



Public Sector
Commission

Leading with Impact

Strategic Plan
2023-26





From the Commissioner

Future Enabled describes the vital role of the public sector in making a difference in the lives of Western Australians – helping individuals, communities, businesses and industries to prosper and thrive.

As a strategic narrative of professionalism, purpose and pride, it looks forward to both the opportunities and the challenges ahead.

From this narrative comes the new strategic plan for the Commission, with **a primary focus on how and where we add the most value** in developing a high performing and future fit sector.

I believe we can best contribute value through establishing high standards in specific areas; setting the tone and expectations for the sector; leading work across public administration; formulating high level policy; providing strategy and change advice; and understanding trends and research to lead new thinking.

As we pursue these **higher impact levers of change**, we move away from the operational focus that has characterised our work in the past.

We began this shift in our last strategic plan and progress it in this plan across the 4 sector facing priorities of high impact leadership; effective workforce management; strong agency and individual capability; and embedded integrity; and our internal priority to be a trusted and capable Commission. They all recognise the critical role of our staff in achieving our purpose and remit.

Leading with Impact sets a realistic but aspirational direction for the next 4 years to position the Commission to **think (and sometimes re-think), solve and deliver** – key elements of the strategic narrative.

I look forward to leading the work in this strategic plan with you.

SHARYN O'NEILL PSM



Acknowledgment of Country



We are proud to deliver our services from Whadjuk Noongar boodja. We acknowledge and pay respect to Elders, Traditional Owners and Custodians from the many land and language groups of Western Australia.

Copies of this plan are available in different formats on request.

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Who we are

Our purpose:

A future enabled, high performing public sector for Western Australians

Our remit:

To shape, build and regulate the public sector through leadership and partnership

Our role:

Our role is described in legislation as strengthening the efficiency, effectiveness and capability of the public sector to meet existing and emerging needs, and deliver high quality services. This includes maintaining and advocating for public sector professionalism and integrity.

Our responsibility:

Shaping is about setting values, standards and expectations for the sector. Building is about helping all public sector employees to do their best work and working with agencies to be the best they can be. Regulating is about providing assurance, oversight and reporting across the sector. We do this work with others.

Our independent Commissioner:

The place of the Commission with an independent Commissioner is important and unique. While serving the government of the day and delivering on its priorities, this independence also ensures the continuity and sustainability of efforts to improve the public sector through the stewardship of long term institutional strength and capacity.

Measuring our progress

From sectorwide workforce data to individual program evaluations, there is a myriad of ways to measure progress of implementing **Leading with Impact**.

Regular reporting through Corporate Executive is an essential part of this. It allows us to review our work and understand where we may need to adjust, either pulling things forward or delaying their release so their impact is most effective.

We intend to use the **2023 WA Public Sector Census**, our comprehensive workforce data collection program, the **Public Sector Leadership Council** and mechanisms for monitoring our high level strategies such as integrity and workforce diversification and inclusion.

We also have in place customer feedback related to individual development programs like **Propel** and **Elev8**; feedback and reports from stakeholders about '**A place of opportunity**'; the CEO performance management approach; and evaluations of the **Agency Capability Review Program** and **Building Leadership Impact**.

With all of our information, resources and tools online, we can see in real time details of access, downloads and time spent on **WA.gov.au**. Through our social media presence we can also measure engagement with our activities.

Most of these measures are already in place and others are being planned.

Strategic priorities



Priority 1 High impact leadership

- 1.1** Lead the strategic direction for the public sector to inform planning, leadership, capability and delivery.
- 1.2** Increase leadership impact across the public sector by supporting agencies to put in place the necessary conditions for positive leadership change.
- 1.3** Focus on creating a talent pipeline for a sustainable supply of the best leaders for the public sector.
- 1.4** Build public sector executive leadership capability proactively linked to the strategic agenda of the government and sector.
- 1.5** Structure contemporary development experiences to build expected leadership behaviours and a diverse leadership base across the public sector.



Priority 2 Effective workforce management

- 2.1** Lead a focus on public sector workforce planning based on contemporary data and employee experiences, and consideration of labour market conditions.
- 2.2** Modernise employment frameworks, policies and systems for effective management of the public sector workforce.
- 2.3** Prioritise attraction and retention to ensure the best people for the public sector who are motivated by the spirit of public service.
- 2.4** Grow employment pathways for First Nations people, people with disability, and people with other diverse backgrounds to increase the breadth and depth of talent and skills in the public sector.
- 2.5** Provide public sector workforce data that is timely, trusted, digitally enabled, accessible and transparent to inform decision making, policy and insights.



Priority 3 Strong agency and individual capability

- 3.1** Identify gaps, trends and best practices in agency capability to deliver ongoing improvement across the public sector.
- 3.2** Introduce a systematic learning approach for the public sector to ensure contemporary knowledge and skills, and respond to emerging capability needs.
- 3.3** Complementing the learning approach, establish leadership for key areas of public administration to build capability and achieve better consistency, clarity and value.
- 3.4** Provide a foundation for public sector agencies to align their culture with their remit and strategic priorities for performance excellence.

Strategic priorities (continued)



Priority 4 Embedded integrity

- 4.1** Support public sector agencies and other authorities to embed planning, management, controls, governance and culture that enhance integrity and prevent fraud and corruption.
- 4.2** Set more robust expectations for public sector agencies in the management and education of their employees to enhance trust in the sector.
- 4.3** Maintain a visible and leading presence in integrity education and promotion across public sector agencies and other authorities.
- 4.4** Assist government boards and committees to improve integrity in their contexts.
- 4.5** Review integrity roles, functions and processes for ongoing improvement and efficiency.



Priority 5 Trusted and capable Commission

- 5.1** Build the impact of staff to add greatest value to the Commission's work in shaping, building and regulating the public sector.
- 5.2** Develop the critical thinking and analysis capabilities of staff to think, solve and deliver in a collaborative way.
- 5.3** Strengthen a culture of performance excellence and integrity to assist the Commission deliver on its remit and purpose.
- 5.4** Support government priorities and reforms, providing timely and high quality advice and reviews to the Premier and Ministers.
- 5.5** Continue to strengthen IT, workforce, finance, governance, communications and data strategies, capabilities and systems for maximum results.