

10 year human capital outlook

A different workforce future by design



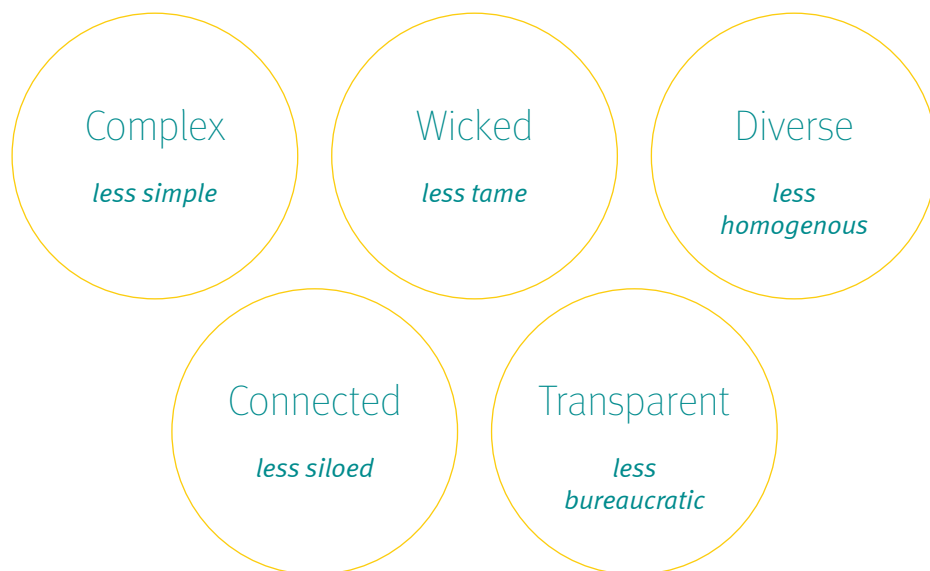
Queensland
Government

Foreword

Global trends are redefining the economies and environment in which we operate, the services we offer, the communities we service and the way we work, live and relate to one another.

With change the only constant, this shifting environmental context will impact every aspect of how the Queensland public sector (the sector) operates – from our services, to our customers, to our workplaces and practices.

With disruptive forces of globalisation, digital transformation, changing demographics and customer expectations, governments will increasingly become more:



These forces of change will significantly impact the employment landscape requiring the sector, like other industries, to reassess traditional views of work, workers and workplaces. This will require different human capital responses to be developed with increased focus on analytics, co-creation and test and learn approaches.

The 10 year human capital outlook and 3 year human capital outlook strategic roadmap are intended to reshape thinking and set us up for the major shifts on the horizon as they relate to the issue of human capital investment. Outlining the key levers for change, the roadmap provides a unified focus for the sector, recognising and leveraging the benefits to be gained in acting as one.

This outlook has been refined through a series of thought leadership and co-creation workshops including Directors-General, Chief Human Resource Officers, business leaders and graduates, in partnership with Deloitte. It speaks to the importance of understanding the environmental context, and the impact of these changes on the future of work.

A changing context

In the face of escalating workforce disruptions is the sector prepared to deliver sustainable outcomes?

Over the next 10 years, the sector will see disruptive changes in relation to:

Environment:

An unprecedented pace and scale of change combined with changes to fiscal and global labour markets will impact our ability to respond to changing customer expectations.

People:

New thinking is required to enable and transition a workforce that will see 40 per cent of jobs at risk of automation, one-third of the workforce exiting and the most technologically literate new generation entering.

Customers:

Customers expect increased levels of choice and control over the way they engage with government.

These changes will require the sector to deliver different outcomes using different means. Achieving this shift will require an increased focus on the principles of:

strategic
partnerships

agility and
adaptability

design thinking

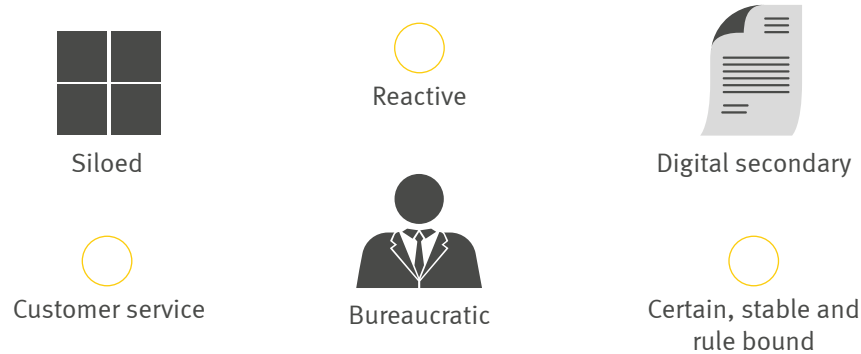
community
engagement

digital first

integrated
analytics

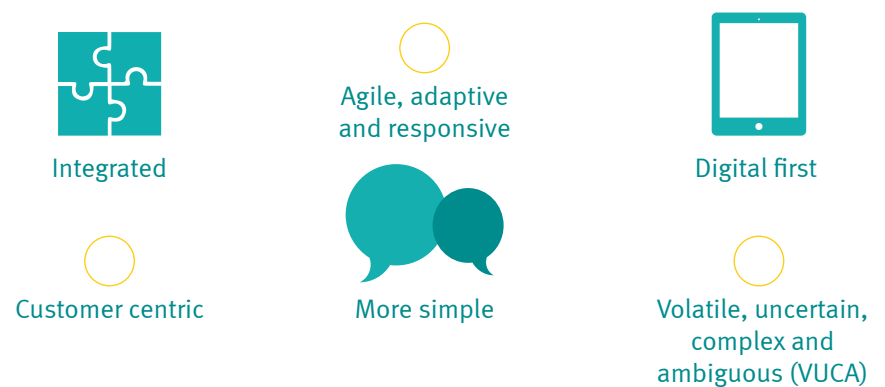
Our services and environment

The last 10 years

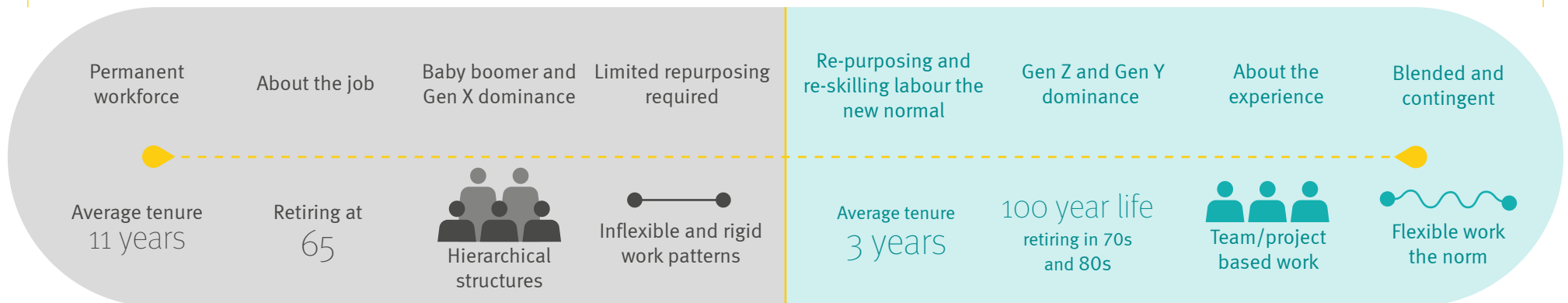


2017

The next 10 years



Our work, workforce and workplaces



Our customers – The last 10 years

One-size fits all
 Choice expected – some services only
 City-centric
 Service delivery at set times
 Products/services developed by the sector
 Authority sits with government
 Customers are spectators

Street talk – From

Risk averse
Safe
 Static workforce
Inflexible
Single channel
Independent
Slow
Hierarchical
Data driven
 Compliance orientated
 Transactional
 Restrictive

Street talk – To

Risk intelligent
 Workforce mobility
Interdependent
Flexible
 Connected
Insight driven
Progressive
Outcomes driven
Diverse
Fast
Multi-channel

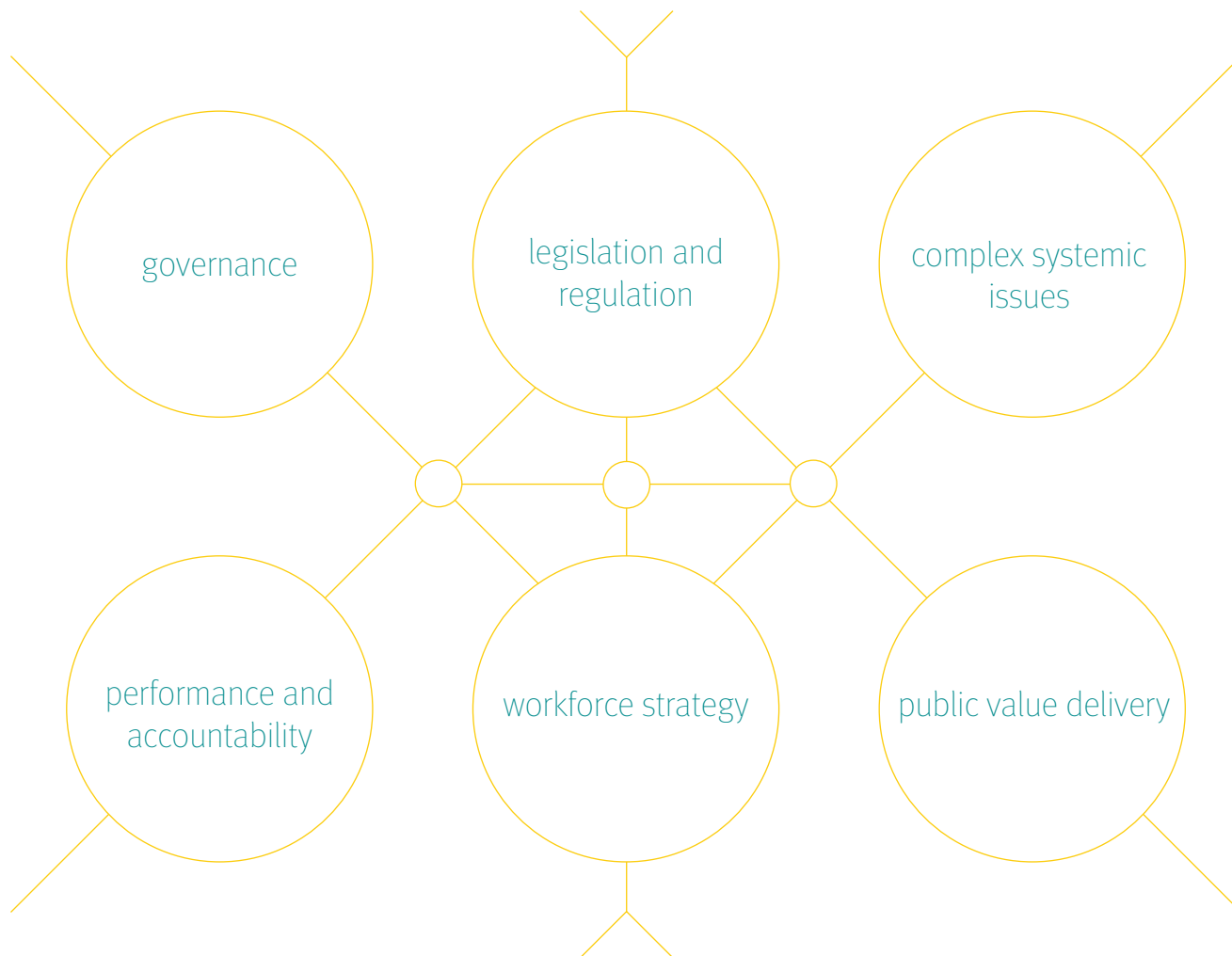
Our customers – The next 10 years

Personalised
 Choice is the norm
 Cities of villages
 24/7 services
 Products/services co-created
 Authority sits with community
 Customers are participants

What does this mean for the future of work?

Some things will change and some things will stay the same...

The shifting environmental context will require the sector to continue to maintain strength and focus in leading:

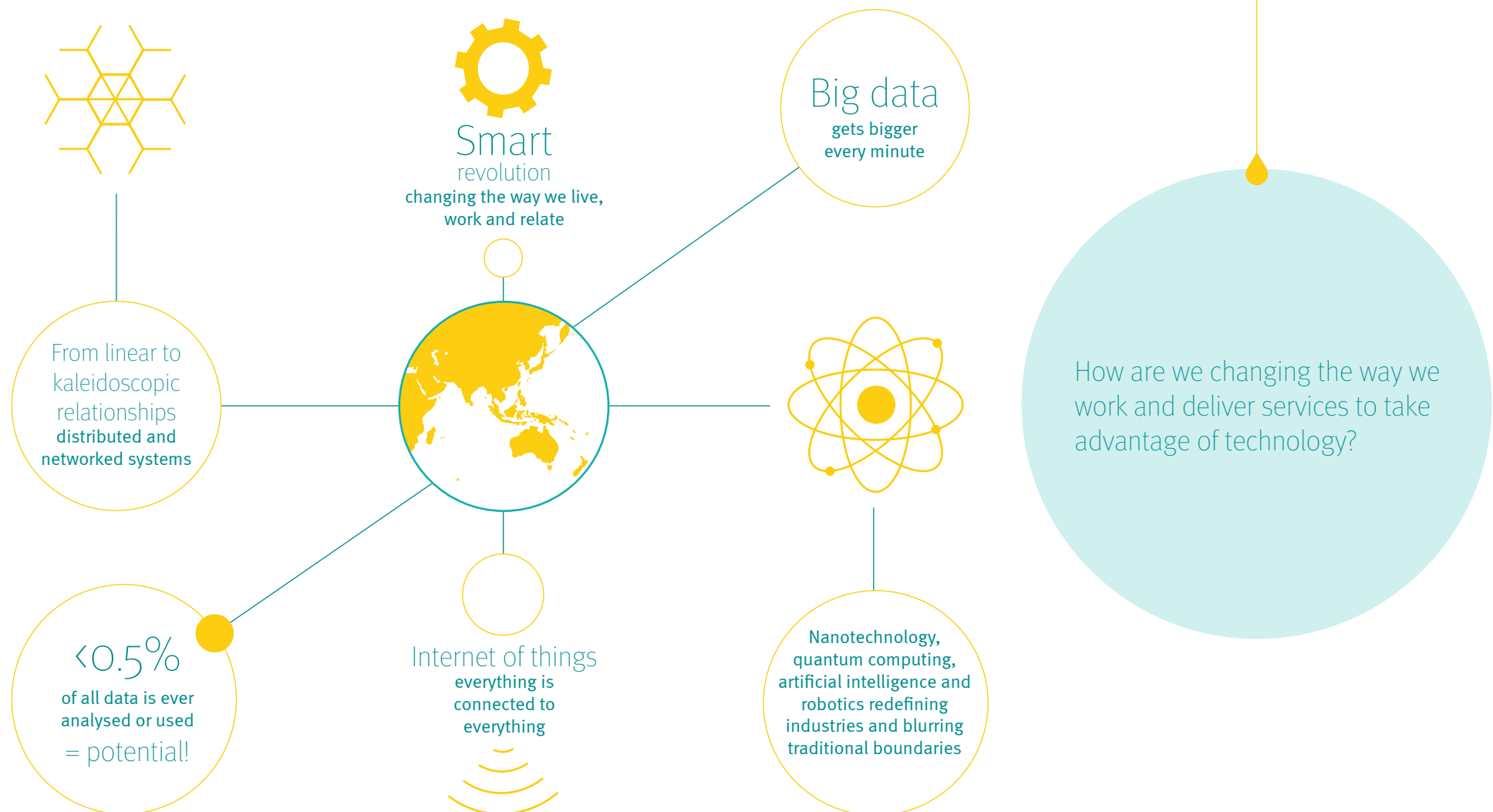


How will we engage differently with the citizens of Queensland?

What does this mean for the future of work?

Environmental shifts will change the way work is done

The revolution in technology opens up not only radical new solutions, but also brings with it confronting realities. Embracing new ways to harness technology to design and deliver broader public value and better services is non-negotiable.



Our employees will seek a personalised experience ...like our customers

We have a more diverse workforce than at any other time in history, bringing with them vastly different expectations about what they are looking for from their employment experience.

The rise of consumerist behaviour combined with generational shifts will require a move away from one-size fits all to more personalised and compelling employment propositions.

70%

use digital
platforms to
find work

1 in 3

casual
by choice

Up to 6

careers and up to
20 different jobs

Portable
skills

for life
not a job for life

Careers will become a
marathon
not a sprint

Public value
delivered by a
diverse
contingent
workforce

What talent wants:

- healthy work-life blend
- challenging purposeful work
- employability
- flexibility and choice
- a culture that fits.

It's time to design a different employee experience:

How do we attract and recruit talent
to work in government quickly?

How do we provide alternative
working solutions to meet
diverse needs?

How do we motivate people to
give their best every day?

Our workforce will be required to think and act differently to respond to more complex problems and changing customer expectations

The changing landscape of customer expectations combined with the increasing complexity of problems will require the sector to reconsider how, where and when work is done.

Up to 47%
of jobs are at risk
of automation

75%
of fastest growing
occupations require
STEM skills

Upsurge of
project-based
work

Prepare for jobs
that haven't been
invented yet

Rise of design thinking and
emotional intelligence

Re-purposing
and re-skilling

New ways of working will almost certainly demand and involve new skills, knowledge and attributes.

The questions for leaders:

How are you embracing change and leading others?

What investment are you making in re-skilling yourself for this changing way of working?

Are your priorities and actions future-focused?

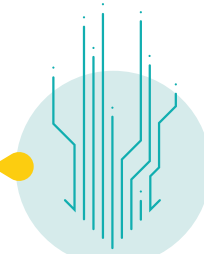
Support workplace change by:

- sharing positive experiences and value employees as talent
- planning for global, strategic sector-wide workforce impacts
- building change capability by connecting to specialist networks
- maximising employment options and career pathways
- investing in employee's personal brand, resilience, development and exposure.

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.



#BeHere4Qld



Total Rewards



Blended workforce

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.



Leadership pipeline



Future skills and portable capabilities



Talent Now

New ways of working

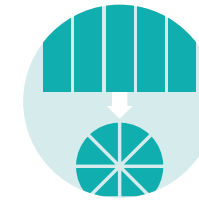
As problems become more complex and employees and customers demand a different experience, the sector will need to act differently. Flexibility in the way we work, principle-based frameworks, and new partnership approaches will see the sector well positioned for the changes ahead.



Agile and flexible working



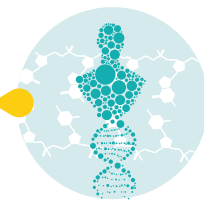
Organisational design



Collaborative governance

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.



Cultural transformation



Wellbeing



Diverse workforce

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.

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For further information visit
www.qld.gov.au/gov/10-year-human-capital-outlook

3 year human capital strategic roadmap 2022

A different workforce future by design



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The next three years

The 10 year human capital outlook provides the overarching strategic intent and levers for change to guide Queensland public sector (the sector) workforce strategy in the context of changing customer needs and expectations, globalisation and digital transformation.

This *3 year human capital strategic roadmap* builds on the original roadmap released in 2017, with refocused strategic imperatives and a pathway for continued workforce transformation across the sector.

Interconnecting and complex forces continue to transform work, workers and workplaces. The sector workforce will need new capabilities, and to embrace new ways of working. An embedded focus on flexibility and wellbeing will be central to our ability to effectively manage complex challenges facing the community and deliver high-quality public services.

A unified approach to human capital priorities which harnesses the expertise and influence of the sector's strategic network of collaborators will see us well positioned to respond to challenges as they emerge.

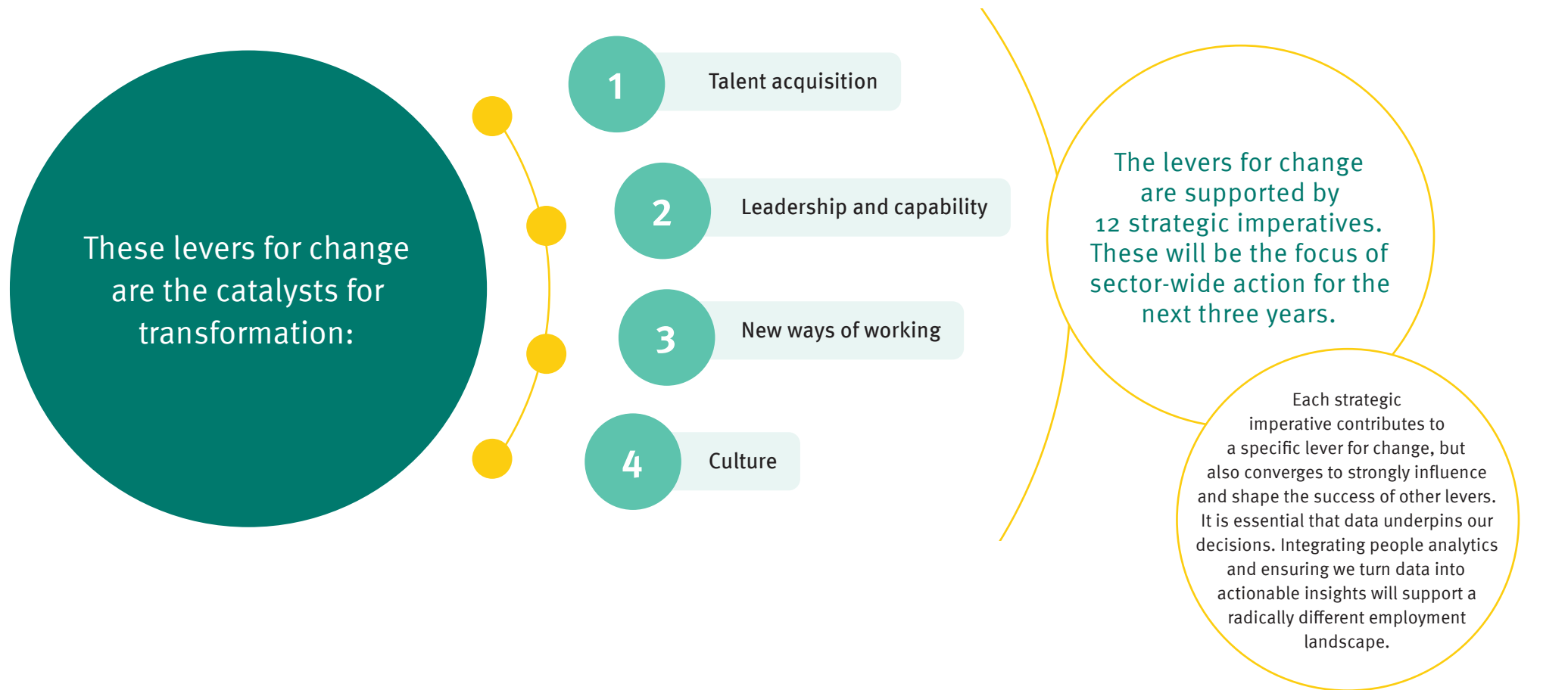
Network of collaborators

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



The central challenge is not to predict the future, but to prepare for uncertainty.

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 talent acquisition solutions.

Strategic imperatives

Our focus



#BeHere4Qld

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.



Our workforce values service to the community, and continuing to build an attractive employer brand based on public purpose work will remain a priority. We need to recruit for knowledge and attitude, as well as new capabilities and skills. Embedding responsive and transparent recruitment practices that foster diversity and drive up the representation of women in leadership roles across the sector, will ensure our workforce remains fit for purpose in a rapidly changing environment.



Total Rewards

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.



The public sector offers employees job security and the opportunity to participate in public purpose work. Although workers may have many jobs in a lifetime, with the increasingly interconnected nature of government and other sectors, time invested in public service roles will increasingly be seen as a critical way to round out a career. To remain competitive in attracting and retaining key talent we must continue to ensure the public sector's reputation as an employer keeps pace with community expectations about employment conditions, while offering meaningful work, valuable career development and flexibility.



Blended workforce

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 is crucial to our success.



In an environment of employment security and reduced use of contingent labour, technology will present both challenge and opportunity. The ethical and equitable adoption of emerging technologies offers significant potential to streamline tasks, boost productivity and free people up for more satisfying roles. Workforce planning within and across agencies, informed by strategic technology adoption and reskilling approaches, will be critical to balancing these risks and opportunities.

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

Our focus

Leadership pipeline



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



Ensuring our workforce continues to deliver policy and programs aligned to government priorities requires more than the acquisition of technical knowledge and skills. A pipeline of diverse leaders who can free up latent capability, mobilise resources to meet emerging needs, and collaborate across boundaries is essential. We will mobilise high performing senior executive women into targeted development roles to build profile and experience, in readiness for chief executive opportunities as they arise. The sector will need to foster leaders who are equipped to support and connect people, lead with compassion, and empower and harness the talents of a diverse workforce.

Future skills and portable capabilities



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.



The increasing complexity of our operating environment has impacted on the skill sets we look for, with data and technical skills increasingly sought after. Even with a planned approach to technology adoption most roles will experience some degree of augmentation, so reskilling and upskilling will be a focus of workforce strategy. Growth mindsets, creativity, curiosity, problem solving, experimentation and collaboration remain as important as ever in an environment of rapid change and high community expectations.

Talent Now



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.



Agile teams working on time-limited projects will play a vital role in responding to emergent priorities and require ongoing access to talent across the sector. Whole-of-sector talent management frameworks and systems will embed agility, tap into collective knowledge and allow the public sector to respond quickly to manage surges. To enable this, we will need to think like one employer, recognise the individual and organisational value of mobility, have greater visibility of people's latent skills, and improve our ability to assess and plan for workloads.

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

Our focus

Agile and flexible working



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



Well-designed flexible and agile work will be a significant driver of workforce diversity, inclusion, wellbeing and productivity. As more functions are able to be performed ‘anywhere, anytime’, we will see a rise in hybrid and geographically dispersed teams. A one-size-fits-all approach to work design will no longer be appropriate in managing a diverse workforce. With the increased uptake of remote working, leaders will need to model flexible work to foster inclusion and build capability in managing by outcomes. We will need to enable our workforce to adapt to new patterns of working and empower workers to design and implement innovative approaches to flexible work that offer agency, autonomy and choice — ‘flexibility within flexibility’.

Organisational design

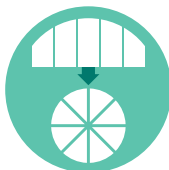


Shift away from a hierarchical, rule-bound environment to a network of mission driven, nimble teams working in a principle-based environment. Ensure our employment frameworks support workers in the gig economy to work independently on discrete tasks, enabling greater choice and control.



Open, networked and flat organisations will capitalise on the collective intelligence of workers by encouraging people to work across organisational boundaries. Organisational design principles and governance arrangements that encourage experimentation, risk management and distributed leadership will be key to enabling innovative solutions to emergent issues. Designing for agility, where teams are able to scale up, scale down, or reconfigure resources to address evolving challenges, will unlock opportunities and synergies to solve the problems of the future.

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.



Issues that cross organisational boundaries will require us to work in partnership with other sectors, with resources distributed around place-based solutions and collective impact. Empowering our workforce to design and deliver horizontal approaches to services that cut across organisational boundaries will continue to require new governance approaches. We will need to establish clear frameworks to collectively invest individual agency resources. A continuing focus on outcomes will require systems thinking, responsive resource systems and flexible budgetary frameworks.

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

Our focus

Cultural transformation



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.



Workplace cultures characterised by clarity of purpose, that enable social conscience and positive community impact will drive attraction and retention. Respectful engagement that welcomes differing views and competing ideas will be crucial to solving complex problems and driving high performance cultures. The sector will need to focus on cultivating trusted, authentic and compassionate leaders, who include people in decisions that impact them and reassure them it's safe to bring their true selves to work. By offering a real commitment to psychological safety and wellbeing, leaders will foster innovation, flexibility, change-readiness and agility.

Wellbeing



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.



Creating cultures of care and psychological safety remains central to the wellbeing of our workforce. Increasing complexity and uncertainty, combined with trends towards increasing remote-ability of many workers' roles, will require leaders to foster connection, manage outcomes and design work with wellbeing in mind. Workplace flexibility arrangements will be co-designed to drive shared responsibility, with a focus on productivity and outcomes, balanced with managing workloads to support wellbeing.

Diverse workforce

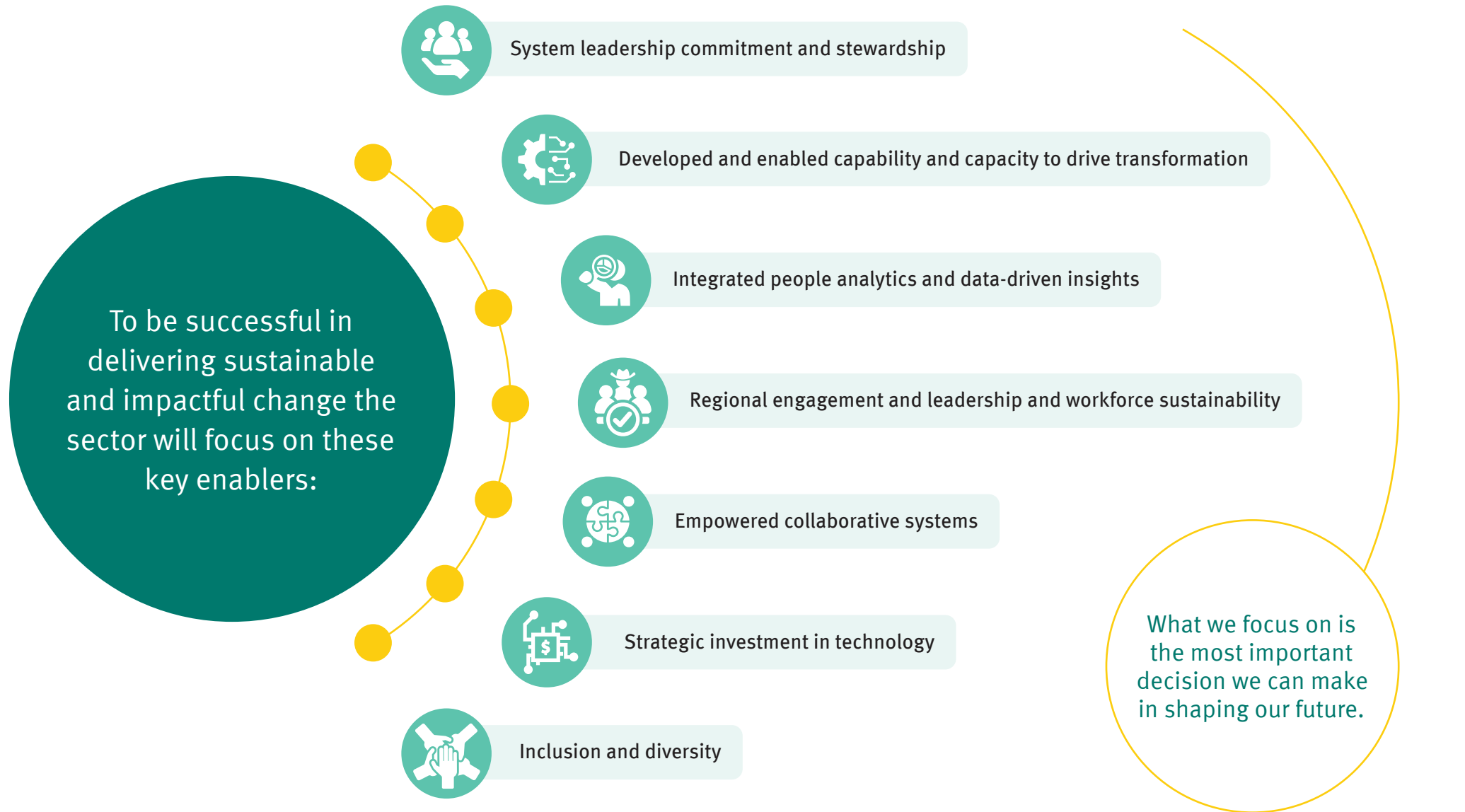


Harness different perspectives in different ways to deliver innovative solutions. Actively pursue diversity of thought to set us up for the complex challenges ahead, particularly the quest for innovative solutions.



We must reflect the diverse community we serve and deliver services that are grounded in individual respect. We will set new targets that challenge us to improve workforce diversity. Although women are represented in many roles across the sector, we must improve representation in leadership (including chief executive) roles as a priority. Fostering connection to our shared humanity and valuing lived experiences will enhance our services by enabling greater insight and innovation. We will integrate inclusion and diversity into all elements of our organisations, reflecting at every level the unique contributions, potential and needs of each employee. Digital enablement will offer new ways to engage and include our workforce across Queensland. To truly foster inclusion we must provide for culturally and psychologically safe workplaces.

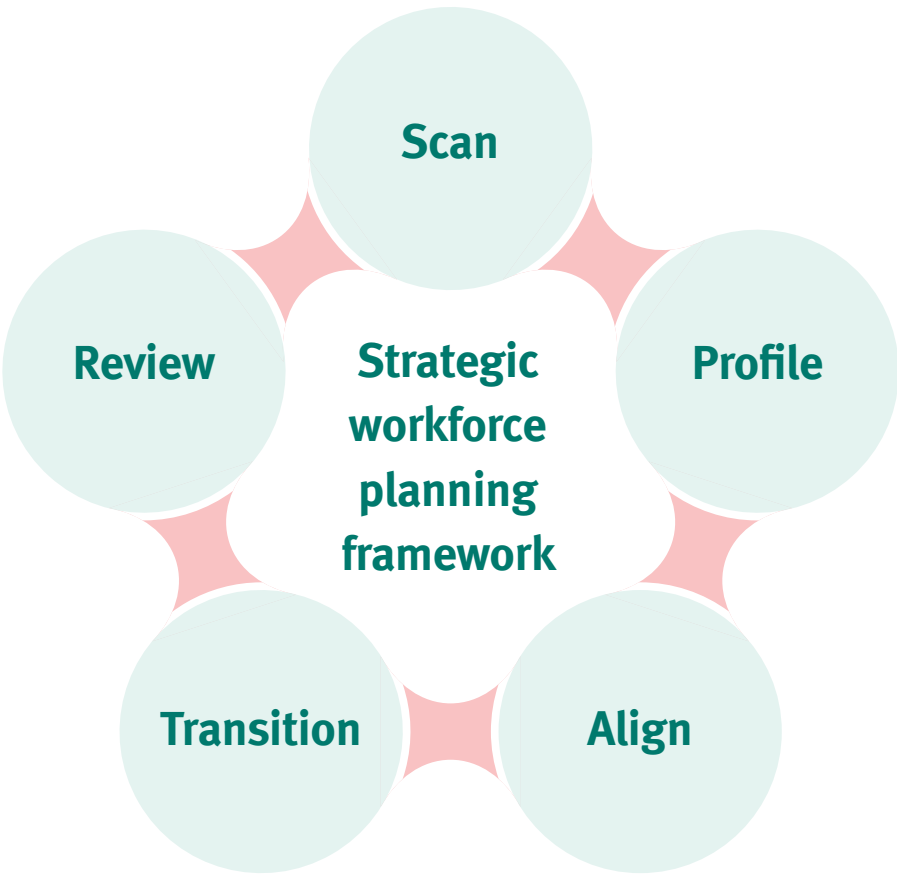
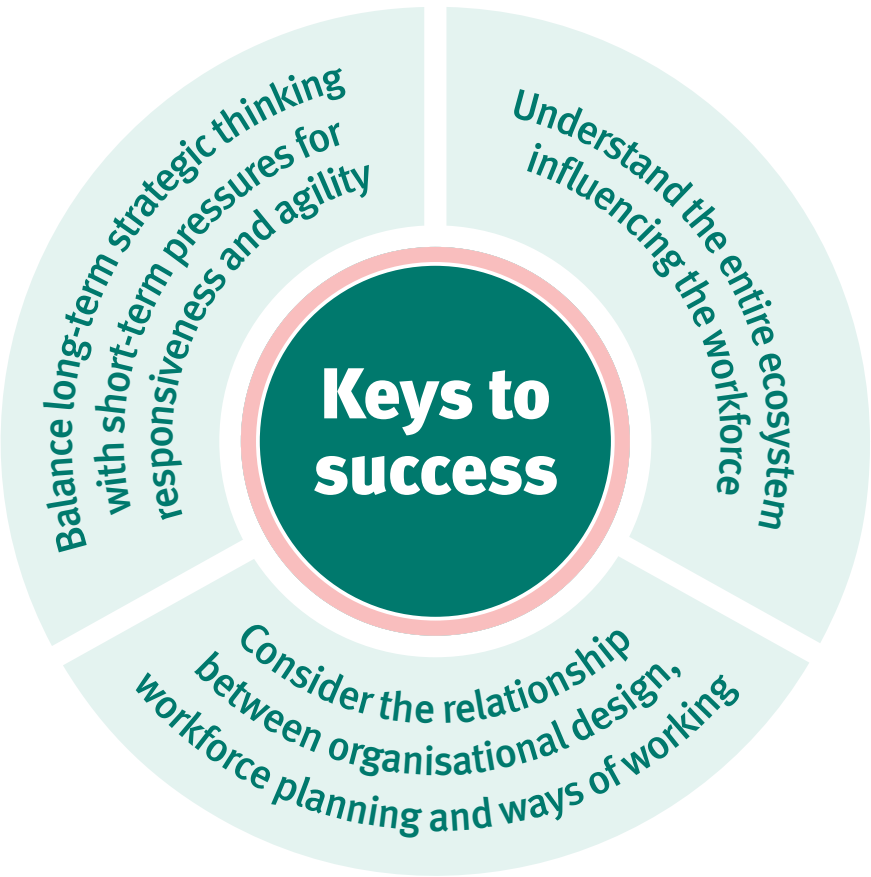
Key enablers for transformation



Developed by the Public Service Commission
commission.psc@psc.qld.gov.au

Strategic workforce planning framework

The continuous dynamic process to ensure your workforce is agile and directly linked to the future direction of your organisation.



	Objective	Consult and engage	Data analysis
Scan	Scan global, national, contingent and enterprise workforce landscape and understand the strategic direction	<ul style="list-style-type: none">Identify drivers affecting workforce design and deployment – including political, economic and societal factors.Confirm high-level business process, service delivery or technology changes for the workforce.Consider desired attributes, skills, capabilities and performance expectations of your future workforce.Consider plausible futures and scenarios.	<ul style="list-style-type: none">Undertake an environmental scan to understand external and internal workforce impacts.Source information on external labour market conditions – in particular, critical skills or emerging occupational groups.Review current skills, capabilities and performance.
Profile	Consider current and future workforce state	<ul style="list-style-type: none">Review current and future workforce design.Identify the workforce impact of your organisations’ strategic agenda.Understand service delivery expectations and strategic direction.	<ul style="list-style-type: none">Source relevant workforce data such as:<ul style="list-style-type: none">occupations and roles by classificationdemographics and workforce metricsworkforce segmentation by business unitcritical attributes, capabilities and competencies by occupations/roles.
Align	Analyse and interpret gaps and identify essential activities to position your organisation for the future	<ul style="list-style-type: none">Model workforce supply and demand forecasts of business and service delivery environment, including understanding the impact of automation.Identify potential opportunities for performance and productivity lift including ways to collectively manage resourcesAlign desired future state with stakeholder expectations.	<ul style="list-style-type: none">Source workforce data on how the workforce is:<ul style="list-style-type: none">recruited – promoteddeveloped – deployedengaged – managed.Model future workforce expenditure and investments with the greatest impact.Analyse automation impact across various workforce segments including regions.
Transition	Design and implement workforce strategies and a measurement framework	<ul style="list-style-type: none">Summarize critical transition challenges by order of magnitude for roles, locations, capabilities.Design strategic workforce plan elements, next steps and recommendations.Consider organisational design – constructing and adjusting an organisation’s structure, governance and way of working to achieve its business strategy.Engage with stakeholders to inform priorities.	<ul style="list-style-type: none">Agree on critical success factors to assist with monitoring.Undertake additional data gathering to support and measure benefits and return on investments.Design workforce reporting measures to monitor performance.
Review	Review and sustain progress through regular monitoring, evaluation and annual updates	<ul style="list-style-type: none">Monitor implementation of workforce strategies.Agree on how to measure success governance and reporting arrangements.Embed review process into existing planning cycle.	<ul style="list-style-type: none">Review results and refine ongoing data capture, and reporting requirements.Regular reporting of workforce performance.

Source: adapted from Gente Consulting Pty Ltd – Workforce Planning Essentials (updated Dec 2019)

Queensland Treasury Strategic Workforce Plan 2022-26

Our vision

A strong economy for all Queenslanders

Our purpose

To drive government priorities through our expert advice and services

Strategic objectives

From Queensland Treasury Strategic Plan 2021–2025

Equip our workforce for the future

- Embed a performance culture that builds capability, fosters accountability, and empowers our people to be the best they can be.
- Support wellbeing and develop a diverse and inclusive workplace reflective of the communities we serve.
- Support and encourage diversity of skillsets to enhance Treasury activities, including leadership and management capability and skills.
- Equip our people with modern and effective data, analytic systems, processes and tools, and provide the support and policies to use them.

Our commitments

5 key shifts



Our workforce

Employees (1,255 total)

● 1,084 full-time

169 part-time ●

Age

● ≤25 years: 4%

● Avg: 44.5 years

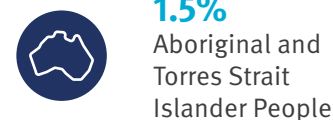
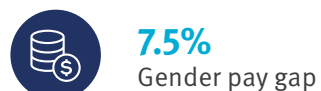
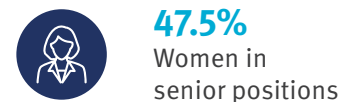
≥60 years: 9.5% ●

Gender

● 43.1% men

● 0.3% non-binary

56.6% women ●



Our values

Customers first

Ideas into action

Unleash potential

Be courageous

Empower people

Risks and opportunities

Culture – providing a healthy, safe, equitable, diverse and inclusive workplace to deliver on expectations

Capability – identifying and developing required capabilities

Capacity – attracting and retaining talent in a highly competitive employment market

Integrity and accountability – preventing systemic or significant non-compliance or mismanagement

Strategic levers

Talent acquisition
Leadership and capability
New ways of working
Culture



Queensland Government

Queensland Treasury Strategic Workforce Plan 2022-26

Talent acquisition

Talent shortages, changing workforce expectations, and the rise of technologies means we need to lift our talent attraction and retention strategies

Actions

- Enhance Treasury's employer brand as *A great place to work*
- Continue to modernise and enhance our recruitment and selection practices and attraction and retention strategies
- Understand and promote the total rewards package to improve attraction and retention

Leadership and capability

Grow and develop management, leadership, data and digital capabilities – embrace modern approaches to learning – develop frameworks for the management of leadership pipelines – embed training needs analysis to drive learning and development strategies

Actions

- Develop a learning and development strategy for Queensland Treasury and refresh annually
- Develop our future leaders and enhance our succession and knowledge management practices
- Build organisational capability in the assessment of current and required workforce capabilities

New ways of working

To be effective in an increasingly complex and connected world we need to act differently, embrace flexibility and operate in more agile, collaborative ways, and recognise that relationships are a key to success

Actions

- Embrace flexibility, collaboration and connection
- Utilise technology to enhance the employee experience and realise efficiencies
- Embed a whole-of-department approach to resource management and workforce planning practices

Culture

Technological change, along with shifting expectations of customers, community and employees requires a culture that supports and rewards our people to – foster inclusiveness, harness diversity, and enhance wellbeing for greater innovation and performance

Actions

- Continue to embed Treasury's 5 key shifts
- Increase our understanding of the experience of diversity target groups in order to develop effective strategies to increase their representation
- Continue to support a healthy and safe workplace for all staff
- Reinforce our core integrity and accountability values

Measures of success



Increased diversity and progress towards equity and diversity targets



Improved employee opinions about flexibility, workload, wellbeing, leadership and Treasury as a great place to work



Vacancy rate \leq 5%



Increased capability in coaching, managing change, digital literacy and the use of data