

“Impact of Skills Shortages on Government”

**National Information Management Skills Summit
15 October 2008**



Queensland Government
Public Service Commission

**Bruce Wilson
Commission Chief
Executive
Public Service
Commission
Queensland**

Contents

1. **The Queensland Public Service – A Snapshot**
2. **Challenges into the Future**
3. **Community Expectations**
4. **Key Government Initiatives**
5. **What does this mean for Service Delivery?**
6. **What are we doing?**
7. **Conclusion**

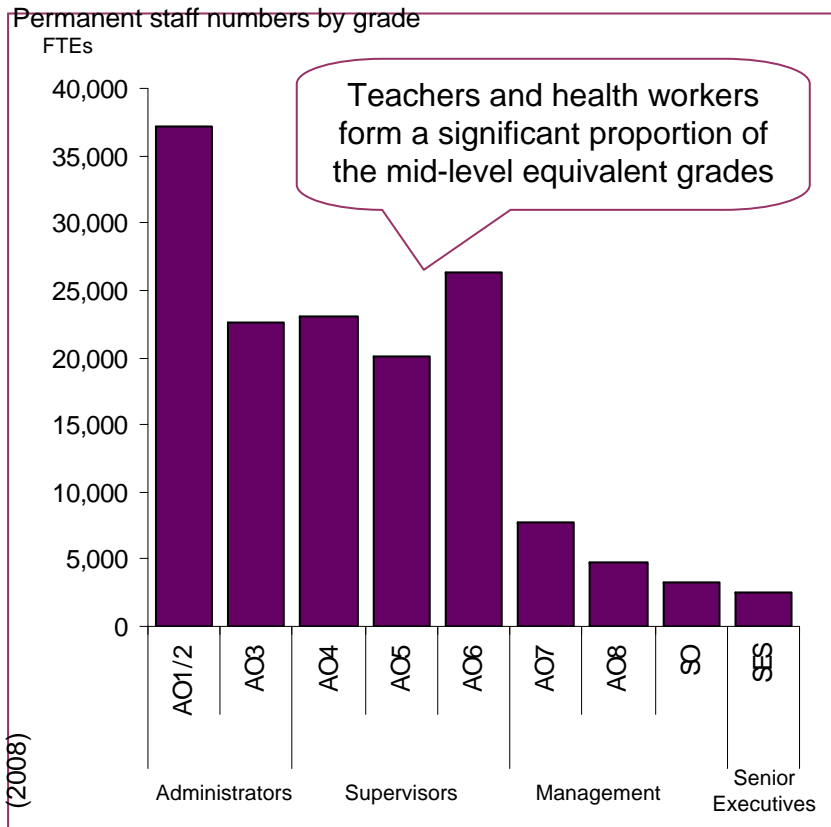


1. The Queensland Public Service – A Snapshot

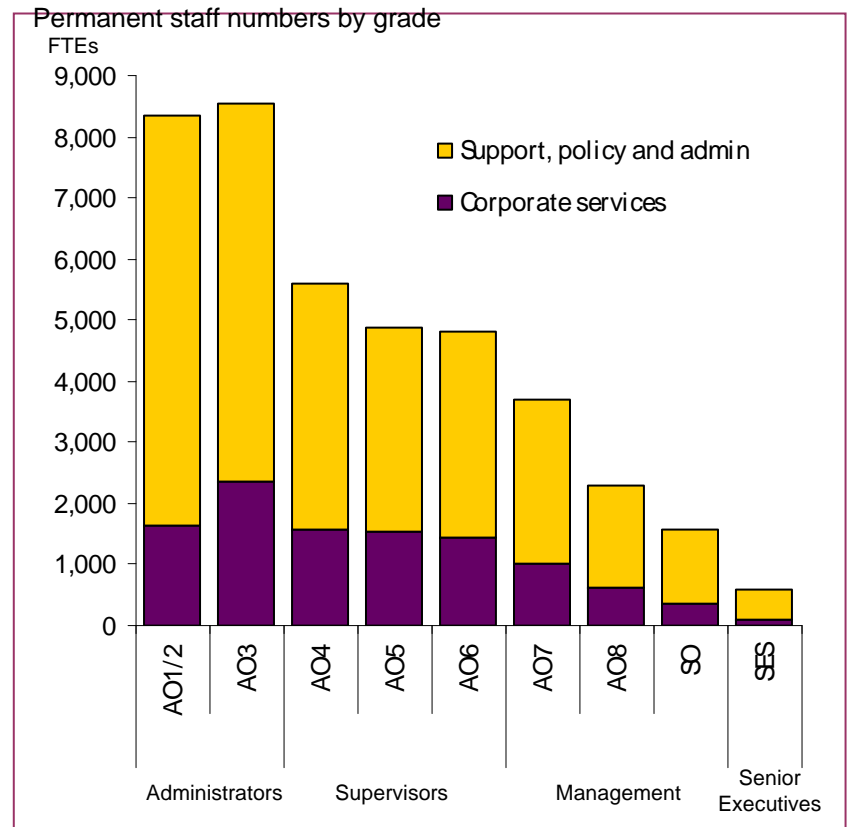
- Size – 188,000 FTE Staff working in the Public Service (excluding Government Owned Corporations), two-thirds of which are covered by the 2008 Public Service Act
- Growth – growing as the population grows (20% growth in last five years)
- Average Age – 43 years
- Average Employee Salary – c.\$48,000
- Composition – White and Blue Collar professions
- Nature of Positions – 82% of positions are permanent
- Location – across the state with approx two-thirds located in SEQ
- Distribution – Education and Health comprise two-thirds of the public service
- Service orientation – 78.5 % involved in front-line service provision
- Structure – front-line services and support are coordinated through a structure of departments, public service offices and statutory authorities
- Legislation – 119,000 public sector employees employed by departments and public service offices are covered by the Public Service Act (2008). 55,000 employees are covered by the Health Services Act (1991); 10,000 by the Police Service Administration Act (1990); and 4,000 by other legislation

78.5% of Queensland's public servants are in front-line roles, directly delivering services to citizens

There are 148,000 front-line staff in Queensland – teachers, doctors, nurses, police officers at all grades



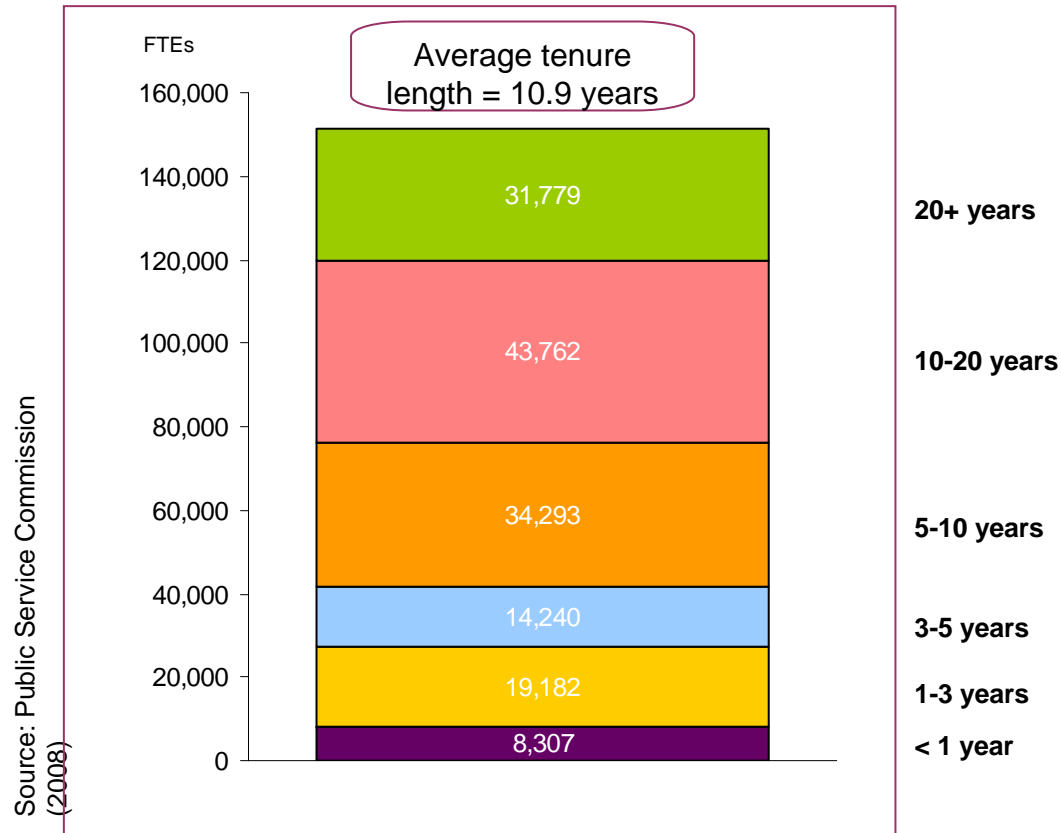
And a further 40,000 in back-office roles providing corporate services, oversight and administration



Most QPS officers are quite experienced

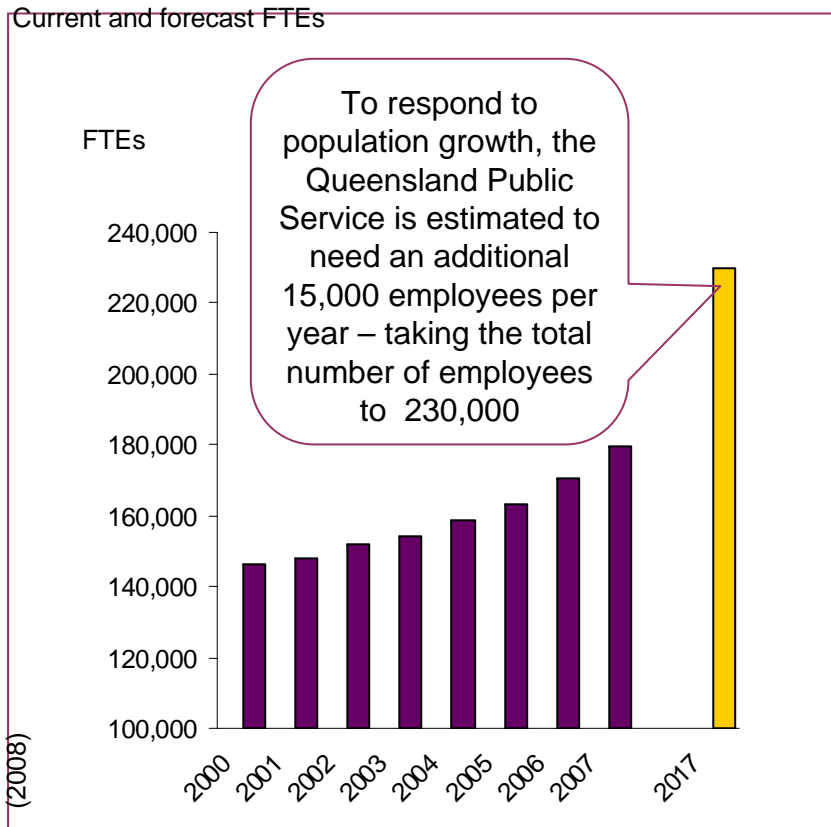
Queensland's public servants have high levels of experience

Permanent staff numbers by length of tenure

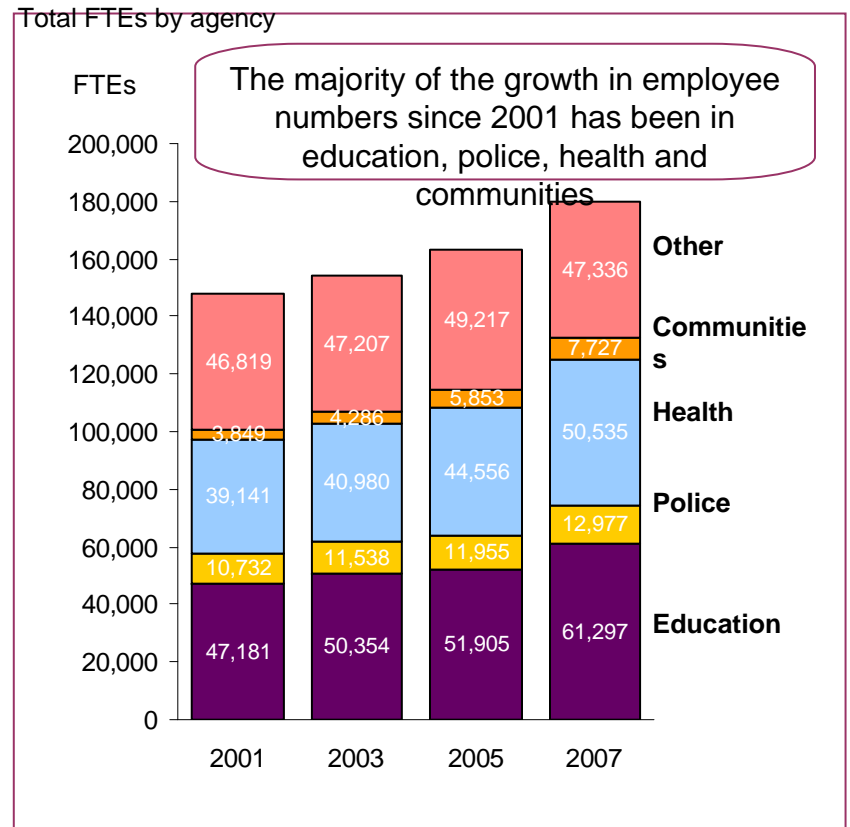


Responding to population growth will mean a larger public service or reforming how services are run and delivered

Depending on future service delivery models the public service workforce may need to grow further



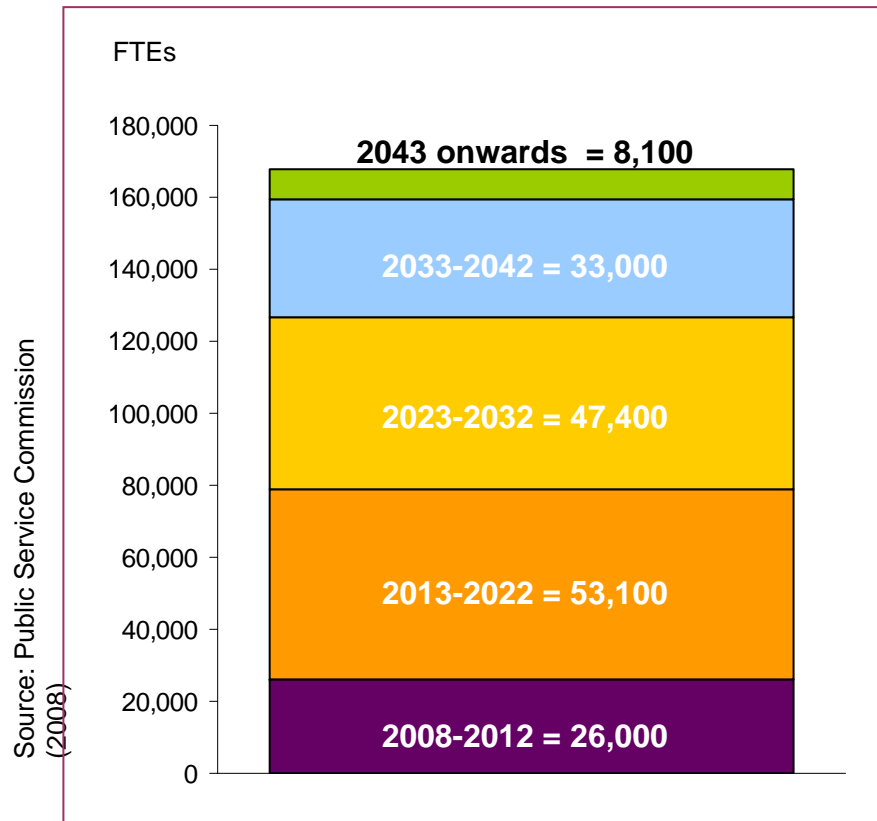
Recent growth in employee numbers has been highest in the large, predominately front-line agencies



There are future challenges from expected large waves of employee retirement

Half the current workforce will be retiring in the next 15 years

Forecast levels of retirement by year of retirement



2. Challenges into the Future

- increasing population (growth rate greater than the rest of Australia)
- ageing population (greater than 60 years of age – 16.5% in 2004, 25.5% in 2024)
- decreasing work force capability and capacity
- increasing demand for government services
- “Baby Boomers” -v- “Generation X” – differing and discerning demand for services
- uptake and use of technologies beyond the office
- decentralised spread of population across Queensland - esp. the urban interface

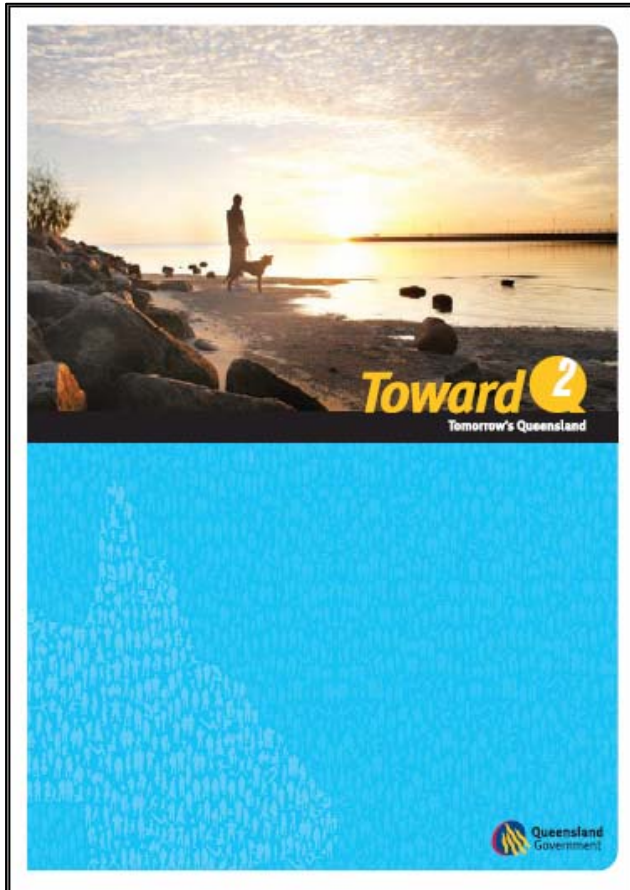
3. Community Expectations

- increasing accountability on Government and its agencies to deliver
- efficient and effective utilisation of resources (human, physical and financial) is paramount
- doing the right things for the right outcomes – alignment of Government services with community needs
- positioning of Government to meet future demands
- enhancing the performance and delivery of services to the community
- working in an integrated way across Government and with the community
- working in true partnerships
- relationship management with consumers will be paramount
- making sure we are not south-east Queensland centric - sensitive to the needs of regional, rural and remote areas.

4. Key Government Initiatives

- *'Toward Q2: Tomorrow's Queensland'* is the state's blueprint for the future, setting targets in each of the 5 challenge areas. Delivering on these will require a step change in how the public service is coordinated, performance-managed, and given the requisite capabilities to deliver.
- The *'Right to Information'* review commits the Queensland public service to shift to a 'push' model where government routinely and proactively releases information. Success will require workforce cultural change, alongside new processes and technology.
- Commonwealth-State relations continue to evolve; outcomes are instrumental to how state and national priorities will be resourced and delivered in the future.

Tomorrow's Queensland is currently in the early stages of consultation and development



- Queensland is currently running an active engagement process through a media campaign, community forums, a Toward Q2 website and through a range of other ongoing activities like Community Cabinets
- Achieving the targets will require embedding Q2 into the strategic management cycle and aligning resources, people, performance management and accountability behind them. DPC is leading this process
- Notable that Q2 is about more than the supply side and government. It's also about what the community can do and behaviour change.

The key elements of the Strategic Information Policy

- Move to a “push” model where government routinely and proactively releases information
- Clear governance framework for roles and responsibilities of relevant agencies including the Public Service Commission, Information Commissioner, Queensland Government Chief Information Office and Queensland State Archives
- Comprehensive and integrated information policy for all aspects of the information life cycle
- Clear authorising environment driven by strong leadership and clear decision-making processes
- Planning and management of resourcing and operational implications having regard to current technology and what can be invested without compromising other service delivery priorities

Delivering RTI will require cultural change from the public service along with reform to processes and technology

People

- **Cultural change – how will we drive change and ensure consistency?**
- **Authorising environment – what are the processes for release and who makes the decisions? Do we have the leadership, political will and legislation to support the change?**

Processes

- **Greater administrative access to, and release of, information**
- **Disclosure logs and e-FOI**
- **Records management, publication schemes, standards, audits**

Technology

- **Enabler – capacity and current technology**
- **Staged – some variability in agency capability and expected transition costs**

5. What does this mean for Service Delivery?

- Current models of Service Delivery will need to change – many current approaches unsustainable.
- More integrated models required into the future.
- Services closer to home or in the home.
- Seamless from one service to another.
- Significant use of technology solutions regardless of location.
- Re-engineer and re-design business processes and models.
- Requirement for new professions and new roles.
- Possible redirection to non-government sector and private sector.
- Requestion the role of government in the future.

5. What does this mean for Service Delivery? (cont'd)

- Shift from old models to new
- Transitioning - maintaining old and creating new
- Significant focus on Efficiency and Effectiveness
- Heightened Consumerism
- Stronger emphasis on Performance Management

6. What are we doing?

A. Address Skills Shortage

- Workforce management information and data analysis skill training across public sector
- Enhanced recruitment and selection procedures, including
 - More effective marketing
 - Scholarships
 - Graduate programs
 - Traineeships
 - Targeted remuneration options in exceptional cases
 - Flexible work arrangements
 - Health programs
 - Additional professional development
 - Career extension/graduated retirement

6. What are we doing? (cont'd)

- Recruitment and Selection directive promotes greater flexibility and better practice
- Experience Pays project
- Regional visits to promote data sharing and usage
- Research and analysis of remuneration rates across the labour market in relation to QPS skill shortages
- Review of QPS job evaluation methodology
- Superannuation benefits in line with Commonwealth laws to include employees over 70 years
- Developed attraction and retention policy which allows for increased remuneration in skill shortage occupations

6. What are we doing? (cont'd)

B. Pursuing Alternative Models of Delivery

- Direct contracting models
- Indirect contracting models
- Consortium models
- Alliance Arrangements
- Public Private Partnerships
- Partnering with the non-government and not for profit sectors
- Direct Service Delivery but with a difference
 - Use of Technology - internet/call centres
 - Outreach Programs
 - Home and Community based services

7. Conclusion

- Population demographics are changing rapidly
- Public service workforce demographics have commenced rapid change
- Community expectations of government continue to rise
- The Queensland Government has set clear directions for the future
- Many of our existing service delivery approaches will need to change.

7. Conclusion (cont'd)

The Public Service of the Future will need to meet these challenges with fresh approaches and thinking, innovation and creativity but with the wisdom of past experiences.

Are you and your organisation also up to these challenges?