



# A state of change:

better value for the people of Queensland

State of the Service Report | 2013

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# Foreword

The Queensland public sector is in a state of change. The state has embarked upon the largest public sector renewal process seen in Queensland in the past two decades.

The Queensland Government's renewal process aims to create the most responsive and respected public service in the nation. It is an ambitious goal, but one that is achievable with innovation, courage and persistence. We owe it to the people and communities of Queensland to achieve better value for their taxpayer dollars.

This report aims to share the story of the public sector's progress towards this goal, based on an analysis of our current performance, and our key priorities for renewal that will take us to where we want to be.

I believe the program of renewal introduced since March 2012 places Queensland on the leading edge of public sector reform in Australia.

It is an exciting time to work in the Queensland Government, and I hope you will join me in meeting the challenges of renewal head-on and celebrating our many achievements along the way.



**Dr Doug McTaggart**

Chair, Public Service Commission

# Commission Chief Executive's introduction

Every day, around the state, Queensland Government employees are making a difference:

- teaching our children, keeping people safe, helping people in need
- working behind the scenes, to plan for our future and grow the economy.

Our goal is to be the most respected and most responsive public service in the nation. It is an ambitious goal, but one that is important for our state and the people who work and live here.

The public sector reforms that are occurring are all about 'renewal' - new ways of working and new ways of meeting the needs of Queenslanders. This renewal process means that:

- we place customers at the centre of everything we do
- we encourage innovation and new and better ways of working
- we build partnerships with the community and across the public, private and not-for-profit sectors
- we attract, retain and develop a workforce that is engaged and has the capability we need now and into the future.

To be the best public service, we need to measure our performance.

*A state of change: better value for the people of Queensland* gives us a snapshot of where we are in our renewal journey. The report highlights some of the areas we need to improve, such as:

- leadership and communication
- motivating and inspiring performance
- embedding our new public service values and embracing new ways of working.

The report also tells us we have many achievements to celebrate, including the commitment of employees to delivering excellent service and a willingness to go the extra mile to get a job done.

The Queensland public service has a proud history of serving Queensland and has an exciting future ahead. I am passionate about working with you to make the Queensland public service the best in the nation.



**Andrew Chesterman**

Commission Chief Executive  
Public Service Commission

## About this report

This report, *A state of change: better value for the people of Queensland*, analyses the goals, strategies and performance of the Queensland public service (QPS) during the 18-months to September 2013.

The report draws on data and a range of case studies to discuss public sector renewal in Queensland, to set out our progress towards being the most responsive and respected public service in the nation. The report does this by:

- benchmarking our performance against other jurisdictions
- exploring the views of more than 80,000 QPS employees who completed the *Working for Queensland Employee Opinion Survey 2013*
- analysing the ‘why, what and how’ of some of the key renewal initiatives being implemented
- showcasing practical examples of successful renewal in the QPS.

The report is divided into two parts:

1. The first part considers what better value and high performance looks like in the public sector, including an analysis of some preliminary comparative data on Queensland’s performance, and notes some of the key challenges.
2. The second part considers the key drivers of public sector workforce renewal in Queensland, including leadership and direction, employee engagement, and enabling systems and processes.

The report is supported by a companion document, the *Working for Queensland Employee Opinion Survey 2013 Report* (the survey report). This report was prepared by the independent survey provider, ORC International, based on the 2013 QPS-wide survey results.

Both *A state of change: better value for the people of Queensland* and the survey report can be accessed from the [Public Service Commission \(PSC\) website](#).

This report is part of a series which will be prepared periodically to inform the QPS and the wider community about the ‘state of the public service’.