to the Premier and to the Deputy Premier by 16 August, 2018.

The Review will develop a final paper (with recommendations) and provide it to the Premier and to the Deputy Premier ahead of the Mid Year Fiscal and Economic Review.