

A. Entity responses

As mandated in Section 64 of the *Auditor-General Act 2009*, the Queensland Audit Office gave a copy of this report with a request for comments to the:

- Public Service Commission
- Department of Children, Youth Justice and Multicultural Affairs
- Department of Transport and Main Roads
- Department of Resources.

This appendix contains their detailed responses to our audit recommendations.

The head of each entity is responsible for the accuracy, fairness and balance of their comments.



Comments received from Minister for Children and Youth Justice and Minister for Multicultural Affairs



Minister for Children and Youth Justice
Minister for Multicultural Affairs

Your reference: PRJ03229
Our reference: MO ID#10878; CYJMA 04130-2022
- 4 NOV 2022

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Mr Brendan Worrall
Auditor-General
Queensland Audit Office
gao@qao.qld.gov.au

Dear Mr Worrall

Thank you for your email regarding the proposed report to parliament, *Managing workforce agility in the Queensland public sector*, and the opportunity to comment on the proposed recommendations.

I am aware that Ms Deidre Mulkerin, Director-General, Department of Children, Youth Justice and Multicultural Affairs, provided a response to the Queensland Audit Office via email on 27 October 2022.

I support Ms Mulkerin's responses to the recommendations as outlined in the recommendation table that was submitted.

If you require any further information or assistance in relation to this matter, please contact

Thank you for raising this important body of work.

Yours sincerely

Leanne Linard MP
Minister for Children and Youth Justice and
Minister for Multicultural Affairs

Comments received from Commission Chief Executive, Public Service Commission



Public Service Commission

Please quote: 11/22/16931

31 October 2022

Mr Brendan Worrall
Auditor-General
Queensland Audit Office
Email: qao@qao.qld.gov.au

Dear Mr Worrall

Thank you for your email dated 14 October 2022 regarding your proposed report to Parliament, *Managing workforce agility in the Queensland public sector* (the report).

The Public Service Commission (PSC) has considered the report and supports the proposed recommendations, which will further enable improved public sector performance. There is strong alignment with the recommendations of the recently published *Let the Sunshine in*, the Professor Peter Coaldrake AO review of culture and accountability in the Queensland public sector.

In implementing the report's recommendations, PSC is developing a number of strategies and actions to improve workforce agility, including improved guidance and capability building initiatives to support workforce planning and hybrid working. PSC will also work with other state government entities to support the timely and effective implementation of talent acquisition and workforce mobility related recommendations.

Queensland government entities have demonstrated significant agility in response to the COVID-19 pandemic, including implementing an Employee Mobilisation Service to support priority service and support functions. The lessons learned during this time have provided a strong foundation for agencies to continue to work together to meet future challenges.

Should you require further information, please contact

Yours sincerely

A handwritten signature in black ink, appearing to read "Robert Setter".

Robert Setter
Commission Chief Executive

Enclosed: Response to recommendations

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Responses to recommendations



Public Service Commission

Managing workforce agility in the Queensland public sector

Response to recommendations provided by Robert Setter, Commission Chief Executive, Public Service Commission on 31 October 2022.

Recommendation	Agree/ Disagree	Timeframe for implementation (Quarter and financial year)	Additional comments
We recommend that the Public Service Commission:			
1. provides greater central leadership and an integrated approach to strategic workforce planning to address current and future challenges. This includes <ul style="list-style-type: none"> a. providing practical guidance on specific initiatives to address key workforce challenges. b. supporting agency human resource staff to develop skills needed for strategic workforce planning and to address challenges c. developing clear indicators of success to measure performance and progress across the sector 	Agree	Ongoing	<p>PSC has recently provided updated guidance on strategic workforce planning through the Specific Purpose Planning Requirements. Further practical guidance will be developed to support implementation of the Public Sector Bill 2022.</p> <p>PSC will develop practical guidance on key workforce issues such as flexible work, recruitment and selection, and health, safety and wellbeing.</p> <p>PSC has strengthened the 2022 Working for Queensland survey to ensure data informs strategic workforce priorities, including clear measures of performance.</p>
2. develops contemporary recruitment and selection practices that support the timely recruitment of a diverse workforce. This includes revisiting the sector's employment value proposition.	Agree	Ongoing	<p>PSC is developing a new recruitment and selection directive and has released guidance on contemporary attraction strategies. PSC is consulting agencies on strategic talent acquisition issues, including the sector's employment value proposition.</p>
3. develops whole-of-government guidance on practical and sustainable hybrid workforce models.	Agree	Q1 2023	<p>PSC has developed practical guidance for employees, managers and executives on flexible and hybrid work models, which will be released by December 2022 and implemented across the sector in early 2023.</p>

Recommendation	Agree/ Disagree	Timeframe for implementation (Quarter and financial year)	Additional comments
4. champions cross-sector workforce mobility programs and common job descriptions to build and nurture a capable and adaptable workforce.	Agree	Ongoing	PSC is continuing to promote cross-sector mobility through an ICT-enabled platform to support career growth and meet emergent business priorities. The PSC is also developing guidance to address barriers to agility. Learnings from the Employee Mobilisation Service and COVID response continue to be applied, with PSC, State Disaster Coordination Centre and the Department of Communities, Housing and Digital Economy (DCHDE) researching the viability of a more coordinated or centralised model for surge mobilisation during periods of crisis. DCHDE has carriage of developing a business case.



Comments received from Director-General, Department of Children, Youth Justice and Multicultural Affairs



Your reference: PRJ03229
Our reference: CYJMA 04039-2022

Office of the
Director-General

Department of
**Children, Youth Justice
and Multicultural Affairs**

26 October 2022

Mr Brendan Worrall
Auditor-General
Queensland Audit Office
gao@qao.qld.gov.au

Dear Mr Worrall

Thank you for your email regarding the proposed report to parliament, *Managing workforce agility in the Queensland public sector* (the report), and the opportunity to comment on the proposed recommendations.

I have reviewed the report and the recommendations directed to all Queensland Government departments, and I am pleased to advise the Department of Children, Youth Justice and Multicultural Affairs (the department) agrees with recommendations 5, 6 and 7 which are provided for all government departments. The department's formal response to these recommendations is enclosed.

The report's insight and recommendations on workforce planning leadership, workforce transformation, and talent attraction and retention will guide the department's ongoing strategic and operational workforce planning processes.

The safety, wellbeing and best interests of Queensland's most vulnerable children and young people is of utmost importance to the department. I am committed to continue developing the department's workforce planning and management maturity to meet the changing and complex demands of the department's clients and stakeholders.

If you require any further information or assistance in relation to this matter, please contact

Yours sincerely

A handwritten signature in black ink, appearing to read "Deidre Mulkerin".

Deidre Mulkerin
Director-General
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Recommendation	Agree/ Disagree	Timeframe for implementation (Quarter and financial year)	Additional comments
7. move from traditional recruitment practices to contemporary talent acquisition approaches. This includes: <ul style="list-style-type: none"> a. modernising and simplifying job roles that focus on skill needs, facilitate mobility across the sector and better align with comparable private sector roles. b. finding more innovative ways to attract and retain talent. 	Agree	Quarter 1 2023-24	DCYJMA's Strategic Workforce Plan recognises the requirement for contemporary attraction and retention practices. Each regional and youth detention centre workforce plan 2022-23 has identified strategies for more innovative and inclusive ways to attract and retain talent. DCYJMA is actively reviewing our workforce structure to better facilitate mobility of critical roles across DCYJMA, sector and industry.

Comments received from Director-General, Department of Resources

Ref CTS 17900/22



Mr Brendan Worrall
Auditor-General
Queensland Audit Office
PO Box 15396
CITY EAST QLD 4002

Dear Mr Worrall

Thank you for your email of 14 October 2022 concerning the Managing Workforce Agility proposed report and recommendations.

The Department of Resources supports the recommendations presented as outlined in the attached document.

As requested, please find enclosed Department of Resources response to the recommendations.

Should you have any further enquiries, please contact [REDACTED]

Yours sincerely

A handwritten signature in blue ink, appearing to read "M. Cridland".

Mark Cridland
Director-General

Enc/Att: Department of Resources recommendation table

Department of Resources
PO Box 15216 City East
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Responses to recommendations



Department of Resources

Managing workforce agility in the Queensland public sector

Response to recommendations provided by [redacted] Department of Resources on 27 October 2022

Recommendation	Agree/Disagree	Timeframe for implementation (Quarter and financial year)	Additional comments
We recommend that the Department of Resources:			<Include proposed action/s to implement the recommendation> <If you disagree with the recommendation, provide a brief and clear explanation>
5. ensure strategic workforce planning is driven by leaders and integrated with organisational planning. This includes considering its workforce as part of the broader sector workforce to support greater mobility.	Agree	2024	
6. implement better strategies to address challenges and create a skilled workforce. This includes: a. undertaking a robust assessment of existing and future workforce skills needed to meet goals, and identifying any skills gaps b. assessing the impact of emerging technology and digital transformation on service delivery, workplace infrastructure and workforce demand	Agree	06/2023 2024 (b)	Work is already underway capturing current workforce demographics and future needs. Part B will be ongoing.
7. move from traditional recruitment practices to contemporary talent acquisition approaches. This includes: a. modernising and simplifying job roles that focus on skill needs, facilitate mobility across the sector and better align with comparable private sector roles. b. finding more innovative ways to attract and retain talent.	Agree	2023	The role design and EVP of the department is already underway and this is ongoing BAU.



Comments received from Director-General, Department of Transport and Main Roads



Office of the
Director-General

Department of
Transport and Main Roads

Confidential

Our ref: DG43748

Your ref: PRJ03229

31 October 2022

Mr Brendan Worrall
Auditor-General
Queensland Audit Office
[Redacted]

Dear Mr Worrall

Thank you for your email of 14 October 2022 about the Queensland Audit Office's report to Parliament on 'Managing workforce agility in the Queensland public sector'.

While there are no specific recommendations for the Department of Transport and Main Roads (TMR) to address from this report, we note that there are three recommendations for all departments to address around:

- driving strategic workforce planning across the sector
- implementing strategies to identify skills gaps and assessing the impact of emerging technology and digital transformation on service delivery
- moving to contemporary talent acquisition approaches.

TMR continues to assess and improve its performance in managing its workforce, including in the areas mentioned in your report. TMR is committed to creating a strong and supportive organisational culture where our people are proud to work.

I appreciate the opportunity to provide feedback in this proposed report enclosed.

If your officers require further information, [Redacted]

Yours sincerely

A handwritten signature in black ink, appearing to read 'Neil Scales'.

Neil Scales
Director-General
Department of Transport and Main Roads

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Responses to recommendations



Department of Transport and Main Roads

Managing workforce agility in the Queensland public sector

Response to recommendations provided by
 Department of Transport and Main Roads on 20 October 2022

Recommendation	Agree/ Disagree	Timeframe for implementation (Quarter and financial year)	Additional comments
We recommend that the Department of Transport and Main Roads:			
5. ensure strategic workforce planning is driven by leaders and integrated with organisational planning. This includes considering its workforce as part of the broader sector workforce to support greater mobility.	Agree	Not applicable, already mature	TMR currently undertakes strategic workforce planning driven by leaders and integrated with organisational planning. We agree that agencies should consider its workforce as part of the broader sector workforce to support greater mobility. TMR investment is in ensuring we have a pipeline of talent into and across TMR and encourage and facilitate mobility across the sector.



Recommendation	Agree/ Disagree	Timeframe for implementation (Quarter and financial year)	Additional comments
<p>6. implement better strategies to address challenges and create a skilled workforce. This includes:</p> <ul style="list-style-type: none"> a. undertaking a robust assessment of existing and future workforce skills needed to meet goals, and identifying any skills gaps b. assessing the impact of emerging technology and digital transformation on service delivery, workplace infrastructure and workforce demand 	<p>Agree</p>	<p>Not applicable, already mature</p>	<p>TMR has undertaken significant assessment of existing and future workforce skills.</p> <p>in response to a) TMR has determined six priority capabilities, from an enterprise-wide perspective, to invest in:</p> <ul style="list-style-type: none"> - Leadership and Management - Digital and Data - Portfolio, Program and Project Management - Safety - General Business Skills - Occupational/technical skills <p>Our next review of our priority enterprise-wide capabilities would be in 2024-2025.</p> <p>in response to b) TMR has a Digital Capability Unit that supports the organisation to embrace new capabilities and work differently to meet customer needs, realise opportunities and address challenges in an ever-changing environment. Deliverables such as Digital Strategic Plan, Digital Leadership Pathway, Digital Service Design Office and DigiCAT (digital capability self-assessment tool).</p>



Recommendation	Agree/ Disagree	Timeframe for implementation (Quarter and financial year)	Additional comments
<p>7. move from traditional recruitment practices to contemporary talent acquisition approaches. This includes:</p> <ul style="list-style-type: none"> a. modernising and simplifying job roles that focus on skill needs, facilitate mobility across the sector and better align with comparable private sector roles. b. finding more innovative ways to attract and retain talent. 	Agree	In progress Q4 2024	<p>Under our current Strategic Workforce Plan 2020-2024 (revised for 2022-2024) a priority project has been established to focus on:</p> <ol style="list-style-type: none"> 1. Attraction and retention strategies: education of current and investing in new options, establishing process to address specific talent challenges such as considering job design, sourcing strategies and so on. 2. Talent external to TMR that maximises our employer brand presence, streamlining recruitment and selection processes that lead to better candidate care. 3. Entry pathways: enhancing existing pathways and introducing new pathways.

