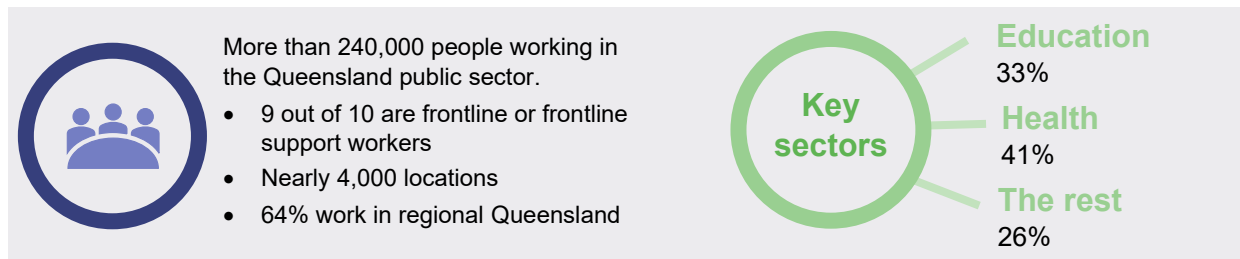# Report on a page

In this audit we examine the effectiveness of the Queensland public sector's workforce planning to support an agile and flexible workforce that can meet changing needs and government priorities. Agile working is about getting work done with maximum flexibility and minimum constraints, so that the right people are in the right place at the right time.

Figure A
The Queensland public sector workforce

More than 240,000 people working in the Queensland public sector.
- 9 out of 10 are frontline or frontline support workers
- Nearly 4,000 locations
- 64% work in regional Queensland

Key sectors

Education 33%

Health 41%

The rest 26%

Source: Queensland Minimum Obligatory Human Resource Information (MOHRI) data at 30 June 2022.

Workforce planning and leadership

Greater direction and leadership are needed to develop an integrated approach to strategic workforce planning, and to shift from operational to transformational approaches. The current workforce planning framework is broad and visionary but has not translated to effective planning strategies. The pandemic showed that departments face and meet workforce challenges, but they do not have specific strategies to address all obstacles and support change. Workforce plans are more likely to include business-as-usual actions than specific initiatives or projects, with measures of success, to address challenges. There is an opportunity for more integrated and harmonised planning across the sector.

Workforce transformation

The adoption of new technology continues to gain pace, reshaping how we work and deliver services. Many job tasks will be automated, new tasks will emerge, and some job roles will evolve with new responsibilities.

The Queensland public sector's current assessment of the impact of technology on the workforce is inadequate to provide insights into how the workforce could change and identify opportunities to improve service delivery. The sector does not fully know what new skills will be needed. More analysis is needed on how to improve workforce skills, tools, and abilities, to keep up with the constant changes. Workforce analysis mainly focuses on workforce profile and does not give a clear picture of existing workforce capability across the sector. This makes it difficult to assess what critical skills and capabilities are needed to transform the public sector and make it relevant for the changing environment.

Attracting and retaining talent

Barriers to attracting and retaining talent mean that many departments lack the right resources and skills to operate efficiently and effectively. In an increasingly competitive labour market, particularly for specialist skills and deep expertise, more modern and timely recruitment processes are needed. But the sector also needs to find more innovative ways to attract and retain the talent it needs.

To become a more dynamic and responsive organisation, the public sector needs flexible work practices that meet both organisational and employee needs, including ways of moving employees more easily across the sector.