

QCS CULTURE FRAMEWORK 2024-2028

FOCUS AREAS

OUR CULTURE

OUR CULTURE IN ACTION



SAFE AND RESPECTFUL WORKPLACES

1. Our People are treated with dignity and respect, in line with obligations under the Qld Human Rights Act 2019.
2. Bullying, sexual harassment and any other form of harassment and discrimination is unacceptable and is promptly addressed regardless of role.
3. Our workplaces are healthy environments in which people's wellbeing is prioritised.
4. Our people collectively understand and practice their obligations under the Work Health and Safety Act 2011 and related Codes of Practice.
5. We all conduct ourselves in accordance with the Code of Conduct for the Queensland Public Sector.

- Working for Queensland (WFQ) workforce civility and respect measures broadly improve across the Framework period.
- WFQ indicators reflecting behaviours of a bullying, sexual harassment, and discriminatory nature, are measurably lowered by educational, policy and prompt managerial interventions.
- Bullying, harassment, and human rights complaint outcomes are promptly delivered within required legislative timeframes.
- A responsive and supportive staff wellbeing program is in place and ensures staff bring their best self to work.
- We collectively practice our obligation to ensure our workplaces are safe and respectful.



PEOPLE-CENTRED LEADERSHIP

1. Leaders unite through clear direction and expectations, positively reinforcing a people and purpose driven workforce.
2. Leaders are authentic and model behaviours that communicate QCS values in their everyday practice.
3. Leaders are inclusive, empower others and remove workplace barriers impacting performance and wellbeing.
4. Leaders take account of emerging employee trends in building a flexible and future ready workforce.
5. Leaders utilise feedback to reflect and grow self and others, improving professional practice and performance.
6. Leaders plan and manage resources effectively, anticipating future demands and adapting to address surge needs responsively.
7. Leaders consistently practice positive performance management and manage risks related to psychological hazards in the workplace as per the Work Health and Safety Act 2011 and its 2023 Code of Practice requirements.

- Our people understand the impact of their role in the community.
- Leaders are authentic, modelling QCS values through visible behaviours that drive QCS objectives.
- Leadership is respected and trusted creating improved engagement, and retention.
- Our People systems are effectively integrated to improve workforce insight, reporting and action.
- Our leadership skills and coaching capability is effectively uplifted across QCS.
- Leadership bench strength is actively built, ready to take up growth opportunities.
- The views of our people are authentically considered and reasonably integrated within consultations on major change plans and decisions.



DIVERSE AND INCLUSIVE WORKPLACES

1. Workforce diversity offers us valuable differences in meaning, thinking, perspective and ways of working.
2. Diversity is valued and celebrated with people wanting to work for QCS because of its inclusive culture.
3. Our workforce is culturally capable and aware, and our workplaces are culturally safe.
4. Our First Nations workforce is planned and grown.

- Our workforce diversity targets are planned, and effectively integrated within our recruitment and acquisition strategies and processes.
- Diversity and Inclusion are embedded in our leadership development practices and help cultivate healthier workplace environments.
- Cultural capability and awareness are built through education and training and evidenced in new ways of thinking and working together.
- First Nations Reframing the Relationship (2024-2033) commitment is delivered and integrated.



ONE-QCS UNITED BY OUR PEOPLE AND PURPOSE

1. Collaboration represents the way we work together to achieve shared goals and objectives.
2. Partnering and internal consultation delivers better outcomes for QCS and Queenslanders.
3. Corporate support to frontline services adds value and reduces barriers to performance.
4. Innovative thinking and smart people systems deliver us improved ways of working together.
5. Core expertise and capability is built in critical business areas across QCS.

- Our values and behavioural standards set the minimum performance expectations for how we conduct ourselves.
- Collaborative, inclusive, and engaging practices improve, reflecting the way we achieve positive and innovative outcomes together.
- Diverse thinking and creative ideas generate innovative solutions to current barriers and constraints, making our workplaces more stimulating and rewarding.
- Employee experience measures are optimised through improved retention and engagement.
- Our Employee Value Proposition (EVP) reinforces the positive difference our people make within the communities they serve
- QCS Corrections 2030 helps drive us in achieving our vision as One QCS united by its people and purpose.



GOVERNING WITH ETHICS AND INTEGRITY

1. Our values shape our governance, risk management and compliance with regulatory frameworks.
2. Our People systems and processes are responsive to risk and are effectively streamlined to ensure compliance.
3. Our workforce is effectively governed to meet current and future needs.
4. Grievances and complaints are managed ethically and efficiently with a people centred focus and within legislative remits.
5. Recruitment is conducted professionally and within legislative standards and required timeframes.

- Fair, transparent, and standardised policies and processes inform key People activities and decision-making practices.
- Our people systems and processes are understood and consistently applied.
- Our recruitment strategy is appropriately segmented and delivers a positive candidate experience.
- Grievances and complaints are prioritised by classification of corrupt conduct, CaPE severity and impact level.
- Positive performance management represents the way we manage our workforce.
- All Employees acknowledge their obligations under the Code of Conduct for the QLD Public Sector completing mandatory training and refreshers as required.



PROFESSIONAL



ETHICAL



RESPECTFUL

ACCOUNTABILITY

EXCELLENCE

EMPOWERMENT

RESPECT

SAFETY



QCS CULTURE FRAMEWORK 2024-2028

FOCUS AREAS



SAFE AND RESPECTFUL WORKPLACES



PEOPLE-CENTRED LEADERSHIP



DIVERSE AND INCLUSIVE WORKPLACES



ONE-QCS UNITED BY OUR PEOPLE AND PURPOSE



GOVERNING WITH ETHICS AND INTEGRITY

BUSINESS IMPACT

STRATEGIC ALIGNMENT - KEY REFERENCE DOCUMENTS

- Improved trends and reduced risks related to the physical and psychological safety for our people and prisoners.
- Reduction in absences due to unplanned leave.
- Improved insight and governance mechanisms.
- WFQ results demonstrate that people feel safe to speak-up to ensure a safe and respectful culture of all.
- Improved rehabilitation and reintegration outcomes.
- Increased engagement, attendance, and retention.
- Zero-tolerance approach to bullying, sexual harassment and any other form of harassment or discrimination.

- QCS Corrections 2030
- QLD Public Sector Act 2022 (Chapter 2)
- Even Better Public Sector for Queensland Strategy 2024-2028
- PSC Directive 12/23
- QCS Strategic Plan 2023-2027
- 2020 Review – Townsville Correctional Centre.
- 2022 Cultural Review – Victorian Adult Custodial Corrections System
- Human Rights Act 2019

- QCS 2023 Positive Workforce Response and OPR Discussions
- QLD Code-of-Practice - Managing-the-risk-of psychosocial-hazards-at-work
- QCS WfQ Engagement Results 2021-23
- QCS Anti-Corruption Strategy
- Code of Conduct for the Queensland Public Sector (2011)
- QCS Workforce Strategy 2022-2027
- QCS Reframing the Relationship Plan (2024-2033)

- WFQ results demonstrate improved workplace engagement, inclusion, and trust leading to improved attendance outcomes.
- QCS people, development, and performance systems are strengthened, effectively integrated, and aligned with our QCS Purpose and Values.
- Overtaking of current culture by our designed culture.
- Improved workforce capability across QCS.
- Improved market and sector EVP as a great place to work and professionally grow.
- Enhanced local level decision making with commensurate responsibility, accountability, and budget controls.

- QCS Corrections 2030
- QCS Strategic Plan 2023-2027
- QCS Business Plan 2023-24
- 2022 Victorian Adult Custodial Corrections Cultural Review
- QCS 2023 Positive Workforce Response and OPR Discussions
- QCS WfQ Engagement Results 2021-23
- QLD Public Sector Act 2022 (Chapter 2)
- QCS Strategic Plan 2023-2027

- QCS Business Plan 2023-24
- 2022 Victorian Adult Custodial Corrections Cultural Review
- QCS 2023 Positive Workforce Response and OPR Discussions
- QCS WfQ Engagement Results 2021-23
- QLD Public Sector Act 2022 (Chapter 2)

- QCS workforce profile increasingly reflects the communities we serve.
- The QCS First Nations Workforce Plan delivers its targets.
- Improved collaborations within and across teams, including representation from a more diverse workforce siloing behaviour.
- Our increasing workforce diversity promotes broad and innovative thinking, enhancing QCS status as a forward-thinking and inclusive public safety agency.

- QCS Corrections 2030
- QCS First Nations Recruitment Strategy 2020-2030 (Focus Area 3).
- QLD Public Sector Act 2022 (Chapter 2)
- Even Better Public Sector for Queensland Strategy 2024-2028
- PSC Directive 12/23
- QCS Strategic Plan 2023-2027
- QCS WfQ Engagement Results 2021-23
- QCS Equity and Diversity Plan 2023-2026
- QCS 2023 OPR Discussion Topics

- 2022 Victorian Adult Custodial Corrections Cultural Review
- QCS 2023 Positive Workforce Response and OPR Discussions
- Code of Conduct for the Queensland Public Sector (2011)

- Improved prisoner and community outcomes resulting from increased collaboration across traditional boundaries.
- Collaboration helps improve efficiencies, reduction in duplication and optimisation of resources.
- Improved workforce trust measured by WFQ engagement score.
- Strengthened leadership and workforce alignment in achieving the QCS Purpose.
- Improved process flows and outcomes for the communities we collectively serve.
- Improved market reputation and candidate EVP.

- QCS Corrections 2030
- QLD Public Sector Act 2022 (Chapters 2 and 3)
- Even Better Public Sector for Queensland Strategy 2024 -2028
- Anti-Discrimination Act 1991
- QCS Strategic Plan 2023-2027
- QCS Business Plan 2023-24
- QCS Equity and Diversity Plan 2023-2026
- QCS 2023 OPR Discussion Topics

- 2022 Cultural Review – Victorian Adult Custodial Corrections System
- Flaxton Recommendations – A Culture resistant to fraud, unethical behaviour, and corruption
- QCS 2023 Positive Workforce Response and OPR Discussions
- QCS annual WfQ performance results
- PSC 2018 – Positive and Healthy Workplace Cultures Guide
- Code of Conduct for the Queensland Public Sector (2011)

- Our values shape our actions and decisions.
- Evidence of a culture more resistant to fraud, unethical behaviour, and corruption (Taskforce Flaxton).
- Improved consistency and trust in all People decisions.
- Improved workplace environments through a reduction in ethics and integrity related complaints.
- Improved market reputation evidenced by increased candidate pools in priority diversity groups and business-critical roles.
- Improved relationship capital and decreased grievances.
- Improved EVP and opportunity to become an employer of choice.

- QCS Corrections 2030
- Even Better Public Sector for Queensland Strategy 2024-2028
- QCS Strategic Plan 2023-2027
- QCS Business Plan 2023-24
- QCS Equity and Diversity Plan 2023-2026
- QLD Human Rights Act 2019
- QCS 2023 Positive Workforce Response and OPR Discussions

- Taskforce Flaxton 2018
- Final Report of the Review of culture and accountability in the Queensland public sector (Coaldrake 2022)
- QCS WfQ Engagement Results 2021-23
- Delivering for Tomorrow: APS Workforce Strategy 2025
- Code of Conduct for the Queensland Public sector (2011)
- QCS Anti-Corruption Strategy



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