

# 3 year human capital strategic roadmap

A different workforce future by design

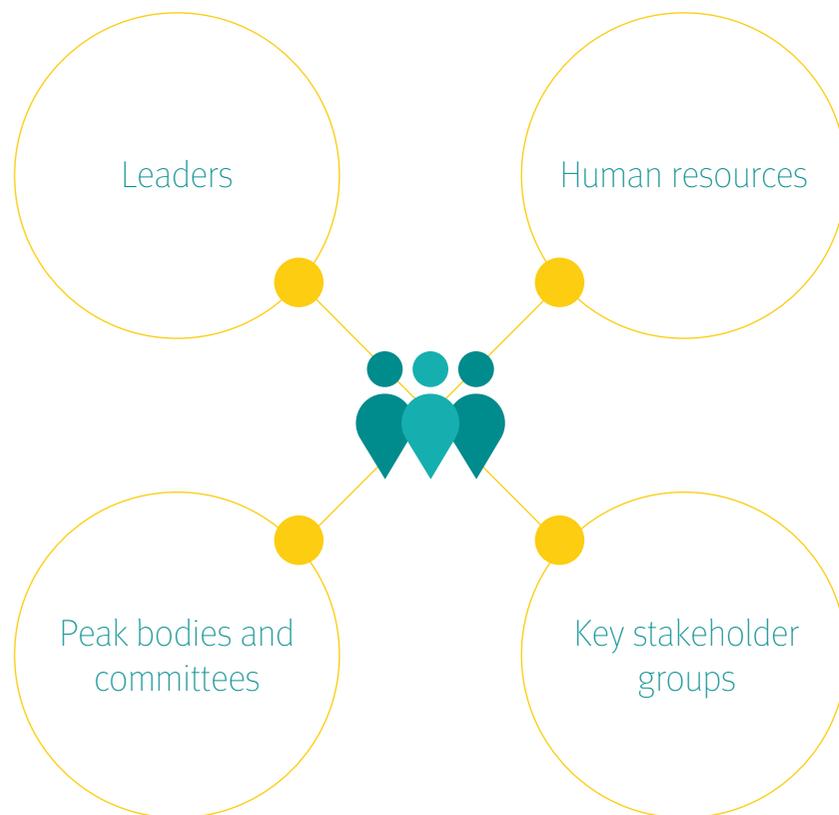


# The first 3 years...a roadmap for creating sustainable and impactful change

*The 3 year human capital strategic roadmap will build the foundations for the transformational changes highlighted in the Queensland public sector (the sector) 10 year human capital outlook.*

By taking a unified approach to key human capital priorities and by harnessing the expertise and influence of our strategic network of collaborators, the sector will be well positioned to respond to challenges as they emerge.

## Network of collaborators



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

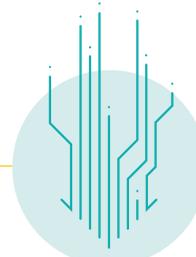
# Levers for change

## 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 strategic talent acquisition solutions.

These levers for change are the catalysts for transformation over the next 10 years. The strategic imperatives, identified in the co-design process, will be the focus of sector-wide action for the next 3 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 by integrating people analytics and ensuring we turn data into actionable insights to support a radically different employment landscape.

# Strategic imperatives



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Total Rewards



Blended workforce

# Descriptor

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.

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.

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 being crucial to our success.

# Levers for change

## 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



Leadership pipeline



Future skills and portable capabilities



Talent Now

# Descriptor

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

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.

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.

# Levers for change

## 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.

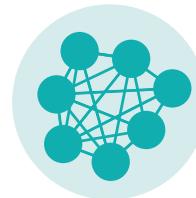
# Strategic imperatives



Agile and flexible working

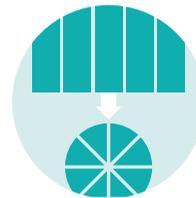
# Descriptor

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



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.



Collaborative governance

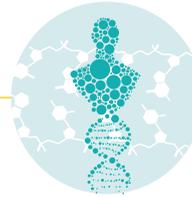
Recognise the strength and opportunity in networking and building strong relationships across all layers of government, community and private sectors. Work together to achieve more collectively, than any single organisation can on its own.

# Levers for change

## 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



Cultural transformation



Wellbeing



Diverse workforce

# Descriptor

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.

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.

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.

# Key enablers for transformation

*To be successful in delivering sustainable and impactful change the sector will invest in:*



leadership commitment  
and stewardship



the right capability to drive  
human capital change



integrated people  
analytics and metrics



regional sustainability



greater focus on strategic  
human capital investment



a test and learn mindset

What we focus on is the most important decision we can make in shaping the legacy of tomorrow.

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