

# Even better public sector for Queensland

September 2024 progress update



# The progress towards Even better

It has been six months since the launch of the Even better public sector for Queensland strategy 2024-2028 (Even better strategy) and the first Even better public sector for Queensland action plan 2024 and 2025 (Even better action plan).

The launch of the Even better strategy and the first Even better action plan set an ambitious agenda for the Public Sector Commission, and I am proud of the progress the PSC and our partners have made.

This first Even better action plan is focused on delivering outcomes that lay the foundations for better collaboration, engagement, attraction and retention, internal capability, leadership and integrity. In subsequent action plans, we will build upon and strengthen these foundations enabling us to continue to deliver even better services and outcomes for Queensland.

As of September 2024, we have completed four of the 18 actions. This includes:

- Publishing the State of the sector report, a key milestone of Action 14: Transparent employment reporting.
- The development of foundational elements which will inform the outcomes of other actions:
  - Action 6: Identification of critical professions for capability building and their core skills which will be further developed through Action 7.
  - Action 16: Identification of key areas to be included in consistent induction and onboarding activities to be developed into resources through Action 17.
- Creating new Chief Executive performance expectations, that will be implemented in early 2025, for Action 10: Purpose-driven leadership.

The research gathered, learnings shared, and insights gained over the last six months has contributed to our progress but also helped us identify actions that require more clarity of scope and rely on deliverables from connected actions.

This is applicable to Action 7: Approaches to capability development and Action 8: Mobilising professional capability. These actions have had their start dates delayed, accommodating more detailed planning before the actions kick off. It is expected that both these actions will continued to be delivered before the end of 2025.

In the next six months we are on track to deliver another five actions. The deliverables from these actions will directly relate to enhancing the sector's collaboration and engagement skills (Action 2, Action 3 and Action 5), improving graduate pathways for non-frontline roles (Action 9) and promoting purposeful careers in the Queensland Government (Action 13).

The PSC is currently progressing seven other actions that are on track for delivery in the last half of 2025, including Inclusive recruitment and selection (Action 18).

We are still in the early days of the strategy's implementation. Every milestone met and achievement made, continues to drive our collective pursuit towards delivering an even better public sector for Queensland.

Thank you to our team, partners and stakeholders for your dedication and hard work. I look forward to seeing the impact the delivery of these actions have on our sector's work, workforce and workplaces.

David Mackie  
**Public sector Commissioner**

## Work – Our ways of working

Action	Progress summary	Progress	Expected delivery
<p><b>We are better equipped to respond to complex challenges</b></p>			
<p><b>Collaboration mechanisms</b></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>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– identified complex regional issue of focus – investigating the cumulative impact of the pipeline of major projects in the Wide Bay Burnett region</li> <li>– begun to identify the processes to capture learnings</li> <li>– started development of an Interim process report.</li> </ul> <p>Action 1 is on track for delivery end of 2025.</p>	15%	End of 2025
<p><b>Collaboration governance</b></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>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– developed a research insight brief (including interjurisdictional scan)</li> <li>– drafted conceptual governance framework for testing</li> <li>– conducted engagement sessions and testing with leadership groups across the public sector.</li> </ul> <p>Action 2 is on track to be implemented by end of 2024.</p>	60%	End of 2024
<p><b>Collaboration skills</b></p> <p>3. Develop practical guidance based on research and the sector’s existing success stories to support successful sector collaboration.</p>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– identified success stories of collaboration from across the sector</li> <li>– conducted interjurisdictional analysis and desktop research to develop a recommendations report</li> <li>– begun development of a draft toolkit to test and implement across the sector.</li> </ul> <p>Action 3 is on track to be completed by end of 2024, with the Collaboration skills toolkit implementation occurring in 2025.</p>	45%	End of 2024
<p><b>We are better connected to the community</b></p>			
<p><b>Engagement with First Nations peoples</b></p> <p>4. Implement sector-wide guidelines, resources and training for culturally appropriate engagement with First Nations peoples and communities.</p>	<p><b>Since June 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– commenced interjurisdictional analysis of solutions that address cultural capability gaps in public sector workforces.</li> </ul> <p>Action 4 is on track to deliver guidelines, resources, and training by end of 2025. Implementation of these products will occur in 2026.</p>	5%	End of 2025
<p><b>Engagement skills</b></p> <p>5. Develop a plan for building practical skills in community engagement, facilitation and public communication across the sector.</p>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– summarised the current Queensland public sector approaches in capability building for community engagement, facilitation and public communication</li> <li>– engaged public and private sector subject matter experts to develop definitions of community engagement, facilitation and public communication for the purpose of capability building.</li> </ul> <p>Action 5 is on track to deliver a Sector capability development plan by end of 2024. Implementation of the plan will occur in subsequent years.</p>	85%	End of 2024

## Workforce – Our capability

Action	Progress summary	Progress	Expected delivery
<b>We better enable people to build their public sector experiences</b>			
<p><b>Focusing on professional capability</b></p> <p>6. Undertake a workforce planning process for the sector focused on building and maintaining the sector’s core internal capability.</p>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– engaged in targeted stakeholder engagement to identify sector-wide professions needed to support frontline services and the work of the government</li> <li>– developed a framework which identifies current sector core professions and expertise, future sector core professions, and current sector common skills</li> <li>– identified three professions for initial focus – HR, Digital and Policy.</li> </ul> <p>Action 6 is complete and is being implemented through Action 7: Approaches to capability development and Action 9 Improved graduate pathways.</p>	Complete	Mid-2024
<p><b>Approaches to capability development</b></p> <p>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>	<p><b>This action is connected to the research, learnings and deliverables of:</b></p> <ul style="list-style-type: none"> <li>– Action 6: Focusing on professional capability (completed)</li> <li>– Action 10 Purpose-driven leadership (completed)</li> <li>– Action 11 Purpose-driven leadership (on track for deliver mid-2025).</li> </ul> <p>Initially due to start in mid-2024, Action 7 has been delayed to ensure its scope is clearly defined and aligned to the outcomes of the connected actions.</p> <p>It is anticipated that this action will not meet its initial delivery date (end of 2024) however will commence in late 2024 for delivery in 2025.</p>	Start date delayed	End of 2025
<p><b>Mobilising professional capability</b></p> <p>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>	<p><b>This action is connected to the research, learnings and deliverables of:</b></p> <ul style="list-style-type: none"> <li>– Action 6: Focusing on professional capability (completed)</li> <li>– Action 7: Approaches to capability development (delayed).</li> </ul> <p>Initially due to start in mid-2024, Action 8 has been a delayed to ensure the scope is clearly defined and aligns to the outcomes of the connected actions.</p> <p>This actions start date was delayed, however it is still expected to be delivered by the end of 2025.</p>	Start date delayed	End of 2025
<p><b>Improved graduate pathways</b></p> <p>9. Design a new sector-wide non-frontline graduate program aimed at launching and supporting meaningful public sector careers.</p>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– developed a Graduate capability framework and model for non-frontline roles.</li> <li>– engaged with Chief HR Officers, Heads of Corporate, and graduate coordinators from across the sector to commence creating a system and supporting processes that provide a more consistent candidate and graduate experience</li> <li>– undertaken user research on the graduate experience.</li> </ul> <p>Action 9 is on track to be complete by end of 2024, with implementation of the new graduate systems and processes launching in early 2025. Implementation of the plan will occur in subsequent years.</p>	55%	End of 2024

## Workforce – Our capability

Action	Progress summary	Progress	Expected delivery
<b>We better identify future leaders and grow diverse potential</b>			
<p><b>Purpose-driven leadership</b></p> <p>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>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– completed research to understand approaches to CEO performance management to identify key trends</li> <li>– tested, validated and refined drafted CEO performance expectations through targeted sector and stakeholder engagement</li> <li>– received endorsement from the Public Sector Governance Council in June 2024 of the new Chief executive performance leadership framework and performance expectations.</li> </ul> <p>Action 10 is complete and is ready to be implemented in January 2025.</p>	Complete	Mid-2024
<p><b>Purpose-driven leadership</b></p> <p>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>	<p><b>Since June 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– conducted research and engagement activities to understand how best to approach the implementation of new leadership and performance expectations.</li> </ul> <p>Action 11 is on track for delivery in mid-2025 and will be implemented by the end of 2025.</p>	10%	Mid-2025
<p><b>Sector-wide leadership</b></p> <p>12. Design a development program for executives (chief executives and the senior executive service) focused on sector stewardship and systems thinking.</p>	<p><b>Since July 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– commenced research and analysis on sector stewardship and systems thinking to inform the development of future key products related to this action.</li> </ul> <p>Action 12 is currently on track to deliver an executive development program by the end of 2025.</p>	5%	End of 2025

## Workplace – Our environment

Action	Progress summary	Progress	Expected delivery
<b>We provide better opportunities for current and future public servants to perform at their best</b>			
<p><b>Promoting purposeful careers</b></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>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– partnered with an external provider to undertake research and review the current Queensland Government employee value proposition (EVP) and employer brand</li> <li>– received a research report and recommendations from the external partner.</li> </ul> <p>Action 13 is on track to deliver a new Queensland Government EVP and employer brand by the end of 2024. A public campaign will launch in early 2025.</p>	40%	End of 2024
<p><b>Transparent employment reporting</b></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>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– developed a high-level summary of themes and content to be included in the <i>Queensland State of the Sector report</i></li> <li>– analysed the 2023 Working for Queensland survey results and Minimum obligatory human resource information (MOHRI) data</li> <li>– developed and published a web based and written annual workforce report that provides government, the sector and the community detailed workforce information about the public sector.</li> </ul> <p>Action 14 was completed in June 2024 when the <i>Queensland State of the Sector report</i> was published online. This report is expected to be delivered annually.</p>	Completed	Mid-2024
<b>We better support our people to make decisions that serve the interests of Queenslanders</b>			
<p><b>Contemporary ethical framework</b></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>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– undertaken research and analysis on relevant public sector reviews and contemporary issues, the existing legislative and policy frameworks in Queensland and the frameworks in other jurisdictions</li> <li>– prepared a preliminary issues paper to guide future consultation and the development of a refreshed framework.</li> </ul> <p>Consistent with the expected delivery date, the next stage of Action 15 involves consolidating key themes and issues to inform a stakeholder consultation process.</p>	20%	End of 2025
<p><b>Consistent induction and onboarding</b></p> <p>16. Develop an induction and onboarding program on the craft of public service.</p>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– developed a summary report that: <ul style="list-style-type: none"> <li>• identified current induction processes, materials and guidelines used across the sector</li> <li>• outlines interjurisdictional analysis and desktop research to inform approach.</li> </ul> </li> <li>– Developed the <i>Craft of public service</i> definitions to test and validate with stakeholders.</li> </ul> <p>Action 16 is now complete with its learnings and research informing Action 17.</p>	Completed	Mid-2024
<p><b>Consistent induction and onboarding</b></p> <p>17. Pilot, refine and roll out the new induction and onboarding program of the craft of public service.</p>	<p><b>Since July 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– begun the content development of the <i>Craft of public service onboarding program</i>.</li> </ul> <p>Action 17 is on track to be piloted in early 2025 and finalised by the end of 2025. A full roll out of the program is scheduled for early 2026.</p>	5%	End of 2025
<p><b>Inclusive recruitment and selection</b></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>	<p><b>Since early 2024 this action has:</b></p> <ul style="list-style-type: none"> <li>– undertaken engagement initiatives with HR experts and hiring managers from across the sector</li> <li>– completed a sector-wide review of: <ul style="list-style-type: none"> <li>• recruitment and selection outcomes</li> <li>• a large sample of job advertisements and role profiles</li> </ul> </li> <li>– finalised the summary report of findings and consulted with key stakeholders on next steps.</li> </ul> <p>Action 18 is on track for delivery in mid-2025.</p>	60%	Mid-2025