

Chief executive performance objectives 2021–22

Example high performance outcomes – to be tailored as required	Example evidence – to be tailored as required
<p>Performance Objective 1: Whole-of-government leadership and collaboration; stewardship of the sector This is about sector-wide impactful leadership and stewardship and collaboration to deliver on government and Leadership Board priorities</p>	
<p>What:</p> <ul style="list-style-type: none"> • Purposeful public sector stewardship and leadership as a member of the Leadership Board consistent with the Leadership Board Charter. • Leadership and collaborative contribution to cross-agency actions that support the implementation of the Government’s objectives for the community (where appropriate). • Leadership of cross-agency actions to contribute to the <i>Savings and debt plan</i>. • Improved stakeholder and customer engagement and relationships in 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. 	<p>Demonstrated behaviours/initiatives, which have enabled and accelerated agency collaboration, whole-of-government leadership and sector-wide leadership development and outcomes.</p> <p>Effectiveness in facilitating constructive cross-Government outcomes, particularly <i>Unite & Recover: Queensland’s Economic Recovery Plan</i>.</p> <p>Regular reporting on progress and achievements, including adapting policies and programs to deliver service improvements.</p> <p>Demonstrated agency contribution to <i>Savings and debt plan</i> workstreams, enabling delivery of reform and savings.</p> <p>In providing evidence of the above and as a leader who thinks critically and acts on the broader purpose of the system, consider <u>how</u> you:</p> <ul style="list-style-type: none"> • model and actively authorise collaboration and partnership to contribute to the Government’s objectives for the community (where appropriate) and deliver whole-of-government priorities, particularly economic recovery • sponsor, participate in and contribute to progressing Leadership Board commitments and priorities • facilitate a collaborative, sector-wide approach to developing senior leaders • create opportunities for staff to contribute across the sector, outside portfolio responsibilities and/or disciplines to solve priority policy and service delivery problems • co-design, co-produce and co-deliver services and outcomes with senior leaders from across the sector, external experts and stakeholders, including through collaborative and place-based approaches • facilitate a collaborative approach to optimise delivery of outcomes sought in the Queensland Procurement Policy • champion and promote a culture that respects, protects and promotes the human rights of all individuals in Queensland.
<p>Performance Objective 2: Organisational priorities This is about agency specific delivery of priorities in line with agreed vision, strategy and planning</p>	
<p>What:</p> <ul style="list-style-type: none"> • Delivery of Government election commitments and Ministerial Charter letter commitments. • Delivery of strategic priorities, as set out in the Strategic Plan. • Contribution to Government’s objectives for the community. • Key projects delivered. • Progress against long-term delivery plans. 	<p>Progress in delivery against strategic plan performance indicators, specific purpose and long-term delivery plans and key projects.</p> <p>Regular reporting on Government commitments (election and Charter letter) and decisions demonstrating timely and effective delivery.</p> <p>Stakeholder, customer and community insights, feedback, satisfaction and effective relationships.</p> <p>In providing evidence of the above and as a leader who demonstrates accountability for the execution and quality of results through professionalism, persistence and transparency, consider <u>how</u> you have ensured:</p> <ul style="list-style-type: none"> • resources have been aligned to services and outcomes to deliver on priorities, particularly economic recovery • your agency uses innovation, continuous improvement and Digital1ST approach to enhance service options • your agency has considered the best available data and information to inform decision-making that maximises public value of service delivery.

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<p>Performance Objective 3: Organisational financial management This is about agency specific sustainable financial outcomes and maximised public value</p>	
<p>What:</p> <ul style="list-style-type: none"> • Services delivered within overall budget appropriation, including revenue, operating expenses and funded, controlled FTE positions – Budget paper 2 (BP2). • Capital budgets expended. • Adherence to <i>Savings and debt plan</i> policy and fiscal objectives. • Queensland Audit Office (QAO) audit unqualified. • Productivity and continuous process improvements. • Increased overall value for money in departmental procurement spend. 	<p>Expenditure against approved revenue and capital expenditure budgets (2021–22 Service Delivery Statements) including additional CBRC allocations.</p> <p>FTE against FTE caps.</p> <p>SES workforce management.</p> <p>Expenditure on indirect workforce.</p> <p>Achievement of annual agency savings adjustments.</p> <p>QAO audited financial statements (31 August).</p> <p>Contribution to social outcomes though procurement spend.</p> <p>In providing evidence of the above, as a leader who maintains a high standard of practice through governance and risk management, consider <u>how</u> you have ensured your agency:</p> <ul style="list-style-type: none"> • demonstrates fiscal and business management discipline and best practice corporate governance • streamlines internal business operations and reduces red tape • applies innovative and contemporary approaches to procurement • contributes to procurement outcomes in line with the government’s agency-led, centrally-enabled operating model for procurement (Cabinet required content).
<p>Performance Objective 4: Organisational leadership and culture This is about fostering a high performing, customer-centric workforce with an ethical and healthy workplace culture that reinforces trust in the sector</p>	
<p>What:</p> <ul style="list-style-type: none"> • Leadership fostered and exhibited at all levels of the organisation. • Strong leadership talent pipeline. • Leaders drive a culture of integrity by championing the highest standards of ethical behaviour. • Workplaces support mental and physical well-being, safety, inclusion and diversity, and the prevention of domestic and family violence. • Fair, responsive and inclusive workplace cultures where staff feel empowered, enabled and encouraged. • High performing, accountable, values-driven culture that respects, protects and promotes human rights within the workplace and when dealing with customers. • The positive performance management principles integrated into management practices and policies at all levels of the organisation 	<p>Employee opinion survey (Working for Queensland) results.</p> <p>Participation in LEAD4QLD – sector-wide leadership excellence assessment and development initiative.</p> <p>Health, safety, prevention of domestic and family violence, diversity, absenteeism and leave balance metrics.</p> <p>Evidence of staff (including executives) participation in diversity and inclusion initiatives, cultural capability initiatives and human rights initiatives.</p> <p>Maximise the use of the Leadership competencies for Queensland framework.</p> <p>Sector-wide leadership development offerings, including the agency’s participation in the ANZSOG investment.</p> <p>Progress in integrating positive performance management principles into your agency’s management practices and policies.</p> <p>Evidence of implementing government commitments to flexible work and increasing workplace presence.</p> <p>In providing evidence of the above and as a leader who strengthens and mobilises the unique talents and capabilities of the workforce, consider <u>how</u> do you and your agency:</p> <ul style="list-style-type: none"> • promote a culture of ethical decision-making so that staff understand their obligation to act and make decisions compatibly with human rights • ensure high performance and continuous improvement are appropriately recognised and promoted • facilitate relevant development opportunities, including sector-wide leadership development offerings, for staff, including senior executives, senior officers, women and other diversity groups • leverage internal and sector-wide channels to mobilise talent and create a future-proof leadership pipeline • empower all staff to be role models for ethical and healthy cultures, where breaches of policies/rules are reported and unacceptable behaviour or performance issues are managed fairly and promptly

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	<ul style="list-style-type: none"> • ensure that legislative and industrial requirements for flexible work are balanced with increased workplace presence • ensure all leaders and managers champion inclusive leadership to progress towards workforce diversity targets, including people with disability, Aboriginal and Torres Strait Islander people, women in senior leadership positions and culturally and linguistically diverse people (Leadership Board required content: Employment diversity targets – 2022 – qualitative and quantitative annual performance targets to build a more inclusive and diverse workforce by 2022, which promotes rights to equal access to public service) • 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 development plan 2021-22

Personal development priorities <i>(using below guidance, please complete following table)</i>			
<p>As a leader who pursues opportunities for growth through agile learning and development of self-awareness, consider how will you continue to:</p> <ul style="list-style-type: none"> • build strong self-awareness of leadership strengths and de-railers 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. 		<p>For example:</p> <ul style="list-style-type: none"> • participation in LEAD4QLD (CEO Stream) • programs/courses you will participate in • experiences you will engage with. 	
Alignment to Performance Objectives <i>Tick all that are appropriate</i>	Planned outcomes <i>Fill in this column when preparing your plan. Suggest limit of between 3 & 6 development objectives. Add additional lines if required.</i>	Evidence of outcomes <i>Fill in this column when reviewing your plan, provide evidence of achieving your planned outcomes</i>	Optional review comments <i>(e.g. by Minister)</i>
<input type="checkbox"/> Objective 1 <input type="checkbox"/> Objective 2 <input type="checkbox"/> Objective 3 <input type="checkbox"/> Objective 4			
<input type="checkbox"/> Objective 1 <input type="checkbox"/> Objective 2 <input type="checkbox"/> Objective 3 <input type="checkbox"/> Objective 4			
<input type="checkbox"/> Objective 1 <input type="checkbox"/> Objective 2 <input type="checkbox"/> Objective 3 <input type="checkbox"/> Objective 4			
<input type="checkbox"/> Objective 1 <input type="checkbox"/> Objective 2 <input type="checkbox"/> Objective 3 <input type="checkbox"/> Objective 4			

Note – it is recommended that any DDGs (including those from other agencies) who support you in delivering Queensland Government priorities are provided with the relevant information from this plan, to ensure their agreements link to your plan.