

# Chief executive performance objectives 2022–23

## Performance Objective 1: Whole-of-Government leadership and collaboration; stewardship of the sector

*Sector-wide leadership, stewardship and collaboration to deliver on Government and Leadership Board priorities*

### What:

- Purposeful public sector stewardship and leadership consistent with the Leadership Board Charter.
- Leadership and collaborative contribution to cross-agency actions in support of the Government’s objectives for the community (where appropriate).
- Commitment to consult and collaborate on cross-cutting initiatives or actions
- Leadership of cross-agency actions to contribute to *Savings and debt plan*.
- Active support and sponsorship of place-based approaches to policy and service delivery challenges.
- Stewardship and development of policy and thought leadership across the sector.
- Build and support a public sector culture that respects, protects and promotes human rights.

### Evidence of your performance as a sector leader may include:

- sponsor, participate in and contribute to progressing Leadership Board commitments and priorities.
- facilitate constructive cross-Government outcomes, particularly to support *Unite & Recover: Queensland’s Economic Recovery Plan*.
- enable and accelerate agency collaboration through sector-wide leadership, including creating opportunities for staff to contribute across the sector, outside portfolio responsibilities and/or disciplines to solve priority policy and service delivery problems, including through the regional leadership networks
- Demonstrated agency contribution to Savings and debt plan workstreams, enabling delivery of reform and savings.
- facilitate a collaborative, sector-wide approach to developing senior leaders
- co-design, co-produce and co-deliver services with senior leaders from across the sector, external experts and stakeholders, including through collaborative and place-based approaches
- champion and promote a public sector culture that respects, protects and promotes the human rights of all individuals in Queensland.

## Performance Objective 2: Organisational priorities

*Delivery of priorities in line with agreed vision, strategy and planning*

### What:

- Delivery of Government election commitments and Ministerial Charter letter commitments, demonstrating timely and effective delivery.
- Delivery of strategic priorities, as set out in the Strategic Plan.
- Contribution to Government’s objectives for the community.
- Key projects delivered.

### Evidence of your performance as a results-focused leader may include:

- progress and/or delivery of Government commitments (election and Charter letter) and key priorities
- progress against strategic plan performance indicators, specific purpose and long-term delivery plans
- alignment of resources and services to deliver on priorities, particularly economic recovery
- use of innovation, continuous improvement and Digital1ST approaches to enhance service options
- stakeholder, customer and community feedback regarding stakeholder satisfaction and relationships

## Performance Objective 3: Organisational financial and resource management

*Agency specific sustainable financial outcomes and maximised public value*

### What:

- Services delivered within overall budget appropriation, including revenue, operating expenses and funded, controlled FTE positions – Budget paper 2.
- Capital budgets expended.
- Effective workforce planning linked to the agency strategic plan
- Adherence to *Savings and debt plan* policy and fiscal objectives, including workforce management objectives.
- A high standard of practice through governance and risk management
- Respond to QAO audit recommendations
- Collaborative approach to optimise delivery of outcomes sought in the Queensland Procurement Policy
- Productivity and continuous process improvements.
- Overall value for money in departmental procurement spend.

### Evidence of your performance as a corporate leader may include:

- demonstrates fiscal and business management discipline through budget, FTE and indirect workforce reporting
- utilise data to ensure evidence-based workforce planning and management
- demonstrate achievement of annual agency savings adjustments.
- unqualified QAO audited financial statements (31 August).
- best practice corporate governance, risk management driving transparency and accountability
- streamline internal business operations and reduce red tape
- contribute to procurement outcomes in line with the Government’s agency-led, centrally-enabled operating model for procurement (Cabinet required content).

## Performance Objective 4: Organisational leadership and culture

*Safe, supported, high performing workforce with an ethical and healthy workplace culture that reinforces trust in the sector*

### What:

- Foster leadership at all levels of the organisation.
- Build a strong leadership talent pipeline, enabling equity and diversity
- Drive a culture of integrity by championing the highest standards of ethical behaviour.
- Strengthen and mobilise the unique talents and capabilities of the workforce
- Champion employee mental and physical well-being, safety, inclusion and diversity, and the prevention of domestic and family violence.
- High performing, accountable, values-driven culture that respects, protects and promotes human rights within the workplace and when dealing with customers.
- Positive performance management principles integrated into management practices and policies at all levels of the organisation

### Evidence of your performance as a workforce leader may include:

- facilitate development opportunities, including sector-wide leadership development offerings, for staff, including senior executives, senior officers, women and other diversity groups
- participate in and promoting sector-wide leadership development offerings, including supporting the sector's ANZSOG investment
- promote a culture of inclusion and respect to drive improved outcomes in equity and diversity
- ensure systems and standards (for leaders and employees) that facilitate a culture of integrity
- leverage internal and sector-wide channels to mobilise talent and create a robust and diverse leadership pipeline
- improving the work health and safety of all workers, based on health and safety metrics, and committing to building cultures focused on health, safety and wellbeing
- regular consultation with employees and employee representatives on matters that affect them, and build collaborative workplace cultures
- recognise high performance and continuous improvement and celebrating achievements
- empower staff to be role models for human rights, ethics and integrity, where decisions are made compatibly with human rights, breaches of policies/rules are reported and unacceptable behaviour or performance issues are managed fairly and promptly
- ensure all leaders and managers champion inclusive leadership to progress towards workforce diversity targets, including improved representation of diversity groups in senior leadership roles
- ensure all leaders demonstrate visible commitment to domestic and family violence prevention, and all staff are aware of available support and confident in responding appropriately (White Ribbon Australia workplace re-accreditation, Working for Queensland data)
- ensure all leaders demonstrate their commitment to the positive performance management principles, and all managers integrate the positive performance management principles into their practices.

## Chief executive professional development plan 2022-23

### Personal development priorities

**Describe how, as a leader who pursues opportunities for growth through agile learning and development of self-awareness, you will continue to:**

- build strong self-awareness of leadership strengths and derailers and critically reflect on your own performance, practice and impact as a system leader to identify areas for development
- inspire curiosity and passion for life-long learning by actively seeking feedback, setting development objectives and communicating openly about experience
- seize opportunities to represent the sector and gain exposure to new environments, perspectives and ways of working
- reflect on each of the Leadership Competencies for Queensland to determine and prioritise your development goals.

For example:

- participation in LEAD4QLD (CEO Stream)
- programs/courses you will participate in
- experiences you will engage with