

Chief executive performance framework

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Queensland
Government

Chief executive performance framework

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Contents

Overview	4
Authorising environment.....	4
Performance objectives	4
Elements of the Framework.....	5
Performance leadership behaviours	5
The performance cycle.....	6
Evidence	7
Performance assessment rating	8
Professional development.....	8
Governance and compliance.....	8

Overview

The *Chief executive performance framework* (Framework) sets out the requirements for chief executive (CE) performance planning, monitoring, and assessment in the Queensland public sector.

The Framework focuses on performance expectations – both the outcomes and behaviours that constitute performance – with reference to the *Public Sector Act 2022* (the Act). It places CEs performance and development needs at the centre of the process. This approach aims to drive a high-performing and future-focused leadership culture that enhances transparency, integrity, sector-wide stewardship, and accountability for performance.

Authorising environment

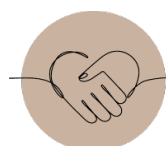
The Act sets the context for the Framework. The Act's vision is for a fair and integrated public sector that serves the people of Queensland. This vision is to be achieved by ensuring the public sector is responsive to the community it serves, supports the Government in reframing the relationship with Aboriginal peoples and Torres Strait Islander peoples, treats its employees fairly and is high-performing and apolitical with effective stewardship.



Responsive



**Culturally
capable**



Fair



**High-performing
and apolitical**

The Act outlines functions and responsibilities for CEs including a focus on shared stewardship of the public sector through collective and collaborative leadership.

The Framework emphasises leader responsibility for public sector performance and expected behaviour using the [public sector principles](#) under section 39(2) of the Act to guide behaviour and decision-making.

Performance objectives

Under the framework performance is analysed across five objectives. Under each objective a small number of key actions and key performance indicators (KPIs) should articulate what success looks like.








Elements of the Framework

The Framework provides a contemporary, streamlined and outcome-focussed approach to performance leadership that is aligned to the Act's objectives and public sector principles.

It is designed to drive a performance culture, in which CEs role model contemporary leadership practices, that ensure greater accountability and support the achievement of priority outcomes.

While the operating context, challenges and priorities of each CE will differ, the statutory obligations and general principles of the performance cycle apply to each CE.

Key elements	
<ul style="list-style-type: none">a 24-month (2-year) performance cycle, including annual monitoring intervals, with stable objectives for a practical and longer-term platform for achievement.	
<ul style="list-style-type: none">regular monitoring intervals with a focus on both outcomes and behaviours	
<ul style="list-style-type: none">focus on the achievement of government priorities and the implementation of Government Election Commitments and Charter Letter Commitments.	
<ul style="list-style-type: none">five performance objectives, supported by KPIs, that can be tailored to reflect the entity's priorities and business needs.	
<ul style="list-style-type: none">emphasis on leader responsibility for performance pursuant to the public sector principles s39(2) in the Act.	

Performance leadership behaviours

Central to CE performance is behaviour. The Framework therefore considers both performance leadership behaviours and how outcomes are delivered.

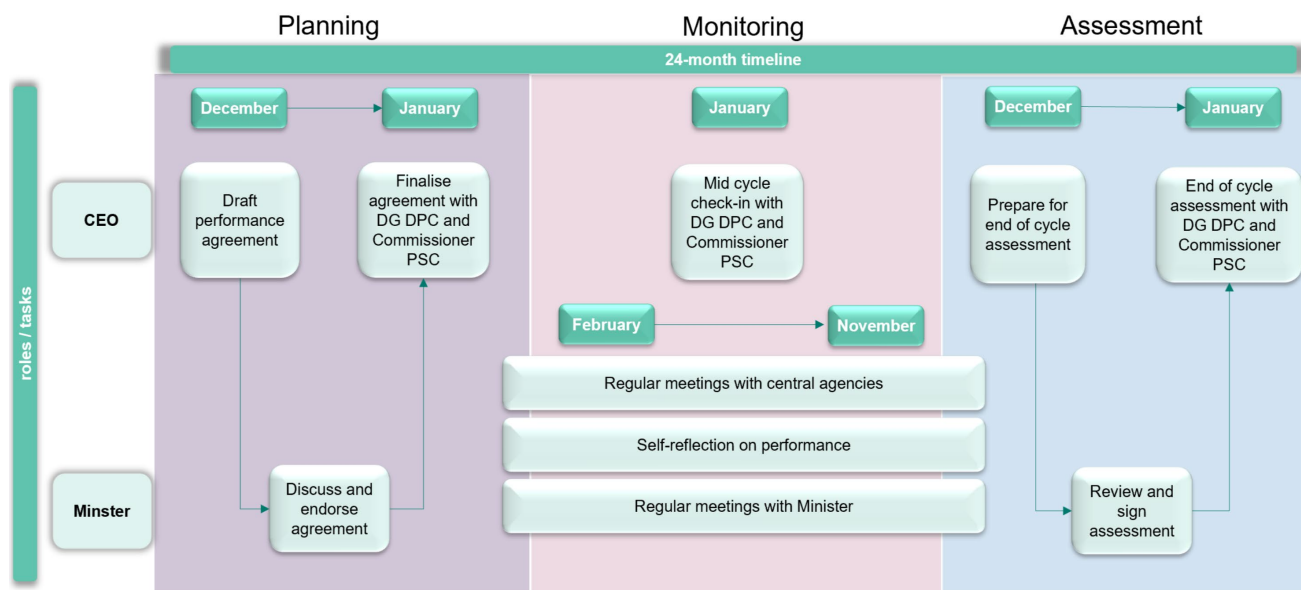
The public sector principles under s39(2) of the Act guide CE leadership behaviour and decision making. Expectations of behaviour can further be determined in discussions between the CE, their Minister and the heads of central agencies.

Public sector principles s39(2) Act

	Achieving a spirit of service to the community
	Ensuring accountability, integrity, and support of the public interest
	Ensuring independence, transparency, and impartiality in giving advice and making decisions
	Achieving responsiveness, innovation, and creativity
	Promoting collaboration between public sector entities and other entities in providing services to the community
	Achieving continuous organisational improvement.

The performance cycle

The performance cycle spans three stages over 24 months.



Planning

- Performance plans are drafted using a template with some objectives pre-populated with several whole of sector KPIs. The CE refines this template by formulating additional high-level agency-specific priorities along with the shared sector priorities with indicators (KPIs) showing how they will achieve the objectives.
- The performance agreement should be informed by discussions between the CE and the relevant Minister, the Ministerial charter letter, Government Election Commitments, other CEs and focus on high-level business priorities (not a detailed list of deliverables).
- Once drafted, the agreement should support a formal conversation with the Minister seeking endorsement of the objectives.
- The agreement is finalised during a meeting with the Director-General (D-G), Department of the Premier and Cabinet (DPC) and the Public Sector Commissioner.
- On completion of the finalised performance agreement, the CE may share the agreement with senior executive service (SES) leaders in their agency.
- Newly appointed CEs who join midway through the performance cycle will enter into a performance agreement within three months of commencing in the role with subsequent milestone timeframes determined in consultation with the Public Sector Commission (PSC) depending on where in the cycle the CE commences.
- The CE will ensure a copy of the final agreement is provided to the PSC – performance@psc.qld.gov.au.

Monitoring

- Ongoing reflection and feedback are core elements of the 24-month (2-year) cycle of the performance agreement.
- Agreements are a 'living document' and may be updated during the two-year cycle via:
 - An addendum for whole-of-government priorities and/or stewardship-related matters that apply to two or more CEs.

- An addendum to capture priorities identified in Budget Papers (or other agency-specific matters).
- CEs should be having regular meetings with the heads of the central agencies to ensure the CE is on track to deliver strong outcomes for the community.
- CEs are required to complete a performance, and development self-assessment every twelve months. The behavioural aspects may be informed by feedback processes that focus on leadership behaviours.
- Once drafted, the mid cycle review should support a formal conversation with the Minister and offer an opportunity for the Minister to provide feedback on the CEs performance.
- The mid cycle review is finalised during a performance discussion with the D-G, DPC and the Public Sector Commissioner.
- The performance discussions are used to provide feedback that motivates and rewards high performance, addresses under-performance and inappropriate behaviour, and identifies leadership focus areas for the remainder of the agreement / next agreement.
- The CE will ensure a copy of the final mid cycle review is provided to the PSC.

Assessment

- Formal assessment occurs at the end-of-performance cycle 24-month (2-year).
- At the end of cycle review, CEs are required to complete a performance and development self-assessment. The behavioural aspects may be informed by feedback processes that focus on leadership behaviours.
- Once drafted, the end of cycle assessment should support a formal conversation with the Minister and offer an opportunity for the Minister to provide feedback on the CEs performance.
- The Minister's performance assessment and rating is made available to the D-G, DPC and the Public Sector Commissioner for their noting and finalisation of the process.
- The end of cycle assessment is finalised during a performance discussion with the D-G, DPC and the Public Sector Commissioner.
- The CE will ensure a copy of the final end of cycle assessment is provided to the PSC.

Evidence

The Framework features streamlined evidence requirements that focus on self-reflection and performance discussions using a conversational format.

The end of cycle conversation between the CE, the DG, DPC and the Public Sector Commissioner, will draw upon the evidence and metrics that support the CEs performance objectives (e.g. Working for Queensland survey data, stakeholder satisfaction and other inputs, etc). The conversations should provide insight into the CEs performance (both outcomes and behaviours), and their performance strengths and areas for development.

Performance assessment rating

The Framework includes three possible performance assessment ratings: Developing, meets, exceeds. The CE's overall performance assessment rating, including performance strengths and development areas, will be discussed with the CE during the end of cycle assessment with the DG, DPC and the Public Sector Commissioner. It is important to celebrate, acknowledge, and reward achievements.

Rating	Description
Exceeds	<ul style="list-style-type: none">• All performance objectives achieved to a high level with some key result areas exceeding expectations.• Behaviours exemplify integrity, are respectful and build trust and align with the public sector principles.
Meets	<ul style="list-style-type: none">• Performance objectives achieved, although achievement of some key result areas may be marginal owing to circumstances outside the control of the CE.• Behaviours demonstrate integrity, are respectful and build trust and align with the public sector principles.
Developing	<ul style="list-style-type: none">• Some performance objectives not met.• Performance may have been adversely impacted by circumstances outside the control of the CE.• Performance may have been adversely impacted by their decision making or behaviours.

Professional development

A CE's overall performance rating, performance strengths and development areas, will be discussed with the DG, DPC and Commissioner with a view to providing staged and targeted development and learning opportunities over the entire performance cycle. The PSC will utilise the information contained in Part B - CE development and behaviours plan, to customise development offerings for the Sector.

CEs will be encouraged to showcase their service in accordance with the public sector principles and contribute back to the public sector by way of contribution to the Leadership Board, IPAA events, and leadership initiatives to generate a performance leadership culture and to support successive and emerging leaders.

Governance and compliance

The PSC's Executive Policy and Employment unit coordinates the end-to-end governance process for all Leadership Board CEs and will record a CE's movement through the performance cycle to ensure compliance with the Framework.

In accordance with their contract, the CE must enter into an initial performance agreement within three months after the commencement date with subsequent milestone timeframes determined in consultation with the PSC depending on where in the cycle the CE commences. The CE's performance will be a significant determining factor in request for remuneration increases and the continued employment of the CE.

