

Report on the public sector principles and the Code of Conduct

2025 calendar year

Sector strengths and opportunities

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Introduction

The *Public Sector Act 2022* (PS Act) provides a modern legislative framework to ensure that Queensland's public sector is fair, responsive, inclusive and a leader in public administration.

The Public Sector Commission (PSC) is established under the PS Act as an independent central agency of the Queensland Government. The PSC also administers the *Public Sector Ethics Act 1994* (PSE Act).

The PSC develops public sector workforce policy and delivers services to build a public sector workforce that is professional, ethical, diverse and highly capable.

Section 207 of the PS Act sets out the key functions of the PSC which include:

- providing system leadership and stewardship of the sector
- building and maintaining the capability and capacity of the public sector
- promoting equity, diversity, respect and inclusion in the public sector
- enhancing and promoting a culture of integrity and ethical behaviour and decision making
- building leadership capability and facilitate the development of a highly skilled chief executive service and senior executive service
- promoting the public sector principles.

The legislative functions are the foundation on which the PSC will deliver on its vision—for a capable, ethical and connected public sector that delivers for Queenslanders, and its purpose—to support public sector agencies to continuously improve their workforce and workplaces.

Purpose of this report

Section 39 of the PS Act establishes thirteen public sector principles that guide how the public sector, and the employees that make it up, are managed. This recognises that public sector entities are established for a public purpose and the people of Queensland place their trust in government and its employees to deliver services and programs efficiently and with integrity.

The principles can be summarised under four themes:

1. service and collaboration
2. integrity and public trust
3. performance and innovation
4. fairness, equity and inclusion.

The focus of this report is on identifying sector strengths and opportunities in relation to each of these key themes.

This report fulfils the intent of the PSC's reporting requirements under the PS Act and the PSE Act to:

- report, at least annually, to the Premier on the application of the public sector principles within public service entities (section 207(2)(i) PS Act)
- ensure that each report about the public sector principles under the PS Act includes a statement about the implementation of the code of conduct for public service agencies (section 12M PSE Act).

In addition to meeting the PSC's reporting obligations, this report also explores:

- the status of actions under the previous government's *Even better public sector for Queensland strategy 2024–2028* (Even better strategy). While it is not proposed to progress the strategy in the current context, certain actions under the strategy will be reshaped and continue as part of the PSC's forward work plan and in line with its strategic plan. The PSC will also undertake a desktop review of the insights identified in developing the Even better strategy to ensure that recent developments (for example Artificial Intelligence) are appropriately captured. These insights have been valuable for both the sector and the PSC.
- current strength areas for the sector, including a focus on service delivery, overall low levels of conduct and performance matters, high perceptions of ethical behaviour, a strong chief executive performance framework, and a focus on diverse and equitable workplaces.
- opportunities for the PSC to further support the sector to improve practices to implement the public sector principles and deliver on government priorities within a culture of performance and integrity. Key activities and focus areas to prioritise for the calendar year 2026 (and ongoing) are highlighted.

Public sector principles



Sources of information

This report has been informed by data and evidence gathered from a range of sources available to the PSC including:

- **State of the sector report 2025**—this annual report provides access to data and insights about the Queensland public sector workforce. This report uses data from multiple sources including workforce data (Minimum obligatory human resource information (MOHRI), Working for Queensland survey data, and conduct and performance (CaPE) data. This report meets the requirement for the PSC to monitor, and report to the Public Sector Governance Council (PSGC) about the workforce profile of the public service (section 207(2)(m) PS Act).
- **Working for Queensland survey 2025**—an annual survey which enables employees from a wide range of Queensland public sector entities to be heard, by providing insights into their employment experiences. Gaining these insights plays a key role in driving positive workplace change and delivering better outcomes for the Queensland community.
- **PSC Annual Report**—this provides information on the PSC’s performance against its objectives as outlined in the Strategic Plan 2024-2028. It also demonstrates the PSC’s achievements, corporate governance, financial performance, organisational development, and future direction.
- **2025–26 State Budget Service Delivery Statements (SDS)** —the PSC’s achievements for 2024–25 and priorities for 2025–26 are published in the Department of the Premier and Cabinet’s SDS.
- **PSC Strategic Plan 2025–2029**—the Strategic Plan outlines the PSC’s vision, purpose, objectives and strategies to support the Queensland Government’s priorities and objectives for the community.
- **Conduct and performance data**—the PSC publishes this annually in accordance with section 128 of the PS Act and to support transparency and accountability. The data comprises the number of employees assessed and managed for unsatisfactory conduct or performance through the CaPE case categorisation framework. It identifies the severity of the matter (category), the timeframe taken to address the matter, and the outcome.
- **Annual reports of public service entities**—section 63 of the *Financial Accountability Act 2009* requires all departments and statutory bodies to prepare annual reports and section 46(2) of the *Financial and Performance Management Standard 2019* mandates the annual report requirements.
- **Equity and diversity audits and reports**—section 29 of the PS Act requires public sector entities to conduct an equity and diversity audit and analyse performance against equity and diversity plans each year. After conducting audits, chief executives must prepare reports about information gathered through the audit.

Note: This report primarily focuses on the implementation of the public sector principles by the public service, however inclusion of individual public service and/or public sector entities vary within data sets, and therefore the report will sometimes refer to public sector data where public service only data is not available. It should also be noted that not every entity captured by the PS Act as a service or sector entity is included in MOHRI and Working for Queensland survey data.

Sector challenges

Through a process of research, engagement and workforce data analysis, work undertaken in late 2023 to early 2024 to develop the Even better strategy identified a range of key challenges facing the Queensland public sector.

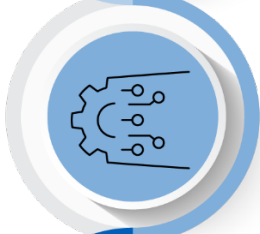
These challenges remain relevant in 2026 and continue to inform the PSC's strategic direction and ongoing work program.

Public sector challenges



Increasingly complex local and global needs

To find the best solutions to the increasingly interrelated and complex issues society is facing, the public sector will need to be innovative and collaborative.



Skilling up for ongoing digital advancements

Technological advances are set to continue, and digital literacy is required for jobs of all kinds. The public sector will need to be agile as new technologies, including artificial intelligence, create new jobs and require new skillsets.



Changing workforce demographics

As our population ages, the proportion of the population who are 'working age' is predicted to shrink, even as people live and work for longer. The public sector will need to embrace multigenerational and diverse workplaces as an exciting new normal.



Earning trust in uncertain times

Trust in public institutions, including public sector organisations, is hard earned and easily corroded. We need to support government to tackle complex problems and engage with the community in evidence-based, meaningful ways.









Moving towards productive flexibility







People value flexibility in where, when and how they work more than ever. The public sector will need to find ways to support flexibility while maintaining productivity, equity and connectedness.







Even better strategy status

The Even better strategy responded to the above key challenges with a published workplan of actions. The status of these actions is set out below.

Actions that align with the PSC’s revised strategic direction and focus on customer-centric outcomes for the sector, will continue (‘progressing’ in the table below). These actions will be repositioned under the PSC’s forward workplan and have been captured in this report as sector opportunities under the relevant public sector principle theme.

| Completed | PSC progressing | Changed approach |
|--|---|---|
| Action | | |
| Status | | |
| PSC progress | | |
| Work: Our ways of working inspire trust in government | | |
| 1. Apply the Regional Collaborative Governance Model (RCGM) to a complex regional issue and capture learnings to inform future collaborative governance mechanisms. |  | Final report under consideration. |
| 2. Work with public sector leaders to develop model(s) under the <i>Public Sector Act 2022</i> for effectively delivering priorities/initiatives/projects which involve more than one public sector organisation. |  | A research report on collaborative governance approaches was developed, to inform executive-led, cross-agency collaboration on shared sector priorities. |
| 3. Develop practical guidance based on research and the sector’s existing success stories to support successful sector collaboration. |  | Developed resources and practical guidance to support the sector’s collaboration skills. |
| 4. Implement sector-wide guidelines, resources and training for culturally appropriate engagement with First Nations peoples and communities. |  | The PSC continues to assist with workforce cultural capability and supports agencies to meet their reframing the relationship obligations and planning requirements under the <i>Public Sector Act 2022</i> . |
| 5. Develop a plan for building practical skills in community engagement, facilitation and public communication across the sector. |  | A sector capability plan was developed, which informed the development of now-published collaboration resources. |
| Workforce: Our people are ready to meet any challenge | | |
| 6. Undertake a workforce planning process for the sector focused on building and maintaining the sector’s core internal capability. |  | Identified critical professions for capacity building. |

| Action | Status | PSC progress |
|--|---|--|
| 7. Deliver a sector-wide plan that focuses on the development of the core expertise, roles and professions which are common across the sector and are critical to support the work of government. |  | Identified key professional and core skills to be integrated into sector-wide capability initiatives. |
| 8. Determine appropriate system(s) and process(es) to mobilise non-frontline public sector expertise, roles and professions which are common across the sector. |  | This action has been completed through: <ul style="list-style-type: none"> - research report on best practice approaches to public sector workforce mobility - Workforce Mobility Directive 03/25, which provides a framework to support mobility under the <i>Public Sector Act 2022</i> - a centrally coordinated continuous talent pool for Chief HR officer roles and an SES4 mobility program. |
| 9. Design a new sector-wide non-frontline graduate program aimed at launching and supporting meaningful public sector careers. |  | New graduate project commencing in 2026 in partnership with the Department of the Premier and Cabinet. |
| 10. Implement new chief executive performance expectations which promote contemporary, inclusive and accountable leadership practices aligned to the <i>Public Sector Act 2022</i>. |  | Developed and implemented new chief executive performance framework. |
| 11. Implement new leadership and performance expectations for the senior executive service, senior officers and emerging leaders aligned to the <i>Public Sector Act 2022</i>. |  | Research project with ANZSOG and the University of NSW included a review of Leadership competencies for Queensland. PSC will release an onboarding handbook. In 2026 the PSC will work with agencies to consider research findings to determine the approach to be taken to the leadership competencies. |
| 12. Design a development program for executives (chief executives and the senior executive service) focused on sector stewardship and systems thinking. |  | Research project with the Australia and New Zealand School of Government (ANZSOG) and the University of NSW included foundational research for a |

| Action | Status | PSC progress |
|--|---|---|
| Workplace: Our workplaces support our people to serve their community | | |
| 13. Deliver a public campaign that promotes the diverse opportunities that exist across the sector and clearly explains why the sector is a great place to build a career |  | PSC project is on hold. Sector agencies continue to implement and update individual agency employee value propositions. |
| 14. Publish a new annual online report which provides government, the sector and the community with key information and insights about the public sector workforce. |  | Published 2024 and 2025 State of the sector report. |
| 15. Develop a refreshed ethics framework following a review of the <i>Public Sector Ethics Act 1994</i> and Code of Conduct for the Queensland Public Service. |  | Consistent with its core functions, the PSC is considering the development of practical resources and supports to enhance and promote a culture of integrity and ethical behaviour and decision-making. |
| 16. Develop an induction and onboarding program on the craft of public service. |  | Pinpointed key areas for consistent induction and onboarding program. |
| 17. Pilot, refine and roll out the new induction and onboarding program on the craft of public service. |  | Program launched. |
| 18. Develop practical tools and guidance to support successful implementation of the new recruitment and selection processes which support equity and diversity under the <i>Public Sector Act 2022</i> |  | Priority project in 2026 focussed on review of Directive and provision of practical resources. |

Application of the public sector principles

Service and collaboration

The first theme under the public sector principles is focused on a commitment to service for the community and effective collaboration to improve service delivery. The relevant public sector principles in this context are:

- achieving a spirit of service to the community (s39(2)(a) of the PS Act)
- promoting collaboration between public sector entities and other entities in providing services to the community (s39(2)(e) of the PS Act).

The Queensland public service workforce consists of highly skilled professionals across many professions and sectors committed to the effective delivery of services to Queenslanders.

Nine out of ten public sector roles are frontline and frontline support.

As the population of Queensland grows, more frontline public servants are required and more frontline services, community support and infrastructure is needed. The service is responding to an aging and more multicultural diverse community.

Collaboration across internal workforce teams, and with other agencies and industry partners, is critical to service delivery success.

Service strengths

Focus on service to Queenslanders

Queensland public servants are positive about their contributions to the Queensland community.

In the 2025 Working for Queensland survey, 78 per cent of public service respondents said their work has had a positive impact on the lives of Queenslanders and 81 per cent felt their organisation had a positive impact on the lives of Queenslanders.

These results demonstrate that most public servants feel that they as individual employees and their agency are effectively serving the community.

Public sector collaboration

Team collaboration provides benefits to individuals and agencies, including improving the delivery of services, programs and policies which benefit Queensland.

When asked about collaboration to drive results in the 2025 Working for Queensland survey, 87 per cent of public servants said that they discuss their work challenges with the people in their workgroup, 81 per cent work together to manage workload, and 82 per cent share learnings with their colleagues.

While this demonstrates good team collaboration, the survey does not expressly capture questions about interagency or community collaboration. This is explored in opportunities below.

Rural and regional collaboration

Queensland is a geographically diverse state which presents challenges for service delivery.

Better coordination and collaboration will support our diverse regional and remote communities. Collective responsibility for delivery in regional areas has been enhanced through the implementation of a Regional Collaborative Governance Model (RCGM).

The PSC has partnered with the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (DNRMMRRD) to develop the RCGM to support public sector organisations located in, or providing services to, regional Queensland.

Other collaborative mechanisms

As a sector leader, the PSC coordinates a range of collaborative mechanisms including the Strategic Workforce Council, which is comprised of chief human resource officers from departments and represents the peak consultative and advisory body for strategic workforce priorities for public service agencies.

The PSC also coordinates various communities of practice to engage on common issues of sector importance, gather insights and build sector capability. These groups met regularly throughout 2025 and include:

- the HR Professionals network, which includes over 900 members from across the sector and an average of 300 participants at bi-monthly meetings to discuss emerging workforce strategy and human resources issues
- the Community of Practice for Ethical Behaviour, focused on learning and sharing best practice approaches to ethics
- the Inclusion and Diversity Community of Practice, focused on driving discussion related to building safe, respectful and inclusive sector workplaces that reflect the diverse Queensland community
- the Leadership Competencies Community of Practice, focused on helping sector leadership and capability development practitioners build their capability to develop professional leaders through knowledge sharing and skill development.

Sector stewardship

Under the PS Act, the Public Sector Governance Council (PSGC), the Public Sector Commissioner and chief executives of departments have a shared responsibility for the effective stewardship of the public sector. The PSC provides secretariat support to the PSGC, which meets four times each calendar year to oversight public sector governance.

The PSC also provides strategic oversight and helps agencies to implement machinery of government (MoG) changes in a way that supports effective stewardship of the public sector. Agencies are expected to work together to implement MoG changes cooperatively and in a timely way, with a focus on achieving the best outcomes for the community.

Sector opportunities

Encouraging greater workforce mobility

As the Queensland Government continues its preparation to support delivery of a world class Olympic Games that leaves a positive legacy for Queenslanders, the public sector must be well placed to ensure the right people are in the right roles, at the right times. To support this and other critical project and service delivery, the PSC, as a sector leader and steward, has introduced a new workforce mobility framework and mobility program focused on SES4 roles, enabling short-medium term placements across agencies.

Embedding greater workforce mobility directly supports the public service principle of promoting collaboration between public sector entities and other entities in providing services to the community, as the framework enables mobility between the public service, the public sector and external organisations such as universities or industry organisations.

These initiatives are key enablers of a more agile and responsive workforce by providing opportunities to enhance service delivery, strengthen cross-sector collaboration and build leadership capability to address the changing needs of the sector.

To further strengthen the framework and identify opportunities for future mobility programs, the PSC is working with payroll providers to capture workforce data about mobility use to enable the PSC, the PSGC and Leadership Board to better understand how mobility arrangements are being used across the sector.

Enhancing collaboration

The PSC as sector steward can strengthen sector collaboration and build collaboration capabilities, to help public servants navigate complexity, build trust and deliver better outcomes. Challenges in cross-agency collaboration can include fragmented capability development, limited shared understanding of issues and poorly organised resources.

Providing resources and tools can build capability, ensure consistency in language and approach and guide improvements. The PSC's *Collaboration Connect: Collaborating in government* provides practical tools, resources and real-world stories that make collaboration easier to understand and apply.

A series of collaboration clinics in late 2025 and early 2026 will build on these resources to enhance learnings and practical skills. The PSC will evaluate the resources and clinics by understanding the level of engagement with individual resources and following up clinic attendees after six months to assess their confidence around collaboration against their initial baseline confidence.

As identified above, there are currently no clear measures of collaboration beyond the immediate team environment in the Working for Queensland survey. The PSC will consider if additional questions in the 2026 Working for Queensland survey would help to develop a clearer picture about how collaboration across entities occurs, particularly to improve service and program delivery.

Integrity and public trust

The second theme under the public sector principles is focused on acting with integrity, transparency and a commitment to public good, reflecting the trust placed in the public service by the community. The relevant public sector principles in this context are:

- ensuring accountability, integrity and support of the public interest (s 39(2)(b) of the PS Act)
- ensuring independence, transparency and impartiality in giving advice and making decisions (s39(2)(c) of the PS Act)
- ensuring fairness and impartiality in making decisions (s39(2)(e) of the PS Act).

Public sector employees take actions and make decisions which affect the lives of citizens and control valuable resources provided by the taxpayer. To enable government to solve complex problems and serve the community effectively, sustaining community trust is critical.

Service strengths

Ethics training

Public service entities must report annually on their provision of code of conduct training for staff and ethics-related policies and procedures.

Most entities indicated in their 2024–25 annual reports that they provided ethics training or supports but it is unclear how many provided the standardised code of conduct training at induction and as an annual refresher. The provision of this training at induction and as an annual refresher is the minimum expectation of entities. Some entities supplemented basic awareness training with sessions on ethical decision-making. Supporting ethics awareness and understanding beyond the current minimum expectations is explored further in opportunities below.

Of note, the Department of Justice during 2024–25 held 21 workplace ethics training sessions, delivered in person across Queensland or via interactive video stream, attended by 1,446 staff.

Integrity performance

The most recent conduct and performance data demonstrates that most public servants meet the standards expected of them. Work performance matters represented only 1.8 per cent of the Queensland public sector (sector) full-time equivalent (FTE) employees. This is within the range of 1.4 to 1.9 per cent reported over the previous ten years.

The most common conduct and performance types for 2024–25 were ‘failure to show courtesy and respect’ (1035 matters or 22 per cent), ‘non-compliance with policy/legislation’ (1032 matters or 22 per cent) and ‘performance deficiencies’ (352 matters or 8 per cent).

In 2024–25, 0.15 per cent of the workforce were reported for the most serious breach of conduct expectations, up from 0.14 per cent in 2023–24. This represents a very small proportion of the overall public sector workforce, highlighting that the vast majority of public servants uphold the expected standards.

To promote transparency, and to manage any conflicts of interest, complaints about sector leaders—employees classified as senior executive service (SES) 3 or equivalent and higher—that are raised and referred to the Crime and Corruption Commission (CCC) are managed by an independent decision maker. The PSC facilitates this by connecting the employing department with an independent Director-General to oversee individual matters and providing oversight of progress on complaints.

Perceptions of ethical behaviour in the workplace

A total of 83 per cent of public service respondents in the 2025 Working for Queensland survey indicated that their manager or supervisor demonstrates honesty and integrity. 92 per cent of respondents indicated that they were confident they understand what ethical behaviour means in their workplace and 86 per cent indicated that they are confident they would know how to report unethical behaviour if they became aware of it.

Improvements could be made to increase awareness of ethical standards and encourage more ethical conversations in the workplace, as only 62 per cent of public service respondents said that discussions about appropriate and ethical behaviour were common in their workplace, and only 66 per cent felt confident that if they reported unethical behaviour it would be appropriately managed.

Sector opportunities

Promoting ethics and integrity across the sector

As custodian of the PSE Act, the PSC has an ongoing role to enhance and promote an ethical culture and ethical decision-making across the sector.

Aligned to its legislative functions, the PSC is considering the development of additional sector supports and/or resources to promote a culture of integrity and ethical decision-making and to support agencies and employees to understand their roles and responsibilities under the integrity framework. This work will encourage greater awareness of ethical obligations, promote ethical conversations in the workplace, and assist with independence, transparency and impartiality in decision making. Greater individual awareness would ensure the sector has the foundations in place to further build capability and embed integrity at a system level.

Public servants modelling impartial, apolitical and ethical decision-making

In late 2025, the PSC launched the Craft of Public Service: Induction Program to ensure new employees understand the fundamental elements of their roles in serving Queenslanders. The PSC is also developing an onboarding and induction program for new public sector leaders. In late 2025, focus groups were held with over 180 senior leaders (senior officer and senior executives) across the sector to understand their induction experiences and learning needs.

An onboarding guide and handbook are under development, and a senior executive induction event will be piloted in early 2026 to ensure new executives are familiar with their legislative responsibilities and accountabilities and are able to more easily build inter-agency connections.

Improving the onboarding and induction of senior leaders will also set clear integrity expectations for public servants, a particularly important step for executives joining the service from the private sector or other jurisdictions.

Timely resolution of conduct matters

While conduct and performance matters are low relative to the size of the workforce, it is important that these matters are resolved in a timely way to ensure adequate accountability and transparency and to reinforce integrity and performance expectations for all employees. A total of 37 per cent of matters in 2024–25 were finalised within benchmark timeframes, up from 35 per cent in 2023–24. However, this remains well below the 75 per cent target.

The PSC is undertaking work to better understand the reasons contributing to low benchmark performance for resolution timeframes to identify opportunities for improvement. Preliminary analysis suggests the drivers of performance include decision maker capability, matter complexity, external factors (such as related criminal charges), resourcing issues (including staffing shortages) and the availability of subject officers to engage in disciplinary processes.

Transparent recruitment

The Working for Queensland survey indicates that only 52 per cent of public servants believe that recruitment strategies and processes are fair and transparent. HR practitioners have asked the PSC for more guidance about how to make fair and appropriate recruitment and selection decisions and better manage conflicts of interest in recruitment and selection processes.

The PSC will review the Recruitment and Selection (Directive 07/23) in 2026 and develop additional guidance materials to assist HR practitioners, hiring managers, panel members and delegates to provide appropriate recruitment and selection advice and make fair, transparent and ethical recruitment decisions.

Performance and innovation

The third theme under the public sector principles is focused on results, adaptability and continuous improvement. The relevant public sector principles in this context are:

- achieving responsiveness, innovation and creativity (s39(2)(d) of the PS Act)
- achieving continuous organisational improvement (s39(2)(f) of the PS Act)
- ensuring effectiveness and efficiency while maintaining a focus on the future (s39(3)(d) of the PS Act).

One of the main purposes of the PS Act is to establish a high-performing, apolitical public sector that supports the government in making and implementing decisions about public policy while harnessing creativity and innovation. The PSC continues to explore how to foster and recognise excellence, innovation and high performance of public sector employees. Technological and digital advances also provide opportunities for innovation and efficiency across the public sector.

The 2025-26 budget Service Delivery Statements (SDS) reported that the PSC met its service standards for effectiveness. This included a 94 per cent overall participant satisfaction with the PSC's leadership development offerings; 92 per cent client satisfaction with specialist workforce services advice; and 73 per cent overall stakeholder satisfaction with the PSC.

The PSC's HR Assist Advisory service also received a 90.48 per cent satisfaction rating for quality of advice received and 88.89 per cent for timeliness of advice.

These results not only demonstrate the PSC's accountability for performance, but overall stakeholder satisfaction with the services being provided.

Sector strengths

Chief executive performance

The PS Act sets out the key role of chief executives in the public sector. Chief executives set the tone for performance and have responsibilities for their own performance development and developing others. They also have responsibilities and accountabilities in relation to creating healthy, safe and inclusive workplaces and ethical practice and integrity.

The PSC implemented a new two-year performance cycle for chief executives in 2025. The performance framework has a focus on performance expectations, in both behaviour and in outcomes. This framework is designed to drive a performance culture where chief executives role model contemporary leadership practices, ensure greater accountability and support the achievement of priority outcomes. Setting performance expectations for chief executives should also lead to organisational performance and continual improvement.

Individual and team led innovations

Working for Queensland 2025 survey data shows that 65 per cent of public service respondents indicated that they proactively seek better and new ways to do their job 'often' or 'always'. A total of 62 per cent said that they work with colleagues to identify better practice and 80 per cent indicated that their manager or supervisor encourages discussion on ways to improve workforce performance. These results demonstrate that there is room for further progress in supporting innovation and continual improvement. Improving leadership capability may assist individual employees and teams to achieve results and improve performance and adaptability.

Sector opportunities

Leadership capability

Building the capability of leaders ensures a high performing public service and continuous organisational improvement. Consequently, and consistent with its statutory functions, the PSC works with a range of providers to deliver tailored public sector management training courses and online masterclasses.

In the 2025 calendar year there were 5,792 attendees at ANZSOG and NeuroLeadership Institute masterclasses. From 1 January to 30 September 2025, 1,266 public servants had attended management training offered in partnership with the Institute of Managers and Leaders. To continue to develop a home-grown public service, the PSC regularly reviews leadership and capability development offerings and makes changes to ensure these meet contemporary sector requirements.

Scholarship opportunities for aspiring and current Queensland public sector leaders are also available. These scholarships cater to levels of leadership experience from emerging leaders to chief executives. They are part of the PSC's commitment to crafting a public sector that's dynamic, culturally aware, impartial, and excels in service.

Improved workforce data collection systems

Agencies use workforce data insights collated by the PSC to undertake departmental workforce planning. The PSC also provides data to central agencies and to the PSGC for strategic oversight.

Building on its strong foundations in workforce data collection and analysis, in 2026 the PSC will continue to leverage multiple data sources to drive evidence-based priorities and practice improvements for the sector and shape future workforce strategies. This will support responsiveness and continuous organisational improvement.

Fairness, equity and inclusion

The final theme under the public sector principles is focused on fair, inclusive and equitable employment, supporting a respectful and future-ready workforce. The relevant public sector principles in this context are:

- ensuring employment on a permanent basis is the default basis of employment, other than for non-industrial instrument employees (s39(3)(a) of the PS Act)
- supporting equity, diversity, respect and inclusion at work (s39(3)(b) of the PS Act)
- ensuring the taking of measures aimed at implementing and promoting pay equity (s39(3)(c) of the PS Act)
- remunerating employees at rates appropriate to their responsibilities (s39(3)(f) of the PS Act)
- promoting equitable and flexible working environments (s39(3)(g) of the PS Act).

The PSC has a legislated function to promote equity, diversity, respect and inclusion in the public sector. Fair, inclusive and equitable employment is integral to supporting a respectful and future-ready workforce that represents and reflects the diversity of the people of Queensland. However, changing workforce demographics provide challenges related to multigenerational and diverse workplaces.

Chapter 2 of the PS Act requires public sector entities, as part of their workforce planning, to develop an equity and diversity plan that establishes objectives, strategies and targets for diversity target groups.

Sector strengths

Monitoring and supporting equity, diversity and inclusion

The collection of workforce data through the Minimum obligatory human resource information (MOHRI) data collection, the Working for Queensland survey and equity audits enables the PSC to understand the diversity of the public service.

The PSC monitors progress against the Queensland public sector's diversity targets for women in leadership, Aboriginal peoples and Torres Strait Islander peoples, people with disability and culturally and linguistically diverse people. The public sector continues to make progress towards its equity targets. MOHRI data in March 2025 showed:

- 2.73 per cent of employees identify as Aboriginal peoples and/or Torres Strait Islander peoples (4 per cent target)

- 8.96 per cent identify as being people from culturally and linguistically diverse backgrounds (12 per cent target)
- 3.63 per cent identify as people with disability (12 per cent target)
- 55.59 per cent of leaderships roles are occupied by women (50 per cent target).

Most Working for Queensland survey respondents in diversity groups across the public service reported that they felt respected in the workplace:

- 68 per cent for Aboriginal peoples and Torres Strait Islander peoples
- 64 per cent for people with disability
- 79 per cent for culturally and linguistically diverse backgrounds
- 75 per cent for LGBTQIA+.

The PSC also provides annual monitoring and reporting on the gender pay gap. The gender pay gap in the Queensland public sector continues to improve with a gap in earnings of 5.94 per cent, substantially lower than the national gender pay gap of 11.5 per cent.

The PSC uses data from the Working for Queensland survey and insights from equity and diversity audit reports to lead discussions at Strategic Workforce Council and other leadership forums and to identify discrete projects for the PSC.

The PSC also continues to support agencies to progress equity and diversity by providing advice and support to agencies when preparing their annual equity and diversity audits and plans and through an interactive dashboard that enables them to track equity and diversity data. All departments have undertaken their diversity and equity audits for 2025.

Diversity and inclusion initiatives

The PSC supports fairness, equity and diversity by reviewing and embedding the application of equity, diversity, respect and inclusion principles in agency workforce management policies, and ensuring workforce policies support reframing the relationship with Aboriginal peoples and Torres Strait Islander peoples.

In 2025 the PSC developed best practice guidance for the public sector about the application of workplace adjustments to enable employees with disability to participate fully in the workplace.

The PSC continues to lead the Aboriginal and Torres Strait Islander career pathways service which is designed to increase the representation of First Nations employees in leadership and decision-making roles, through providing individual employee career support and supporting the creation of culturally safe workplaces.

Sector opportunities

Fair and inclusive recruitment

The sector has asked the PSC for more guidance about how to apply equity, diversity, respect and inclusion factors to recruitment processes and decisions, given the requirements of the PS Act.

In 2026, the PSC will continue its review the Recruitment and Selection (Directive 07/23) and develop additional guidance materials to assist HR practitioners, hiring managers, panel members and delegates to provide appropriate recruitment and selection advice and make fair, transparent and ethical recruitment decisions.

Strengthening diversity and inclusion

The PSC will continue to strengthen the inclusiveness of workplaces across the sector by publishing guidance materials including information on requesting workplace adjustments for people with disability, and through initiatives such as the Executive Women's Network and the Aboriginal and Torres Strait Islander career pathways service.

In 2026 the PSC will also revise the sector's diversity targets and consider how it supports agencies to implement the PS Act's equity and diversity requirements.

Respectful workplaces

The 2025 Working for Queensland survey found an increased need for a focus on respect at work. Only 68 per cent of Aboriginal and/or Torres Strait Islander peoples and 64 per cent of people with disability reported feeling respected at work, compared to 74 per cent for the public service generally. Failure to show courtesy and respect is the most common category of conduct and performance matters.

The PSC will pilot and test a more strategic approach by partnering with agencies to use and triangulate various data sets including equity audit data, conduct and performance data and Working for Queensland data to support local implementation of equity, diversity, respect and inclusion requirements under the PS Act and respectful public sector workplaces.