

Even better public sector for Queensland

Action Plan 2024 and 2025

Why an action plan?

Bringing the sector's five-year *Even better public sector for Queensland strategy 2024-2028* (strategy) to life relies on clear and deliberate actions over time.

The strategy's six goals are ambitious. Making progress will require a staged approach to achieve sustainable change.

This first action plan (plan) is aligned to the strategy's focus areas of work, workforce and workplace and is focused on the work to be done from February 2024 to December 2025.

This plan builds on the sector's strengths to deliver the work required to move confidently towards the strategy's six goals. As these initial actions are delivered over the first two years, we will be better positioned as a sector to achieve the outcomes outlined in the strategy.

The successes and learnings identified through delivering these actions will inform future action plans. Over the course of five years, we will look at the different types of work required to make progress towards achieving the strategy's six goals.

This includes examining systems and processes, equipping and empowering sector leaders, and attracting and developing highly capable current and future public servants.

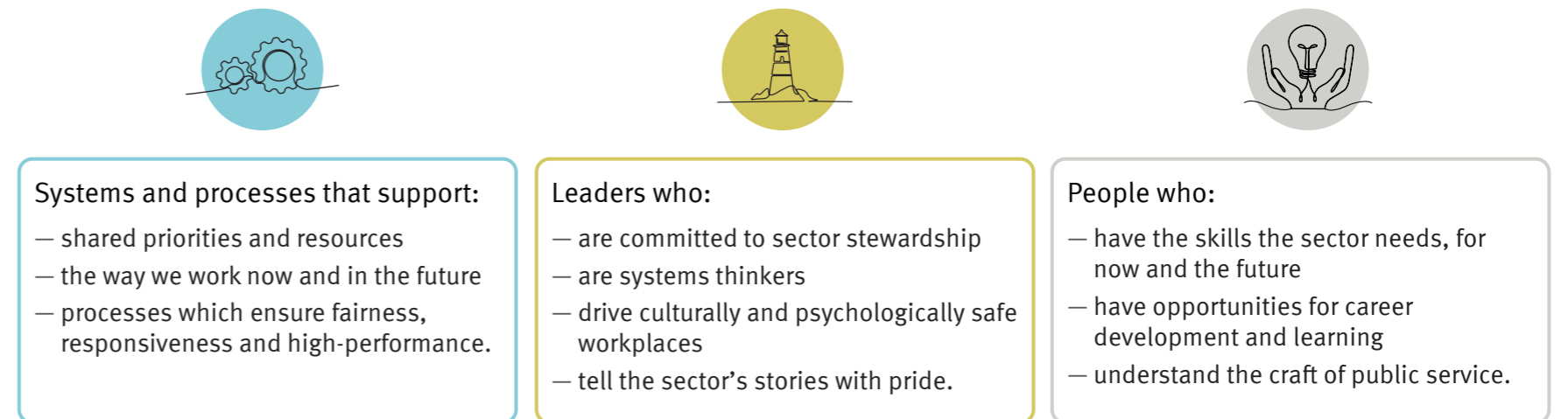
The Public Sector Commission's role

The Public Sector Commission (PSC) will continue to work across the sector and will be the lead agency for the actions in the first plan. The PSC will also work with partner departments equipped with the knowledge, expertise and skills needed to deliver specific actions.

The actions outlined in this plan complement a range of critical work already underway within the sector. This includes the PSC's broader work as part of implementing the *Public Sector Act 2022* (Act) and building a responsive, culturally capable, fair and high-performing and apolitical public sector.



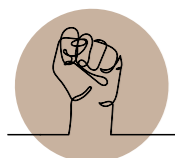
Our actions will be directed towards systems and processes, leaders and people across the sector



Actions

Focus areas	Work – Our ways of working		Workforce – Our capability		Workplace – Our environment	
Outcomes	Our ways of working inspire trust in government		Our people are ready to meet any challenge		Our workplaces support our people to serve their community	
Goals	We are better equipped to respond to complex challenges	We are better connected to the community	We better enable people to build their public sector experiences	We better identify future leaders and grow diverse potential	We provide better opportunities for current and future public servants to perform at their best	We better support our people to make decisions that serve the interests of Queenslanders
Actions in this plan	<p>Collaboration mechanisms</p> <ol style="list-style-type: none"> 1. Apply the Regional Collaborative Governance Model (RCGM) to a complex regional issue and capture learnings to inform future collaborative governance mechanisms. <p>Collaboration governance</p> <ol style="list-style-type: none"> 2. Work with public sector leaders to develop model(s) under the <i>Public Sector Act 2022</i> for effectively delivering priorities/initiatives/projects which involve more than one public sector organisation. <p>Collaboration skills</p> <ol style="list-style-type: none"> 3. Develop practical guidance based on research and the sector’s existing success stories to support successful sector collaboration. 	<p>Engagement with First Nations peoples</p> <ol style="list-style-type: none"> 4. Implement sector-wide guidelines, resources and training for culturally appropriate engagement with First Nations peoples and communities. <p>Engagement skills</p> <ol style="list-style-type: none"> 5. Develop a plan for building practical skills in community engagement, facilitation and public communication across the sector. 	<p>Focusing on professional capability</p> <ol style="list-style-type: none"> 6. Undertake a workforce planning process for the sector focused on building and maintaining the sector’s core internal capability. <p>Approaches to capability development</p> <ol style="list-style-type: none"> 7. Deliver a sector-wide plan that focuses on the development of the core expertise, roles and professions which are common across the sector and are critical to support the work of government. <p>Mobilising professional capability</p> <ol style="list-style-type: none"> 8. Determine appropriate system(s) and process(es) to mobilise non-frontline public sector expertise, roles and professions which are common across the sector. <p>Improved graduate pathways</p> <ol style="list-style-type: none"> 9. Design a new sector-wide non-frontline graduate program aimed at launching and supporting meaningful public sector careers. 	<p>Purpose-driven leadership</p> <ol style="list-style-type: none"> 10. Implement new chief executive performance expectations which promote contemporary, inclusive and accountable leadership practices aligned to the <i>Public Sector Act 2022</i>. <p>Purpose-driven leadership</p> <ol style="list-style-type: none"> 11. Implement new leadership and performance expectations for the senior executive service, senior officers and emerging leaders aligned to the <i>Public Sector Act 2022</i>. <p>Sector-wide leadership</p> <ol style="list-style-type: none"> 12. Design a development program for executives (chief executives and the senior executive service) focused on sector stewardship and systems thinking. 	<p>Promoting purposeful careers</p> <ol style="list-style-type: none"> 13. Deliver a public campaign that promotes the diverse opportunities that exist across the sector and clearly explains why the sector is a great place to build a career. <p>Transparent employment reporting</p> <ol style="list-style-type: none"> 14. Publish a new annual online report which provides government, the sector and the community with key information and insights about the public sector workforce. 	<p>Contemporary ethical framework</p> <ol style="list-style-type: none"> 15. Develop a refreshed ethics framework following a review of the <i>Public Sector Ethics Act 1994</i> and <i>Code of Conduct for the Queensland Public Service</i>. <p>Consistent induction and onboarding</p> <ol style="list-style-type: none"> 16. Develop an induction and onboarding program on the craft of public service. <p>Consistent induction and onboarding</p> <ol style="list-style-type: none"> 17. Pilot, refine and roll out the new induction and onboarding program on the craft of public service. <p>Inclusive recruitment and selection</p> <ol style="list-style-type: none"> 18. Develop practical tools and guidance to support successful implementation of the new recruitment and selection processes which support equity and diversity under the <i>Public Sector Act 2022</i>.

The work outlined in this plan is informed by the *Public Sector Act 2022*’s vision for a responsive, culturally capable, fair and high-performing and apolitical public sector.



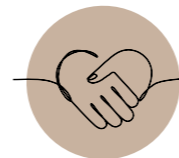
Responsive

A public sector that is driven by a spirit of service, invests in future-focused leadership, promotes effectiveness and efficiency, and shares responsibility for sector stewardship.



Culturally capable

A public sector that recognises the rights of Aboriginal peoples and Torres Strait Islander peoples to self-determination and promotes the perspectives of Aboriginal peoples and Torres Strait Islander peoples.



Fair

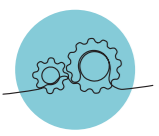
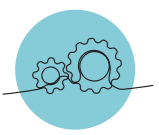



A public sector that promotes equity, diversity, respect and inclusion, maximises employment security and invests in supportive working environments.



High-performing and apolitical

A public sector that responds to the needs of the community and government, works with integrity and in the public interest, and delivers its varied work professionally, impartially and innovatively.

Outcome **Our ways of working inspire trust in government**

Action	What is this action about?	Who are the partners?	Expected delivery by
We are better equipped to respond to complex challenges			
 <p>Collaboration mechanisms</p> <p>1. Apply the Regional Collaborative Governance Model (RCGM) to a complex regional issue and capture learnings to inform future collaborative governance mechanisms.</p>	<ul style="list-style-type: none"> – The RCGM has been developed to support public sector organisations, located in or providing services to regional Queensland, to better coordinate and collaborate. – The RCGM aims to support agencies to tackle the unique challenges faced by regional Queensland communities. It will be implemented from 2024 across multiple regions in Queensland. – This action will deliver learnings for sector collaboration by applying the RCGM to a specific challenge and determining if and how these learnings can be applied more broadly. 	Department of Regional Development, Manufacturing and Water	End of 2025
 <p>Collaboration governance</p> <p>2. Work with public sector leaders to develop model(s) under the <i>Public Sector Act 2022</i> for effectively delivering priorities/initiatives/projects which involve more than one public sector organisation.</p>	<ul style="list-style-type: none"> – The public sector is good at coming together to respond to a crisis. This action will look at how successful collaboration can also be achieved for longer term challenges which require input and expertise from several public sector organisations. – One of the functions of chief executives under the Act is to provide sector stewardship by working collectively and collaboratively to implement public sector-wide policies and priorities. – This action will identify ways of tackling public sector-wide challenges and document the collaborative governance models appropriate for future use. 		End of 2024
 <p>Collaboration skills</p> <p>3. Develop practical guidance based on research and the sector’s existing success stories to support successful sector collaboration.</p>	<ul style="list-style-type: none"> – Effective collaboration within government and with external partners and stakeholders requires the ability to bring together the right skills and expertise, negotiate effectively, navigate complexity and resolve conflict. – Real collaboration is critical to our ability to solve complex problems and innovate. – This action leverages the sector’s current strengths and looks at existing collaborative efforts—including what is working well and what can be improved—to inform the development of practical guidance for collaboration by individuals and teams. 		End of 2024
We are better connected to the community			
 <p>Engagement with First Nations peoples</p> <p>4. Implement sector-wide guidelines, resources and training for culturally appropriate engagement with First Nations peoples and communities.</p>	<ul style="list-style-type: none"> – Multiple public sector organisations engage with Aboriginal peoples and Torres Strait Islander peoples and their communities—this engagement is an important aspect of reframing the relationship as envisioned in the Act. – Unique knowledge, skills and practices are required to support genuine and appropriate engagement with Aboriginal peoples and Torres Strait Islander peoples. – This action will create clarity for public sector employees about how to respectfully approach and deliver culturally appropriate engagement processes with Aboriginal peoples and Torres Strait Islander peoples and communities. 	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	End of 2025
 <p>Engagement skills</p> <p>5. Develop a plan for building practical skills in community engagement, facilitation and public communication across the sector.</p>	<ul style="list-style-type: none"> – Building and maintaining trust requires us to communicate and consult with the community in ways which meet their needs and expectations—this is particularly relevant as technology continues to transform how people expect to engage with the public sector and government. – Effective engagement allows us to understand diverse perspectives and provide critical information in contemporary and accessible ways. – This action will look at how to build practical skills and experience across the sector in engaging with the community to design and deliver services and programs, facilitating conversations with the community and stakeholders, and communicating with the broader public. 	Department of the Premier and Cabinet	End of 2024

Key



Systems and processes










Leadership



Capability

Workforce – Our capability

Outcome Our people are ready to meet any challenge

Action	What is this action about?	Who are the partners?	Expected delivery by
We better enable people to build their public sector experiences			
 Focusing on professional capability 6. Undertake a workforce planning process for the sector focused on building and maintaining the sector’s core internal capability.	<ul style="list-style-type: none"> – An important part of being responsive to the community and government is having the right skills, knowledge, and experience accessible within the public sector—often referred to as the right skills at the right time in the right place. – Identifying the core public sector skills (such as policy or human resources) and expertise needed now and for the future is essential. – This action is focused on identifying the core and common public sector functions and related professions we need to maintain and build to ensure the sector’s internal capability to support the work of government. 		Mid-2024
 Approaches to capability development 7. Deliver a sector-wide plan that focuses on the development of the core expertise, roles and professions which are common across the sector and are critical to support the work of government.	<ul style="list-style-type: none"> – It is not enough to identify the core and common public sector functions and professions—we must have a plan to develop and retain these critical capabilities. – Approaches to developing these functions and professions will need to be tailored and respond to the current and future needs of the sector. – This action builds on Action 6 to create a plan for developing the sector’s internal capability centred on non-frontline roles needed across the sector to support the work of government. 		End of 2024
 Mobilising professional capability 8. Determine appropriate system(s) and process(es) to mobilise non-frontline public sector expertise, roles and professions which are common across the sector.	<ul style="list-style-type: none"> – There is already a high degree of, and desire for, mobility within the sector as people move between jobs and across public sector organisations. – A key element of growing our core public sector skills and expertise is providing opportunities for people with priority skills to move within the sector and deepen their expertise. – This action builds on Actions 6 and 7 to determine the most appropriate systems, processes and mechanisms for mobilising the core non-frontline professional capabilities within the sector. 	Department of Education	End of 2025
 Improved graduate pathways 9. Design a new sector-wide non-frontline graduate program aimed at launching and supporting meaningful public sector careers.	<ul style="list-style-type: none"> – Our ageing population and predicted talent shortages mean we need a renewed focus on the future public sector workforce. – There are already many great public sector graduate programs operating in Queensland and the sector can benefit from an holistic approach to graduate employment. – This action aims to create consistent experiences across the sector for incoming graduates—including looking at how graduates are recruited, trained and supported to pursue their longer-term public sector career aspirations. 	Department of the Premier and Cabinet Department of Transport and Main Roads	End of 2024
We better identify future leaders and grow diverse potential			
 Purpose-driven leadership 10. Implement new chief executive performance expectations which promote contemporary, inclusive and accountable leadership practices aligned to the <i>Public Sector Act 2022</i> .	<ul style="list-style-type: none"> – The Act provides guidance about the role of public sector chief executives, including the important role they play in reframing the relationship with Aboriginal peoples and Torres Strait Islander peoples and promoting equity and diversity in the public sector. – Chief executives of departments are also the primary policy advisor to their Minister and responsible for stewarding the public sector by working together collaboratively to tackle sector-wide policies and priorities. – This action will create clearer performance expectations for chief executives and their critical role in modelling contemporary leadership practices that drive a responsive, culturally capable, fair, high-performing and apolitical public sector. 		Mid-2024
 Purpose-driven leadership 11. Implement new leadership and performance expectations for the senior executive service, senior officers and emerging leaders aligned to the <i>Public Sector Act 2022</i> .	<ul style="list-style-type: none"> – Senior leaders in the Queensland public sector are critical to delivering outcomes by providing objective and impartial advice to their chief executive and to government, championing the public sector principles outlined in the Act and adopting a public service-wide perspective in their work. – Existing senior leaders need to understand what is expected of them, and emerging senior leaders need to know the skills and traits they should focus on developing. – This action will create clear leadership and performance expectations for senior executives, senior officers and emerging leaders to ensure they are recruited, developed and managed based on contemporary leadership practice and performance expectations. 		Mid-2025
 Sector-wide leadership 12. Design a development program for executives (chief executives and the senior executive service) focused on sector stewardship and systems thinking.	<ul style="list-style-type: none"> – The Act calls on executive leaders to adopt a public service-wide perspective, which requires viewing the sector as an interconnected ecosystem. – Sector stewardship, systems thinking, and collaboration will demand new skills, knowledge and practices. – This action will focus on building the stewardship and system thinking capability of executive leaders through a new leadership program that meets the needs of this busy and diverse leadership cohort. 		End of 2025

Key



Systems and processes









Leadership

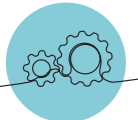


Capability

Outcome **Our workplaces support our people to serve their community**

Action	What is this action about?	Who are the partners?	Expected delivery by
We provide better opportunities for current and future public servants to perform at their best			
	<p>Promoting purposeful careers</p> <p>13. Deliver a public campaign that promotes the diverse opportunities that exist across the sector and clearly explains why the sector is a great place to build a career.</p>	<ul style="list-style-type: none"> – The public sector provides many different pathways for people to serve—whether in frontline roles or roles that support frontline services. – We want to attract the best people to work with us which means we need to tell people about the diverse career pathways that exist, the unique and meaningful work in the sector and what sector workplaces have to offer prospective employees. – This action is about creating a campaign and resources that promote the sector’s employee value proposition and tells the story of the sector to attract the people we need to deliver better services and outcomes for Queensland. 	End of 2024
	<p>Transparent employment reporting</p> <p>14. Publish a new annual online report which provides government, the sector and the community with key information and insights about the public sector workforce.</p>	<ul style="list-style-type: none"> – An important part of building and maintaining trust is ensuring the community has access to information about our workforce and our performance. – While data about our workforce is collected and published in different formats, there is an opportunity to ensure this data is brought together in an accessible and meaningful format—in other jurisdictions this kind of reporting takes the form of a ‘state of the sector’ report. – This action will involve gathering and analysing workforce data and sharing of key insights and trends about the public sector workforce. 	Mid-2024
We better support our people to make decisions that serve the interests of Queenslanders			
	<p>Contemporary ethical framework</p> <p>15. Develop a refreshed ethics framework following a review of the <i>Public Sector Ethics Act 1994</i> and <i>Code of Conduct for the Queensland Public Service</i>.</p>	<ul style="list-style-type: none"> – Working with integrity is a foundational aspect of all public sector work—no matter in what job or organisation. – It is important that we support people to understand what is expected of them and what public sector ethics look like in practice. – This action will include a review and analysis of the current ethical obligations that apply to public servants, including those provided for in the <i>Public Sector Ethics Act 1994</i> and the <i>Code of Conduct for the Queensland Public Service</i>, to develop a contemporary ethics framework aligned with the Act. 	End of 2025
	<p>Consistent induction and onboarding</p> <p>16. Develop an induction and onboarding program on the craft of public service.</p>	<ul style="list-style-type: none"> – Our work has many unique facets, and it is important that we support people to understand the common and fundamental aspects of public service work—or what is referred to as the craft of public service. – There is currently no public service-wide approach to providing consistent information to new starters about the sector, our role within Queensland’s system of government and our unique operating environment. – This action will create a service-wide induction and onboarding program which provides both new and current employees with the knowledge they need to understand—and thrive in—the public service operating environment. 	Mid-2024
	<p>Consistent induction and onboarding</p> <p>17. Pilot, refine and roll out the new induction and onboarding program of the craft of public service.</p>	<ul style="list-style-type: none"> – The induction and onboarding program developed in Action 16 will need to capture the underlying objectives of public service work and be a practical resource for new and continuing public servants. – Testing the program with a diverse range of public service employees will ensure that it is fit for purpose, useful and applicable to all roles and all levels. – This action will pilot the induction and onboarding program developed in Action 16 within a few departments to refine the program prior to broader roll out. 	End of 2025
	<p>Inclusive recruitment and selection</p> <p>18. Develop practical tools and guidance to support successful implementation of the new recruitment and selection processes which support equity and diversity under the <i>Public Sector Act 2022</i>.</p>	<ul style="list-style-type: none"> – The Act created a new framework for how we recruit and select people for jobs across the sector. – Considering equity and diversity as part of recruitment and selection decisions helps us to build a sector which represents the community and can deliver services which consider the diverse needs of Queenslanders. – This action will look at what support might be required to deliver recruitment processes that align to the Act and promote a public sector workforce which represents the community it serves. 	Mid-2025

Key



Systems and processes



Leadership



Capability