Chief executive performance and development agreement and assessment 2020-21

**Name:**

**Agency:**

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| **Agreement** | Signed  [Insert Name]  Chief Executive  Date: | Endorsed  [Minister’s name]  Minister  Date: | Minister’s comments | Approved (Premier’s Delegate)  Director-General,  Department of the Premier and Cabinet  Date: |
| **Mid-year review** | Signed  [Insert Name]  Chief Executive  Date: | Approved  [Minister’s name]  Minister  Date: | Minister’s comments | |
| **End of year assessment** | Signed  [Insert Name]  Chief Executive  Date: | Endorsed  [Minister’s name]  Minister  Date: | Minister’s comments | |
| **Final recommendation and approval** | Public Service Commission Board  recommended assessment / comments | | Approved (Premier’s Delegate)  Director-General,  Department of the Premier and Cabinet  Date: | |

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| **1. Whole-of-government leadership and collaboration** (collaboration to deliver benefits across the public sector)  Impactful leadership to enable collaboration in delivering government and Leadership Board priorities | |
| **High Performance Outcomes:** *(to be tailored as required)*  **What:**   * Purposeful **public sector stewardship and leadership** as a member of the Leadership Board consistent with the Leadership Board Charter. * Leadership, carriage of, and collaborative contribution to actions that support the implementation of the priorities and/or priority targets under *Advancing Queensland’s Priorities* (where appropriate). * Improved stakeholder and customer engagement and relationships in place-based approaches to policy and service delivery challenges. * Stewardship of policy and thought leadership across the sector. * Build and support a public sector culture that respects, protects and promotes human rights. | |
| **Evidence:** *(to be tailored as required)*  **Active engagement** in *Advancing Queensland’s Priorities’* governance arrangements.  **Demonstrated behaviours/initiatives**, which have enabled and accelerated agency collaboration, whole‑of‑government leadership and sector‑wide talent management.  **Effectiveness** in facilitating constructive cross-Government outcomes, particularly COVID-19 recovery.  **Regular reporting on progress and achievements and evidence/examples** of adapting policies and programs to deliver service improvements, including **implementation of** *Advancing Queensland’s Priorities*(including priority targets and the implementation of the agency’s responsibilities).  **In providing evidence of the above and as a leader who thinks critically and acts on the broader purpose of the system, consider how you:**   * model and actively authorise collaboration and partnership to contribute to *Advancing Queensland’s Priorities* and deliver whole-of-government priorities, particularly COVID-19 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 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. | |
| **Mid-year review comments:** | **Mid-year review self-assessment:**  High  Sound  Limited |
| **End of year achievements:** (include evidentiary sources)   1. What:   How: | **End of year self-assessment:**  High  Sound  Limited |

**Self-assessment ratings: Limited –** Partially meets expectations; **Sound –** Meets expectations; **High –** Far exceeds expectations

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| 1. **2. Organisational priorities** (Performance for own agency) 2. Progress and deliver priorities in line with agreed vision, strategy and planning | |
| **High Performance Outcomes:** *(to be tailored as required)*  **What:**   * Delivery of Government election commitments and Ministerial Charter letter commitments. * Delivery of strategic priorities, as set out in the Strategic Plan. * Key projects delivered. * Progress against long-term delivery plans. | |
| **Evidence:** *(to be tailored as required)*  **Progress** in delivery against strategic plan performance indicators, and long-term delivery plans and key projects.  **Regular reporting on Government commitments** (election and Charter letter) and decisions demonstrating timely and effective delivery.  **Progress** in implementing Capability Blueprint identified improvement priorities (if applicable).  Stakeholder, customer and community insights, feedback, **satisfaction and effective relationships.**  **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 how you have ensured:**   * resources have been aligned to services and outcomes to deliver on priorities, particularly agency specific COVID-19 recovery * progress towards relevant priority targets under *Advancing Queensland’s Priorities* * high performance and continuous improvement are appropriately incentivised and promoted * a culture of ethical decision-making supports focus on delivery compatibly with human rights * your agency uses innovation 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. | |
| 1. **Mid-year review comments:** | **Mid-year review self-assessment:**  High  Sound   1. Limited |
| 1. **End of year achievements:** (include evidentiary sources) 2. What:   How: | **End of year self-assessment:**  High  Sound   1. Limited |

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| **3. Organisational financial management** (Performance for own agency)  Sustainable financial outcomes and maximised public value | |
| **High Performance Outcomes:** *(to be tailored as required)*  **What**:   * Services delivered within overall budget appropriation, including revenue, operating expenses and funded, controlled FTE positions – Budget paper 2 (BP2). * Capital budgets expended. * Meet the agency’s reprioritisation targets, as approved through the Budget process. * Collaborate with the Service Priority Review Office as part of the public sector reform of specific programs, agency budgets and whole-of-sector categories of spend. * Queensland Audit Office (QAO) audit unqualified. * Productivity and continuous process improvements. * Increased overall value for money in departmental procurement spend. * Coaldrake recommendation (contingent workforce). | |
| **Evidence:** *(to be tailored as required)*  Approved revenue and capital expenditure budgets **(2020–21 Service Delivery Statements)** including additional CBRC allocations.  **Fiscal Principle (6)** compliance **(BP2)**.  QAO audited **financial statements** (31 August).  Expenditure on **contingent workforce**.  Contribution to social outcomes though **procurement spend**.  **In providing evidence of the above, as a leader who maintains a high standard of practice through governance and risk management, consider how you have ensured your agency:**   * 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). | |
| 1. **Mid-year review comments:** | **Mid-year review self-assessment:**  High  Sound   1. Limited |
| 1. **End of year achievements:** (include evidentiary sources) 2. What: 3. How: | **End of year self-assessment:**  High  Sound   1. Limited |

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| 1. **4. Organisational leadership and culture** (Performance for own agency) 2. High performing, customer‑centric workforce with an ethical and healthy workplace culture that reinforces trust in the sector | |
| **High Performance Outcomes:** *(to be tailored as required)*  **What**:   * 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. | |
| **Evidence:** *(to be tailored as required)*  Employee opinion survey **(Working for Queensland)** results.  Participation in LEAD4QLD – sector-wide **leadership excellence assessment and development** initiative.  Health, safety (including domestic and family violence), diversity, absenteeism and leave balance **metrics**.  **Evidence** of staff (including executives) participation in diversity and inclusion initiatives, cultural capability initiatives and human rights initiatives.  Progress in transitioning organisation to the Leadership competencies for Queensland framework (CEO Leadership Board objective)  **In providing evidence of the above and as a leader who strengthens and mobilises the unique talents and capabilities of the workforce, consider how do you and your agency:**   * facilitate growth opportunities for senior executives and senior officers to develop their policy and thought leadership * 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 * ensure staff understand their obligations to act and make decisions compatibly with human rights * 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. | |
| **Mid-year review comments:** | **Mid-year review self-assessment:**  High  Sound   1. Limited |
| **End of year achievements:** (include evidentiary sources)   1. What:   How: | **End of year self-assessment:**  High  Sound   1. Limited |

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| **5. Personal development priorities** | | | |
| **As a leader who pursues opportunities for growth through agile learning and development of self-awareness, consider how will you continue to:**   * 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. | | | For example:   * participation in LEAD4QLD (CEO Stream) * programs/courses you will participate in * experiences you will engage with. |
| **Alignment to Performance Objectives *Tick all that are appropriate*** | **Planned outcomes**  ***Fill in this column when preparing your plan.***  ***Suggest limit of between 3 & 6 development objectives. Add additional lines if required.*** | **Evidence of outcomes**  ***Fill in this column when reviewing your plan, provide evidence of achieving your planned outcomes*** | **Optional review comments**  **(e.g. by Minister)** |
| **Objective 1**  **Objective 2**  **Objective 3**  **Objective 4** |  |  |  |
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***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.***

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| 1. **Chief executive overall comments:** |