

**Question on Notice  
No. 617  
Asked on 10 September 2013**

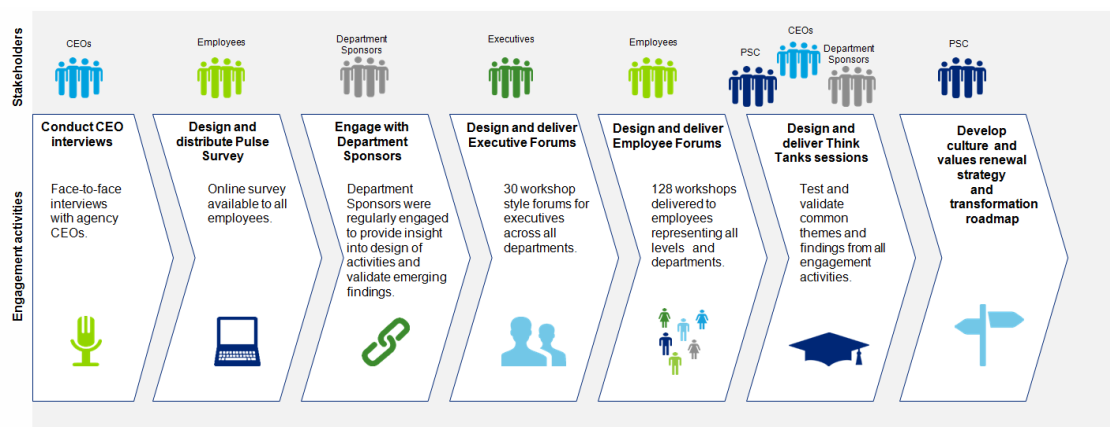
MS TRAD asked the Premier (MR NEWMAN)—

With reference to the LNP's development of a set of whole-of-government organisational values, will the Premier provide (a) a detailed list of all consultation and engagement activities conducted with both staff and customers, including surveys and forums, (b) a detailed breakdown of responses to consultation and engagement activities and (c) costs incurred by all government departments and agencies, including the Public Service Commission, to develop these values?

ANSWER:

Firstly, the Member should note that the values in question have been developed by the Queensland Government, not by the LNP.

(a) Consultation and engagement activities undertaken are as outlined below.



### CEO Interviews

Interviews of 22 agency chief executives were conducted throughout March and April 2013.

### Pulse Survey

A pulse survey, open to all Queensland public servants, was conducted from 20 March to 9 April 2013.

### Department Sponsors

Department Sponsors have been regularly engaged since March 2013, to provide insight into design of activities and validate emerging findings.

### Executive Forums

Executive Forums were held as follows.

No.	Date	Location	Time
1	21-Mar	Brisbane	10am
2	21-Mar	Brisbane	2pm
3	22-Mar	Brisbane	10am
4	22-Mar	Brisbane	2pm

5	25-Mar	Ipswich	10am
6	25-Mar	Ipswich	2pm
7	26-Mar	Cairns	10am
8	26-Mar	Cairns	2pm
9	27-Mar	Townsville	10am
10	27-Mar	Townsville	2pm
11	28-Mar	Brisbane	10am
12	28-Mar	Brisbane	2pm
13	2-Apr	Maryborough	2pm
14	3-Apr	Brisbane	10am
15	3-Apr	Brisbane	2pm
16	4-Apr	Toowoomba	2pm
17	5-Apr	Brisbane	2pm
18	8-Apr	Brisbane	3.30pm
19	9-Apr	Rockhampton	10am
20	9-Apr	Rockhampton	2pm
21	10-Apr	Mackay	2pm
22	11-Apr	Gold Coast	10am
23	11-Apr	Logan	2pm
24	12-Apr	Brisbane	10am
25	12-Apr	Brisbane	2pm
26	15-Apr	Brisbane	10am
27	15-Apr	Brisbane	1pm
28	16-Apr	Brisbane	10am
29	16-Apr	Brisbane	2pm
30	17-Apr	Sunshine Coast	2pm

## Employee Forums

Employee Forums were held as follows.

No.	Date	Location	Time
1	22-Apr	Brisbane	09:00
2	22-Apr	Brisbane	15:45
3	23-Apr	Brisbane	09:00
4	23-Apr	Brisbane	13:00
5	23-Apr	Brisbane	15:45
6	23-Apr	Mackay	09:00
7	23-Apr	Mackay	13:00
8	23-Apr	Mackay	15:45
9	23-Apr	Mt Isa	09:00
10	23-Apr	Mt Isa	13:00
11	23-Apr	Mt Isa	15:45
12	24-Apr	Brisbane	09:00
13	24-Apr	Brisbane	13:00
14	24-Apr	Brisbane	15:45
15	24-Apr	Mackay	09:00
16	24-Apr	Mackay	13:00
17	24-Apr	Mackay	15:45
18	29-Apr	Brisbane	09:00
19	29-Apr	Brisbane	13:00
20	29-Apr	Brisbane	15:45
21	29-Apr	Townsville	09:00
22	29-Apr	Townsville	13:00
23	29-Apr	Townsville	15:45
24	29-Apr	Bundaberg	09:00
25	29-Apr	Bundaberg	13:00
26	29-Apr	Bundaberg	15:45
27	30-Apr	Brisbane	09:00
28	30-Apr	Brisbane	13:00
29	30-Apr	Brisbane	15:45
30	30-Apr	Townsville	09:00

31	30-Apr	Townsville	13:00
32	30-Apr	Townsville	15:45
33	30-Apr	Gladstone	09:00
34	30-Apr	Gladstone	13:00
35	30-Apr	Gladstone	15:45
36	1-May	Brisbane	09:00
37	1-May	Brisbane	13:00
38	1-May	Brisbane	15:45
39	1-May	Cairns	09:00
40	1-May	Cairns	13:00
41	1-May	Cairns	15:45
42	1-May	Rockhampton	09:00
43	1-May	Rockhampton	13:00
44	1-May	Rockhampton	15:45
45	2-May	Brisbane	09:00
46	2-May	Brisbane	13:00
47	2-May	Brisbane	15:45
48	2-May	Cairns	09:00
49	2-May	Cairns	11:30
50	2-May	Rockhampton	09:00
51	2-May	Rockhampton	13:00
52	2-May	Rockhampton	15:45
53	3-May	Brisbane	09:00
54	3-May	Brisbane	13:00
55	3-May	Brisbane	15:45
56	3-May	Bamaga	Cancelled
57	3-May	Bamaga	Cancelled
58	3-May	Gold Coast	09:00
59	3-May	Gold Coast	13:00
60	3-May	Gold Coast	15:45
61	6-May	Brisbane	09:00
62	6-May	Brisbane	13:00
63	6-May	Brisbane	15:00
64	6-May	Brisbane	09:00
65	6-May	Brisbane	13:00
66	6-May	Brisbane	15:00
67	6-May	Emerald	09:00
68	6-May	Emerald	13:00
69	6-May	Emerald	15:45
70	7-May	Ipswich	09:00
71	7-May	Ipswich	13:00
72	7-May	Ipswich	15:45
73	7-May	Hervey Bay	09:00
74	7-May	Hervey Bay	13:00
75	7-May	Hervey Bay	15:45
76	7-May	Sunshine Coast	09:00
77	7-May	Sunshine Coast	13:00
78	7-May	Sunshine Coast	15:45
79	8-May	Toowoomba	09:00
80	8-May	Toowoomba	13:00
81	8-May	Toowoomba	15:45
82	8-May	Maryborough	09:00
83	8-May	Maryborough	13:00
84	8-May	Maryborough	15:45
85	8-May	Gold Coast	09:00
86	8-May	Gold Coast	13:00
87	8-May	Gold Coast	15:45
88	9-May	Dalby	09:00
89	9-May	Dalby	13:00
90	9-May	Dalby	15:45
91	9-May	Brisbane	09:00
92	9-May	Brisbane	13:00
93	9-May	Brisbane	15:45

94	9-May	Gold Coast	09:00
95	9-May	Gold Coast	13:00
96	9-May	Gold Coast	15:45
97	13-May	Brisbane	09:00
98	13-May	Brisbane	13:00
99	13-May	Brisbane	15:00
100	13-May	Charleville	13:00
101	13-May	Charleville	15:45
102	14-May	Longreach	09:00
103	13-May	Longreach	13:00
104	13-May	Longreach	15:45
105	14-May	Toowoomba	09:00
106	14-May	Toowoomba	13:00
107	14-May	Toowoomba	15:45
108	14-May	Charleville	09:00
109	15-May	Brisbane	09:00
110	15-May	Brisbane	13:00
111	15-May	Brisbane	15:45
112	15-May	Ipswich	09:00
113	15-May	Ipswich	13:00
114	15-May	Ipswich	15:45
115	16-May	Brisbane	09:00
116	16-May	Brisbane	13:00
117	16-May	Brisbane	15:45
118	16-May	Roma	09:00
119	16-May	Roma	13:00
120	16-May	Roma	15:45
121	16-May	Roma	07:00
122	20-May	Brisbane	09:00
123	20-May	Brisbane	13:30
124	21-May	Brisbane	10:00
125	21-May	Brisbane	15:30
126	22-May	Brisbane	15:30
127	22-May	Brisbane	15:30
128	24-May	Gold Coast	09:00
129	27-May	Sunshine Coast	10:00
130	4-Jun	Thursday Island	09:00

### Values Icon Poll

A poll of the 3,888 employees and 830 executives who were previously engaged via the forums was conducted, to seek their input into the values icon design. The online poll was conducted from 19 to 29 July 2013.

### Values Icon Webinars

Two webinars were conducted, with participants from employee and executive forums, to seek their further input into the values icon design. The webinars were held on 25 and 26 July 2013.

- (b) A thorough account of the engagement activity is contained within the *Better Ways of Working* report, which is publicly available on the Public Service Commission (PSC) website at [www.psc.qld.gov.au](http://www.psc.qld.gov.au).
- (c) It is considered unrealistic to be able to provide an account of the specific costs incurred by all government departments and agencies to develop the values, because their development was but one part of a larger cultural renewal agenda – of which engagement activity has been multi-faceted and interdependent.

The objectives of the engagement sessions were:

- Build awareness about the need to renew the whole-of-government culture and find better ways of working.
- Consult with the workforce about the design of a set of aspirational whole-of-government values.
- Provide an opportunity for employees to have input into shaping better ways of working.
- Provide insight into the potential challenges and opportunities facing the Queensland public service as it strives to achieve its vision.
- Explore the benefits better ways of working can bring.

This makes it difficult to precisely attribute and cost the development of the values from the other important elements of the engagements.

It would be false to assume that by merely developing a set of values and documenting them, that the job is done. This work has always been, and remains, about delivering sustainable and necessary cultural change for the public service, so that we can deliver better services to the people of Queensland.

The values were developed by our people at the grass roots and they recognise that we need to take a fresh approach to the way we work, if we are to realise our goal of having the best public service in the country.

The development of these values is a fundamentally-critical starting point. But genuine change and real improvements can only come from a committed and focused shift in the way our people work. It will take resolve and leadership at all levels. We need to unlock the massive potential of our public service workforce and give them the support they need to fulfil this potential. These values will serve as beacons to guide our decisions, behaviours and actions.

The employee and executive forums should be viewed as an investment in our people. Over 20,000 people participated in a range of engagement activities, conducted across the State. More than 90% of the workforce, engaged through the process, indicated improving the Queensland public service culture and finding better ways of working to achieve the whole-of-government vision was either 'very important' or 'important'. Indeed many participants noted that in all of their time in the public service, they had not been engaged like this at a whole-of-service level before. They have never had their views canvassed like this before. And many among them truly valued the efforts of the PSC and the government in doing so.

#### **Specific costs:**

One directly attributable cost incurred related to the creative design of icons being \$1,869 (excl GST), as will be reported in the PSC's Annual Report. The PSC engaged Deloitte to provide assistance in the design and delivery of engagement and cultural change initiatives as was reported on the government's e-tender website and will be reported in the PSC's Annual Report. In 2012-13, this cost was \$585,000 and in 2013-14 will be \$160,000. Part of this expense can be attributed to the development of the values.