3 year human capital
strategic roadmap 2022

A different workforce future by design

Queensland Government

The next three years

The *10 year human capital outlook* provides the overarching strategic intent and levers for change to guide Queensland public sector (the sector) workforce strategy in the context of changing customer needs and expectations, globalisation and digital transformation.
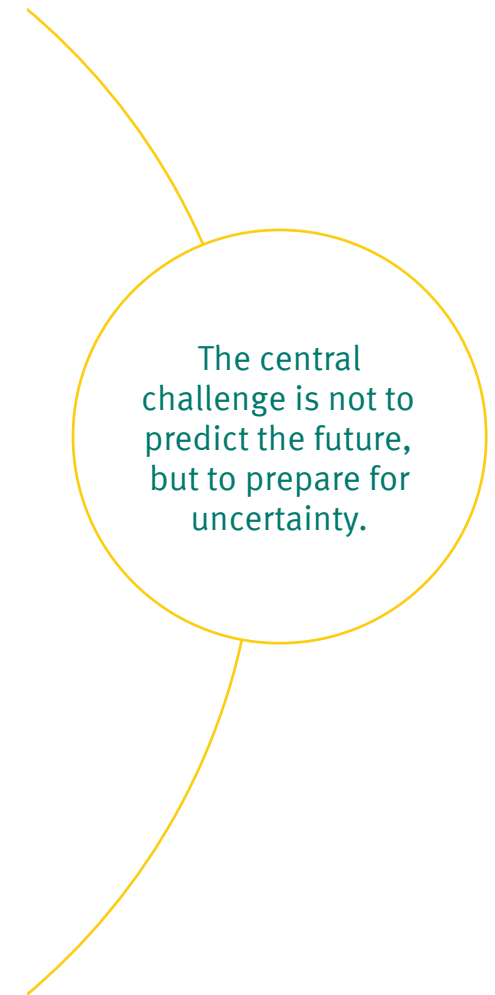
This *3 year human capital strategic roadmap* builds on the original roadmap released in 2017, with refocused strategic imperatives and a pathway for continued workforce transformation across the sector.

Interconnecting and complex forces continue to transform work, workers and workplaces. The sector workforce will need new capabilities, and to embrace new ways of working. An embedded focus on flexibility and wellbeing will be central to our ability to effectively manage complex challenges facing the community and deliver high-quality public services.
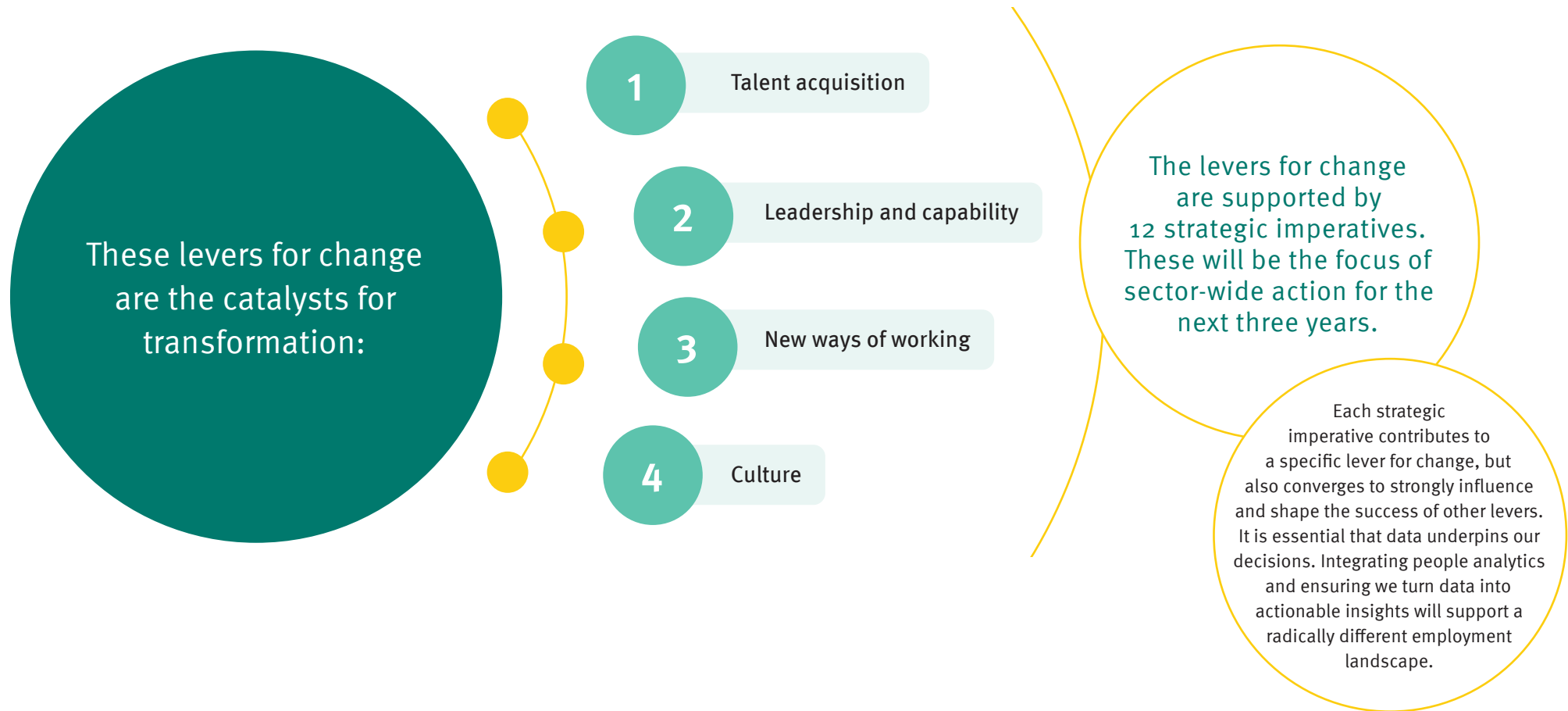
A unified approach to human capital priorities which harnesses the expertise and influence of the sector's strategic network of collaborators will see us well positioned to respond to challenges as they emerge.

Network of collaborators

A unified approach to human capital investment will create greater impact.

Leaders

Peak bodies and committees

Human resources

Key stakeholder groups

The central challenge is not to predict the future, but to prepare for uncertainty.

Levers for change

These levers for change are the catalysts for transformation:

1. Talent acquisition
2. Leadership and capability
3. New ways of working
4. Culture

The levers for change are supported by 12 strategic imperatives. These will be the focus of sector-wide action for the next three years.

Each strategic imperative contributes to a specific lever for change, but also converges to strongly influence and shape the success of other levers. It is essential that data underpins our decisions. Integrating people analytics and ensuring we turn data into actionable insights will support a radically different employment landscape.

Talent acquisition

With increasing global talent shortages, changing workforce expectations, and the rise of innovative technologies, the sector will need to find better ways to leverage the digital age and implement more contemporary talent acquisition solutions.

Strategic imperatives	Our focus

#BeHere4Qld

Align the Queensland Government employment brand with career values of the workforce. Deliver a strong employee value proposition that attracts the best talent, differentiates us from competitors, and establishes us as an employer of choice.

→ Our workforce values service to the community, and continuing to build an attractive employer brand based on public purpose work will remain a priority. We need to recruit for knowledge and attitude, as well as new capabilities and skills. Embedding responsive and transparent recruitment practices that foster diversity and drive up the representation of women in leadership roles across the sector, will ensure our workforce remains fit for purpose in a rapidly changing environment.

Total Rewards

Attract, motivate, retain and engage talent by reinforcing the comprehensive and competitive benefits available to our workforce. Highlight the complete employee package of salary, benefits, career development, recognition and healthy work-life blend.

→ The public sector offers employees job security and the opportunity to participate in public purpose work. Although workers may have many jobs in a lifetime, with the increasingly interconnected nature of government and other sectors, time invested in public service roles will increasingly be seen as a critical way to round out a career. To remain competitive in attracting and retaining key talent we must continue to ensure the public sector's reputation as an employer keeps pace with community expectations about employment conditions, while offering meaningful work, valuable career development and flexibility.

Blended workforce

Prepare for the imminent introduction and use of cognitive processing, artificial intelligence and virtual reality as a means of delivering services and products. Leveraging opportunities from the contingent workforce and sharing economy, with the rise of crowdsourcing and social collaboration is crucial to our success.

→ In an environment of employment security and reduced use of contingent labour, technology will present both challenge and opportunity. The ethical and equitable adoption of emerging technologies offers significant potential to streamline tasks, boost productivity and free people up for more satisfying roles. Workforce planning within and across agencies, informed by strategic technology adoption and reskilling approaches, will be critical to balancing these risks and opportunities.

Leadership and capability

Growing and developing new and emerging capabilities in personalised ways will see the sector adapt and respond to a rapidly changing environment. This will not only require us to future-proof and leverage internal talent, but foster new and innovative approaches to leadership.

Strategic imperatives	Our focus

Leadership pipeline

Develop leaders at all levels to work in distributed and networked ways, and navigate across a volatile, uncertain, complex and ambiguous world.

→ Ensuring our workforce continues to deliver policy and programs aligned to government priorities requires more than the acquisition of technical knowledge and skills. A pipeline of diverse leaders who can free up latent capability, mobilise resources to meet emerging needs, and collaborate across boundaries is essential. We will mobilise high performing senior executive women into targeted development roles to build profile and experience, in readiness for chief executive opportunities as they arise. The sector will need to foster leaders who are equipped to support and connect people, lead with compassion, and empower and harness the talents of a diverse workforce.

Future skills and portable capabilities

Create people-centric, blended learning solutions that leverage disruptive technology and contemporary insights to grow capability. It is not only about building on existing capabilities, but looking ahead to the skills of the future to ensure we are keeping pace with global trends.

→ The increasing complexity of our operating environment has impacted on the skill sets we look for, with data and technical skills increasingly sought after. Even with a planned approach to technology adoption most roles will experience some degree of augmentation, so reskilling and upskilling will be a focus of workforce strategy. Growth mindsets, creativity, curiosity, problem solving, experimentation and collaboration remain as important as ever in an environment of rapid change and high community expectations.

Talent Now

Deliver an adaptive and agile workforce ready and able to tackle the challenges and opportunities presented by the changing nature of work. Applying a technology-based mobility solution aimed at increasing visibility of current talent, empowering our people and optimising our workforce capability, will be at the core of our success.

→ Agile teams working on time-limited projects will play a vital role in responding to emergent priorities and require ongoing access to talent across the sector. Whole-of-sector talent management frameworks and systems will embed agility, tap into collective knowledge and allow the public sector to respond quickly to manage surges. To enable this, we will need to think like one employer, recognise the individual and organisational value of mobility, have greater visibility of people's latent skills, and improve our ability to assess and plan for workloads.

New ways of working

As problems become more complex and employees and customers demand a different experience, the sector will need to act differently. Flexibility in the way we work, principle-based frameworks, and new partnership approaches will see the sector well positioned for the changes ahead.

Strategic imperatives	Our focus

Agile and flexible working

Embed new approaches to flexible work that finds 'flexibility within flexibility' and transforms traditional approaches to work-life balance to meet future needs.

→ Well-designed flexible and agile work will be a significant driver of workforce diversity, inclusion, wellbeing and productivity. As more functions are able to be performed 'anywhere, anytime', we will see a rise in hybrid and geographically dispersed teams. A one-size-fits-all approach to work design will no longer be appropriate in managing a diverse workforce. With the increased uptake of remote working, leaders will need to model flexible work to foster inclusion and build capability in managing by outcomes. We will need to enable our workforce to adapt to new patterns of working and empower workers to design and implement innovative approaches to flexible work that offer agency, autonomy and choice — 'flexibility within flexibility'.

Organisational design

Shift away from a hierarchical, rule-bound environment to a network of mission driven, nimble teams working in a principle-based environment. Ensure our employment frameworks support workers in the gig economy to work independently on discrete tasks, enabling greater choice and control.

→ Open, networked and flat organisations will capitalise on the collective intelligence of workers by encouraging people to work across organisational boundaries. Organisational design principles and governance arrangements that encourage experimentation, risk management and distributed leadership will be key to enabling innovative solutions to emergent issues. Designing for agility, where teams are able to scale up, scale down, or reconfigure resources to address evolving challenges, will unlock opportunities and synergies to solve the problems of the future.

Collaborative governance

Recognise the strength and opportunity in networking and building strong relationships across all layers of government, community and private sectors. Work together to achieve more collectively, than any single organisation can on its own.

→ Issues that cross organisational boundaries will require us to work in partnership with other sectors, with resources distributed around place-based solutions and collective impact. Empowering our workforce to design and deliver horizontal approaches to services that cut across organisational boundaries will continue to require new governance approaches. We will need to establish clear frameworks to collectively invest individual agency resources. A continuing focus on outcomes will require systems thinking, responsive resource systems and flexible budgetary frameworks.

Culture

The pace and scale of technological change, along with shifting expectations of customers, community and employees means the sector will need a culture that supports and rewards our people to think and behave differently – fostering inclusiveness, harnessing diversity, and enhancing wellbeing for greater innovation and performance.

Strategic imperatives	Our focus

Cultural transformation

Adopt behavioural change approaches that underpin key business strategies and all human capital levers. This approach combines breaking old habits and forming critical new ones that create opportunities for everyone to bring their authentic selves to work, contribute, and thrive.

→ Workplace cultures characterised by clarity of purpose, that enable social conscience and positive community impact will drive attraction and retention. Respectful engagement that welcomes differing views and competing ideas will be crucial to solving complex problems and driving high performance cultures. The sector will need to focus on cultivating trusted, authentic and compassionate leaders, who include people in decisions that impact them and reassure them it's safe to bring their true selves to work. By offering a real commitment to psychological safety and wellbeing, leaders will foster innovation, flexibility, change-readiness and agility.

Wellbeing

Focus on an integrated and preventative approach to health, safety and wellbeing through a multi-dimensional model. Increase our emphasis on organisational strategies to lift the wellbeing and resilience of our workforce, and maturity of the sector.

→ Creating cultures of care and psychological safety remains central to the wellbeing of our workforce. Increasing complexity and uncertainty, combined with trends towards increasing remote-ability of many workers' roles, will require leaders to foster connection, manage outcomes and design work with wellbeing in mind. Workplace flexibility arrangements will be co-designed to drive shared responsibility, with a focus on productivity and outcomes, balanced with managing workloads to support wellbeing.

Diverse workforce

Harness different perspectives in different ways to deliver innovative solutions. Actively pursue diversity of thought to set us up for the complex challenges ahead, particularly the quest for innovative solutions.

→ We must reflect the diverse community we serve and deliver services that are grounded in individual respect. We will set new targets that challenge us to improve workforce diversity. Although women are represented in many roles across the sector, we must improve representation in leadership (including chief executive) roles as a priority. Fostering connection to our shared humanity and valuing lived experiences will enhance our services by enabling greater insight and innovation. We will integrate inclusion and diversity into all elements of our organisations, reflecting at every level the unique contributions, potential and needs of each employee. Digital enablement will offer new ways to engage and include our workforce across Queensland. To truly foster inclusion we must provide for culturally and psychologically safe workplaces.

Key enablers for transformation

To be successful in delivering sustainable and impactful change the sector will focus on these key enablers:

- System leadership commitment and stewardship
- Developed and enabled capability and capacity to drive transformation
- Integrated people analytics and data-driven insights
- Regional engagement and leadership and workforce sustainability
- Empowered collaborative systems
- Strategic investment in technology
- Inclusion and diversity

What we focus on is the most important decision we can make in shaping our future.

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