The annual report provides detailed information about the Public Service Commission’s financial and non-financial performance for 2018–19.

It has been prepared in accordance with the Financial Accountability Act 2009, the Financial and Performance Management Standard 2009, and the Annual report requirements for Queensland Government agencies.


The report has been prepared for the Commission Chief Executive to submit to Parliament. It has also been prepared to meet the needs of stakeholders, including government agencies, business and industry, members of the community, media and employees.

Additional annual reporting requirements have been published on the Queensland Government Open Data portal at data.qld.gov.au. This includes information about consultancies and overseas travel.

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Interpreter service statement

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on 13 QGOV (13 74 68) and we will arrange an interpreter to effectively communicate the report to you.

More information

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An electronic version of this document is available at psc.qld.gov.au
Public Service Commission annual report 2018–19

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Letter of compliance

26 September 2019
The Honourable Annastacia Palaszczuk MP
Premier and Minister for Trade
Level 40, 1 William Street
Brisbane Qld 4000

Dear Premier
I am pleased to submit for presentation to the Parliament the annual report 2018–19 and financial statements for the Public Service Commission.

I certify that this annual report complies with the:

• prescribed requirements of the Financial Accountability Act 2009, and the Financial and Performance Management Standard 2009, and
• detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements is on page 45 of this annual report.

Yours sincerely
Robert Setter
Commission Chief Executive
Public Service Commission
Chairperson’s message

I am pleased to present the Public Service Commission annual report 2018–19.

The Public Service Commission (the Commission) undertakes the vital work of supporting the Queensland public sector to foster a professional, high-performing workforce, with capable and inspiring leaders who guide continuously improving, future-focused organisations.

This sector-wide leadership assists every employee to contribute to Our Future State: Advancing Queensland’s Priorities and underpins our service delivery to Queenslanders.

Throughout 2018–19, the Commission’s work with agencies and the Chief Executive Leadership Board has further propelled the delivery of the Advancing Queensland’s Priorities by building collaborative governance capability.

The Commission has contributed to increased organisation performance across the public sector by monitoring strategic workforce metrics and converting data into insights, while its role in thought leadership has further enabled a culture of continuous improvement within our agencies.

I commend the Commission for the momentum it has again achieved in providing strategic leadership in areas of organisational and workforce performance, policy, inclusion and diversity, leadership capability development and the future of work.

Together with the Chief Executive Leadership Board, Department of the Premier and Cabinet and Queensland Treasury, I look forward to seeing the strides made by the Commission in 2019–20 towards the implementation of recommendations from the Review into Queensland Public Sector Workforce (Coadrake review).

Dave Stewart
Chairperson
Public Service Commission
Commission Chief Executive’s message

In a rapidly changing and increasingly complex environment, it’s absolutely vital that the Queensland public sector is equipped to deliver for our community, both now and into the future.

The role of the Public Service Commission (the Commission) is to both lead and collaborate. We work to ensure the public sector has the talent, skills and capabilities needed to succeed in service delivery. We help foster high performing, inclusive workplaces with employees who reflect the diversity of lived experiences of the people of Queensland.

In a state as vast and varied as Queensland, this is no small task.

The Commission’s annual report details our achievements in meeting our strategic objectives, which are guided by Our Future State: Advancing Queensland’s Priorities, the 10 year strategic human capital outlook, and the 3 year strategic roadmap.

Some of the highlights of our numerous outcomes delivered during 2018–19 included:

- releasing the Leadership competencies for Queensland framework and LEAD4QLD capability and assessment initiative
- implementing the Veterans’ employment pathway program
- launching the Aboriginal and Torres Strait Islander career pathways service
- developing the Young people employment pathways initiative
- publishing the Empowered and confident: disabling the barriers implementation plan 2018–2022 and commencing its delivery
- facilitating multiple cross-agency collaborative design projects in regional Queensland
- supporting the incorporation of the Institute of Public Administration Australia (IPAA) Queensland.

The Commission will continue our work to develop and build the Queensland public sector’s capability in 2019–20. We are also energised to be leading the implementation of 10 recommendations from the Review into Queensland Public Sector Workforce (Coaldrake review), as well as supporting recommendations adopted by the Queensland Government once they consider Mr Peter Bridgman’s review of public employment laws.

To support the public sector to be agile and responsive in applying these review recommendations, the Commission’s commitment to accountability, integrity, transparency, ingenuity and partnerships will be critical.

As Chief Executive, I look forward to continuing to work closely with our strategic partners, including the Chief Executive Leadership Board, the Strategic Workforce Council and public sector agencies, to implement these sector-wide priorities.

I thank the Commission team for another year of hard work and professionalism in delivering positive outcomes for the Queensland public sector workforce and the wider community. You truly embody what it means to #BeHere4Qld.

Robert Setter
Commission Chief Executive
Public Service Commission
About us

The Public Service Commission (the Commission) was established under the Public Service Act 2008 on 1 July 2008.

Vision

A high performing, future-focused public sector for Queensland.

Purpose

To provide sector-wide leadership and expertise that builds and fosters:

• a professional, high-performing workforce
• highly capable and inspiring leaders
• continuously improving, future-focused organisations.

Strategic objectives

• Provide effective stewardship of the public sector
• Develop public sector capability
• Enable an agile, future-focused public sector
• Optimise our capability and performance

Role and function

The Commission is an independent central agency of government with key responsibilities for workforce policy, strategy, leadership and organisational performance across the Queensland public sector (the public sector).

Its role and main functions are to:

• enhance the public sector’s leadership and management capabilities
• promote the management and employment principles set out in the Public Service Act 2008
• enhance and promote an ethical culture and ethical decision-making across the public sector
• develop and implement sector-wide workforce management strategies
• conduct Commission reviews, including the handling by agencies of work performance matters
• enable the development of mobile, highly skilled senior executives and leaders
• monitor and report on the public sector’s workforce profile

• promote a culture of continuous improvement and organisational performance management across the public sector
• provide a best practice advisory role on public sector management, organisational performance management and workforce practices.

The Commission works with the Department of the Premier and Cabinet (DPC) and Queensland Treasury to oversee continuous improvement of the public sector, and collaborates with all government agencies to achieve its vision.


In accordance with stated obligations under the Public Service 2008, the Commission is responsible for Queensland public sector workforce reporting.

During 2018–19, the Commission released:

• quarterly Queensland public sector workforce profile reports, in accordance with section 46 of the Public Service Act 2008
• annual reporting of information about work performance matters handled by each agency in accordance with section 88N of the Public Service Act 2008.

The Commission fulfills its other functions under the Public Service Act 2008 in a number of ways, including:

• reporting regularly to the Public Service Commission Board on the resource management of public sector departments
• championing through the Chief Executive Leadership Board and Strategic Workforce Council best practice human resource management, inclusion and diversity, collaboration and continuous performance improvement.

Values

The Commission’s business and practice is guided by the Queensland public sector’s five values: customers first, ideas into action, unleash potential, be courageous, and empower people.

Location

Level 27, 1 William Street, Brisbane, Queensland.
Business areas

**Capability Development** builds leadership capability across the sector by brokering leadership development programs and events focused on current and future leadership challenges; coordinates leadership capability assessment and development initiatives to build a pipeline of future leaders; provides advisory services to help government agencies better connect with Queensland communities, understand their needs in a service delivery context, and design better ways to meet those needs; advances the capability, integrity and professionalism of the public sector through the Institute of Public Administration Australia (IPAA) Queensland.

**Communications and Engagement** delivers marketing and engagement activities including organisational brand management; #BeHere4Qld Queensland Government employer brand and employee value proposition management; social media; media monitoring and issues management; content development and copywriting support; digital and print design services, including video, photography, animation; and website creation, management and governance.

**Executive Recruitment and Contracts** supports executives by providing strategic advisory and operational services, covering recruitment, remuneration, contract management, appointment and induction, and performance management; administers machinery-of-government changes.

**Governance and Business Services** manages corporate governance functions and provides executive, business and administrative support, including human, physical and financial resources management; procurement, risk and audit, accommodation and facilities; and Cabinet liaison.

**Organisational Performance Improvement Partnerships** partners with agencies to support organisational performance improvement across the public sector; manages the annual Working for Queensland (WFQ) survey, including assisting agencies to understand and convert data into actionable insights for improvement; coordinates the Capability Blueprint program and the National Redress Secondment Program on behalf of the Chief Executive Leadership Board.

**Performance Analytics** manages the collation and validation of public sector workforce profile information to inform workforce planning and management; manages the PL27 workforce data tool used by public sector agencies to provide workforce data; develops reports and data visualisations of strategic workforce metrics.

**Policy, Conduct and Performance** manages the public sector employment framework, including legislation, directives, policies, guidelines and the Code of Conduct; develops resources to build capability and understanding of the employment framework; manages the Conduct and Performance Excellence (CaPE) and HR (human resources) Assist service to support agencies to better manage conduct and performance matters; collects data from agencies on conduct and performance, and reports data annually; works with the Crime and Corruption Commission to ensure matters are handled by the appropriate organisation.

**Workforce Futures and Inclusion** partners with agencies to research, co-design and embed sector-wide workforce strategies and initiatives; coordinates sector-wide diversity and inclusion initiatives; leads worker health and wellbeing initiatives and coordinates sector-wide reporting; leads workplace reform initiatives to support employees affected by domestic and family violence; leads the sector’s approach to strategic talent acquisition including through the Talent Now mobility platform and graduate recruitment portal; manages the sector-wide approach to supporting employees affected by workplace change.
Customers and partners

The Commission’s customers are Queensland Government agencies and the whole-of-sector workforce.

To help build a high-performing, agile workforce and to influence planning and policy, the Commission partners with a range of stakeholders. These include:

- Chief Executive Leadership Board
- Strategic Workforce Council
- human resource practitioners
- other state and Commonwealth government agencies
- IPAA National
- The Australia and New Zealand School of Government
- White Ribbon Australia
- unions
- tertiary education sector
- business and industry
- non-government sectors.

Strategic risks and challenges

The Commission operates in an environment of increasing complexity, and is faced with many challenges which may affect the ability to deliver the vision. These challenges include:

- the public sector’s ability to respond to global trends and address complex issues that require collaborative solutions
- the agility and capability of the public sector workforce to respond to and reflect a rapidly changing external environment
- the Commission’s capability to deliver strategies and provide value to customers
- the Commission’s ability to build trusted, effective relationships with customers, built on a clear value proposition
- the Commission’s ability to effectively manage and align resources to deliver on priorities
- effective internal governance arrangements to support good decision-making, compliance with legislated responsibilities and employee conduct.

The Commission is influenced and impacted by broader societal and environmental factors, including:

- changing employment landscape
- fiscal and budget constraints
- increasing digitisation of service delivery.

To ensure these challenges are effectively addressed and strategic objectives are achieved, the Commission mitigates risks by:

- optimising its role in linking and connecting the sector
- championing the importance of strategic HR solutions and building capability to enable the workforce and leadership to operate in this environment
- providing stewardship of an agile employment framework that enables flexible responses to change
- co-designing solutions with customers to build capability and ensure relevant, responsive human-centred program design
- lifting strategic HR capability across the sector
- applying capability-building strategies internally, to lead by example.

New focus in 2018–19 and beyond

On 20 July 2018, the Premier announced that Professor Peter Coaldrake would conduct a two-stage Review into Queensland Public Sector Workforce (Coaldrake review). The first stage considered workforce reporting, and the second explored the future public sector workforce.

On 7 June 2019, the government released its response to the Coaldrake review, accepting eight recommendations in full and five recommendations in principle. The Commission is responsible for the implementation of 10 of these recommendations.

In 2019–20, the Commission’s priorities will shift toward implementing the recommendations of the Coaldrake review.

Specifically, the Commission will be focused on:

- improvements to public sector workforce data collection and reporting
- increasing capacity in strategic workforce planning and capability building in data analytics and horizon scanning
- rejuvenating approaches to recruitment, reskilling and mobility, and strengthen sector-wide approaches to graduate recruitment
- clarifying the employment security policy to better support employees affected by workplace change.

On 2 September 2018, the Premier announced a wide-ranging review of public employment laws would be undertaken by Mr Peter Bridgman. This review would consider the laws, policies and procedures of employment in the Queensland public sector, and seek to make recommendations to ensure the Queensland public sector is fair and responsive, an employer of choice, and a leader in public administration.

The Commission is preparing to support the implementation of the Government’s response to this review in 2019–20.
Performance

Contributing to government objectives

The Commission contributes to the Queensland Government’s objectives for the community, Our Future State: Advancing Queensland’s Priorities by:

- leading public sector employee participation and engagement strategies
- connecting agencies to support collaborative responses to current and future challenges
- supporting agencies to continuously improve their performance
- co-designing community-focused solutions
- building leadership capability and development
- fostering a diverse and inclusive public sector.

Strategic objectives

This section reports on the Commission’s strategic objectives and how the main functions were delivered, including the application of the management and employment principles outlined in section 25 of the Public Service Act 2008.
Strategic objective 1

Provide effective stewardship of the public sector

- Continued the management of the employment framework.
  - Provided advice to the sector on complex human resources, employee relations, performance and conduct matters.
  - Developed *Managing workplace investigations: a practical guide for the Queensland public sector* to better support agency practitioners.
  - Completed a revised guideline and other resources to support agencies and employees undertaking independent medical examinations.
  - Supported the recruitment, appointment and induction of three chief executives.
  - Provided advice on the senior executive and chief executive service employee life cycle, including coordination of the chief executive performance assessment and agreement process.
  - Implemented the Executive leadership information system to improve monitoring and reporting of the senior executive cohort.
  - Updated the Fixed term contracts of employment – executive employees directive to provide further detail around eligibility for entitlements.
  - Supported the conciliation process for the State Government Entities Certified Agreement.

- Continued to promote and facilitate sector-wide cultural change in order to support and strengthen the sector’s workplace response to domestic and family violence (DFV).
  - Coordinated a multi-agency approach for White Ribbon Australia (WRA) workplace accreditation, with all Queensland Government departments achieving accreditation by May 2019.
  - Supported the first WRA re-accreditation for a Queensland Government agency, with the successful re-accreditation of the Department of Aboriginal and Torres Strait Islander Partnerships.
  - Facilitated an independent evaluation of the Queensland Government’s workplace response to DFV which found good progress has been achieved, and made 21 recommendations for continued improvement.
  - Led multi-agency collaboration to design and implement actions addressing the recommendations from the evaluation report, including:
    - strengthening the approach to promoting awareness of DFV
    - supporting affected employees
    - driving and embedding further change to build a positive culture of respect, gender equity and inclusion.

Veterans’ Virtual Career Fair

The Premier announced the Veterans' employment pathway program in July 2018, to help 100 veterans find suitable, sustainable and meaningful employment in the Queensland public sector.

Australian Defence Force (ADF) members possess some of the most well-regarded, diverse and sought-after skills and experiences in the labour market today.

To deliver on the government’s commitment, the Commission coordinated a virtual careers fair, held on 21 November 2018. The event enabled veterans in regional and remote locations to learn about the Queensland Government as an employer, discover new career opportunities, and chat with agency leaders and HR professionals.

23 Queensland Government agencies and three private organisations were represented at the fair, and the Commission partnered with ex-service organisations to promote the event to the veteran and former ADF community. More than 450 veterans registered to participate and 94 job opportunities were identified during the one-day event.

The veterans’ employment pathway program has continued this momentum with more than 240 veterans gaining employment in the sector across the state.
— Partnered on a research project with DPC to inform the development of an awareness campaign targeting domestic and family violence in LGBTIQ+ communities.

— Continued to promote and monitor sector-wide workforce diversity targets ensuring that the public sector workforce more closely reflects the diversity of the Queensland community.

— Continued to progress initiatives to increase the representation of people with a disability in the public sector.

— Launched the different faces of impairment communications campaign to raise greater awareness of people with disability.

— Published Empowered and confident: disabling the barriers implementation plan 2018–2022 and commenced delivery of the associated actions.

— Developed an online knowledge centre to provide resources and tools to help foster more inclusive workplaces for people with disability.

— Delivered a think tank in partnership with Queensland University of Technology, University of New South Wales (NSW) and the NSW Public Service Commission, exploring issues around disability and disclosure.

— Partnered with the Department of Communities, Disability Services and Seniors to co-facilitate the All Abilities Queensland workshop to improve the employment experience and career pathways of people with disability in the public sector.

— Continued to support the sector’s initiatives to foster greater inclusion for LGBTIQ+ employees.

— Sponsored the Queensland Public Sector LGBTIQ+ Steering Committee, on behalf of the Chief Executive Leadership Board, building visibility of the sector-wide LGBTIQ+ Inclusion Strategy among senior leaders, offering greater support for LGBTIQ+ employees and allies, and increasing membership of the LGBTIQ+ employee network.

— Supported the committee, in partnership with private industry, to host an LGBTIQ+ employee networking event for more than 100 attendees.

— Continued to support the implementation of the Be healthy, be safe, be well framework across the public sector.

— Collated health and wellbeing indicator reporting to support agencies in monitoring and improving workforce health and wellbeing.

— Collaborated with the Office of Industrial Relations (OIR) to develop strategies to promote mentally-healthy workplaces.

— Continued operation of the Gov2Gov recovery at work pilot, with almost 20 per cent of eligible employees being placed across the public sector.

— Delivered the 2018 Working for Queensland (WfQ) employee opinion survey, with more than 78,000 participants from 65 agencies, and successfully implemented a new technology platform for the WfQ survey to provide faster and better access to survey results and advanced analytics.

— Produced Queensland public sector workforce profile quarterly reports to support ongoing management of the public sector workforce.

— Commenced implementation of recommendations from the Coaldrake review that relate to the implementation of a single, authoritative workforce database and resultant reporting enhancements.
Strategic objective 2

Develop public sector capability

- Continued to develop and deliver programs to attract and engage a talented, contemporary workforce to the public sector.
  - Developed and launched the Young people employment pathways initiative to improve sector-wide employment pathways for young people.
  - Continued to facilitate the sector’s graduate portal, receiving 9108 graduate registrations and 1008 student registrations for public sector employment.
  - Continued to manage the #BeHere4Qld Queensland Government employer brand across multiple social media platforms to attract a diverse, high performing workforce.
  - Conducted research to better understand the candidate experience when seeking employment in the public sector.
- Successfully implemented the Veterans’ employment pathway program (see page 7), identifying more than 240 suitable placements and appointments for veterans in the public sector.
- Developed the Aboriginal and Torres Strait Islander career pathways service (see page 10) to address the under-representation of Aboriginal and Torres Strait Islander employees in public sector leadership and decision-making positions.
- Continued promotion of the Flexible by design framework to create a more inclusive workforce and enable workers at all life stages, lifestyles and backgrounds to be valued contributors; partnered with private industry and the Australian public service to deliver a roundtable on the future of flexible work.
- Continued to implement Talent Now, the sector’s solution to improve the visibility of internal talent and support increased workforce mobility.
- Continued to work in partnership with the Strategic Workforce Council to deliver quarterly capability development workshops (and ad-hoc development initiatives) to build the relationships, knowledge, and skills of HR professionals.
- Supported the induction of all agency chief executives as inclusion and diversity champions.
- Continued to build capability in better decision-making about conduct and performance matters.
  - Developed resources and held 10 workshops with agency HR professionals to support better decision-making about conduct and performance matters.
  - Established the Community of Practice for Ethical Behaviour (CoPEB, see page 11) to share best practice approaches to ethics, enabling members to work together to solve issues, develop capability and model behaviour.
  - Provided support to agencies developing resources on ethics for executives in the public sector.
- Supported the Queensland Family and Child Commission to build the public sector’s procurement capability to engage Aboriginal and Torres Strait Islander human services providers.
- Continued to develop the public sector’s leadership capability in health, safety and wellbeing, specifically in suicide prevention awareness and building mentally health workplaces.
- Developed and promoted a capability program for executive leaders to enhance skills in collaborative governance and collective leadership; delivered three masterclasses attended by 34 executive leaders, and five workshops attended by 280 people.
- Launched the LEAD4QLD leadership capability assessment and development initiative; between October 2018 and June 2019, more than 1400 public sector employees from 26 agencies were actively involved in the assessment process.
- Released the Leadership competencies for Queensland framework to describe what highly effective, everyday leadership looks like, and provide a common understanding of the foundations for success.
- Redesigned leadership and capability development online resources into a Leadership and learning hub based on customer-centred design.
- Continued to build leadership capability by facilitating:
  - 29 masterclasses, thought leader seminars and leader-led discussions as part of the Commission’s calendar of leadership development to 1120 leaders
  - 38 People matters programs across the state to 729 aspiring and current team leaders
  - 25 People matters: performance conversations programs to 569 leaders at various locations across the state
  - 44 employees’ participation in the Public Sector Management Program.
• Enabled individuals to build their leadership capability through sector-wide scholarships that supported:
  — 37 employees to attend the People matters: performance conversations program in Brisbane, Gold Coast, Rockhampton, Ipswich and Townsville.
  — Six Aboriginal and Torres Strait Islander employees to attend the Public Sector Management Program.
  — Four senior leaders to commence the two-year ANZSOG Executive Masters in Public Administration program.
  — Three senior executives to participate in the three-week intensive ANZSOG Executive Fellows Program.

• Continued to partner with and support IPAA Queensland to deliver thought leadership events and activities to promote and enhance the professionalism, capability and integrity of public administration.
  — Delivered six events focused on public purpose, attracting more than 850 leaders and emerging leaders from government across all levels, not-for-profits, professional services firms, and universities.
  — Developed digital content showcasing leadership and best practice relevant to the public purpose sectors, distributed through a new IPAA Queensland website and 11 editions of a fortnightly digital newsletter, IPAA Insights.

• Facilitated executive placements through Leader Connect, including embedding public sector employees with QUT research teams to experience an academic perspective, in content areas relevant to their agencies.

• Continued to facilitate the GradConnect mentor program, which links Queensland Government graduate mentors with young refugee mentees and clients of Multicultural Development Australia.

• Continued to roll out the Capability Blueprint program to assess and build organisational capability to meet future challenges.
  — Completed Capability Blueprints with the Department of Transport and Main Roads, Department of Health including the Queensland Ambulance Service, Queensland Treasury and the Department of Local Government, Racing and Multicultural Affairs.
  — Commenced a Capability Blueprint at the Department of Innovation, Tourism Industry Development and the Commonwealth Games.

Aboriginal and Torres Strait Islander career pathways service

The Commission is leading the staged rollout of the Aboriginal and Torres Strait Islander career pathways service in partnership with the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP).

The career pathways service has been developed to address the under-representation of Aboriginal and Torres Strait Islander employees in leadership and decision-making positions across the public sector.

The project is focused at both the individual and system levels, supporting the learning and development of Aboriginal and Torres Strait Islander employees, and also fostering working environments that are more empowering, enabling and culturally safe. The service offers participants development opportunities in technical and leadership skills, coaching and reflective practice.

The service has been designed in partnership with employees from a number of agencies and is informed by insights from past and present Aboriginal and Torres Strait Islander employees.

It launched in May 2019 with seven participating agencies: Department of Natural Resources Mines and Energy, Department of Child Safety Youth and Women, Department of Housing and Public Works, Department of Transport and Main Roads, Department of the Premier and Cabinet, DATSIP and the Commission.
Community of Practice for Ethical Behaviour (CoPEB)

The Commission’s role under the Public Service Act 2008 includes enhancing and promoting an ethical culture and ethical decision making across the sector.

To meet this responsibility, the Commission formed CoPEB in September 2018 to connect ethics and HR officers to learn and share best practice approaches.

CoPEB members collaborate to solve issues, develop capability and model behaviour and have held four meetings. Participants have reported high levels of satisfaction with the sessions and overwhelming support to continue the group.

In a recent survey of the group, feedback included that participants found CoPEB to be “very useful”, “an excellent initiative”, “essential for small agencies that have limited ER/IR resources” and a “worthwhile forum to discuss ethical issues and increase capability across the sector”.

The Commission will continue to support CoPEB meetings to build ethical decision-making capability across the public sector.
Strategic objective 4

Optimise our capability and performance

- Continued to focus on building organisational governance strength and capability to ensure delivery of strategic objectives.
- Continued to embed a deliberative, collaborative approach to corporate governance based on networked decision-making, planning and risk management; established working groups to consider issues of resource management, performance measurement and risk management.
- Supported all Commission employees to participate in the LEAD4QLD assessment process, to identify individual capabilities to inform future development; 47 staff accepted this opportunity in 2018–19.
- Supported employees, including senior executives, to participate in secondment opportunities across the sector to build their skills and capabilities.
- Supported all Commission staff to maximise flexible work options; accessed by 91 per cent of all staff, including a high take-up by male employees (87 per cent).
- Provided a range of health and wellbeing services including flu shots, skin checks, ergonomic assessments and employee assistance to support healthy, productive workplaces.
- Recognised staff achievement and commitment through annual DPC/PSC Achievement Awards and the Commission Chief Executive’s Pineapple Awards.
- Continued to support a local domestic violence shelter through employee fundraising and donations, facilitated by staff volunteers.
# Service Delivery Statements

<table>
<thead>
<tr>
<th>Public Service Commission</th>
<th>Notes</th>
<th>2018–19 Target/estimate</th>
<th>2018–19 Actual</th>
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<tbody>
<tr>
<td><strong>Service area: Provision of services for a high-performing public sector</strong></td>
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<td></td>
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<tr>
<td><strong>Effectiveness measure</strong></td>
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<td>91%</td>
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<tr>
<td>Overall participant satisfaction with Commission leadership development offerings</td>
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<td><strong>Effectiveness measure</strong></td>
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<tr>
<td>Client satisfaction with specialist workforce services advice</td>
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<td><strong>Efficiency measure</strong></td>
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<td>Cost per participant at Commission leadership development offerings</td>
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<tr>
<td><strong>Efficiency measure</strong></td>
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</tr>
<tr>
<td>Cost per employee of conducting annual WfQ survey</td>
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</tbody>
</table>

**Notes:**

1. Overall satisfaction is measured across leadership development calendar offerings (using a 5-point Likert scale ranging from strongly agree to strongly disagree) covering three dimensions: The offering has given me a good understanding of the topic; I will use or adapt the ideas from the offering in my work; and I would recommend the offering to my colleagues.

2. The service standard measures overall client satisfaction with both CaPE and HR Assist where clients indicated they were either satisfied or highly satisfied with the service based on client survey results. The Commission implemented systemic changes to the way it delivers and seeks advice in 2018–19. The 2018–19 actual results are lower than the 2018–19 target/estimate, which may be due to these changes and/or revisions made to the survey mechanism from a 4-point scale to a 5-point scale to now include a “neither satisfied or dissatisfied” option. It should be noted that as a result of the change in calculation methodology, past performance data for this measure is no longer comparable.

3. Value for money is measured on the total number of attendees against the total cost of holding the leadership development calendar offerings. Total cost includes venue hire, catering, facilities, facilitator related costs such as travel and/or accommodation, and video production costs. The 2018–19 actual is lower than the target due to changes to the mix of offerings.

4. The cost per employee of the annual WfQ survey is based on the cost of the core elements of the survey (i.e. survey services that are funded by the Commission and provided to all participating agencies). Core costs are divided by the number of employees that are eligible to complete the survey. Eligibility to complete the survey is based primarily on an agency’s participation in the Minimum Obligatory Human Resource Information (MOHRI) workforce data collection. The 2018–19 target/estimate was based on anticipated increased costs of shifting to a new survey provider which did not transpire.
In accordance with the 2019–20 Service Delivery Statements, the Commission’s priorities for the coming year are to:

- implement government decisions emerging from reviews of the public sector workforce
- collaborate with chief human resources officers to build expertise in the future of work identified in the 10 year strategic human capital outlook, and support agencies to implement workforce initiatives in the 3 year strategic roadmap
- improve talent acquisition and mobility through increased use of the #BeHere4Qld Queensland Government employer brand for graduate marketing, and by implementing a shared platform to facilitate internal talent mobility
- continue to implement the sector-wide workplace reform package, in partnership with agencies, to build capability in the prevention and response to domestic and family violence
- continue to advance improvements in gender pay equity in the Queensland public sector
- support agencies to transition to the renewed Leadership competencies for Queensland framework by developing communities of practice to deliver critical human resource process changes
- promote sector and internal participation in LEAD4QLD to support more targeted leadership development
- support IPAA Queensland’s strategies for a sustainable professional association through membership growth, building partnerships across levels of government and sectors, growing regional engagement and ensuring appropriate governance
- continue to provide support to Deputy Directors-General to build capability in collaboration and responsiveness through targeted masterclasses, coaching and workshops to support the delivery of Our Future State: Advancing Queensland’s Priorities
- provide advisory services to support agencies to develop integrated services and programs, and build their capability in community-centred service design methods
- partner with departments to increase organisational performance across government through the Capability Blueprint program
- provide advice to departments on the management of complex conduct and performance matters and the application of the Commission policies and instruments in difficult scenarios
- refine the collation and reporting of workforce data to enable evidence-based decision making in the management of the sector’s workforce
- grow leadership and management capability to manage conduct and performance across the public sector by developing practical resources and tools for managers and HR practitioners, and providing an advisory service supported by an updated website.

The Commission met with graduates looking to enter the Queensland public sector at events such as the Big Meet in 2018–19.
Financial summary

The Commission has continued with its core service delivery to provide leadership and expertise to build and foster a professional high-performing workforce, highly capable, collaborative and inspiring leaders, and continuously improving, future-focused organisations. During the 2018–19 financial year, the Commission focused upon implementing a new leadership capability assessment and development solution to support the development of leaders at all levels across the sector and support the Institute of Public Administration Australia (IPAA) Queensland in building partnerships across government jurisdictions, growing regional engagement and fostering strong governance practice.

Revenue

Total revenue for the Commission was $15.30 million, a 6 per cent decrease from the previous financial year. The decrease is primarily due to less appropriation revenue of $0.86M or 6 per cent from the previous year for the absorption of the Community Insights function within the core service delivery function and completion of limited life projects deferred from 2017–18 such as the workplace response to the whole-of-government Domestic and Family Violence Evaluation framework.

Non-appropriated revenue, consisting of user charges, grants and other contributions and other revenue decreased by $0.18M or 11 per cent primarily due to lower recovery of recruitment costs for Directors-General across the sector, partly offset by additional support of the Australian and New Zealand School of Government development programs.

Revenue forecast to decrease by $0.22M or 16 per cent primarily due to Australian and New Zealand School of Government development programs and completion of one-off funding projects that occurred in 2018–19.

Figure 1 provides a comparison of revenue sources for the previous year, current year and the 2019–20 as provided in the Commission’s Service Delivery Statement.

Explanations for major variances between the Commission’s financial performance and its 2018–19 budget is disclosed in the accompanying Financial Statements.

Figure 1: Commission Income Summary 2018–19
Expenditure

Total expenditure for the Commission was $15.30 million, a 6 per cent decrease from the prior financial year. The expenditure decrease is primarily related to the reasons explained above in respect to decreased revenue.

Employee expenditure decreased by $1.02M or 10 per cent primarily achieved through short-term vacancies across the Commission, namely the Commission’s external chair position and Deputy Commissioner role for part of the year and external secondment opportunities across the Commission.

Supplies and Services expenditure decreased by $0.22M or 5 per cent primarily due to lower contractor and consultancy costs in 2018–19 and a reduction in general costs such as travel, advertising and legal fees.

Other expenses increased by $0.19M or 20 per cent due to the end of year deferrals to recognise unspent appropriation for delays in programs such as Talent Now, enhancement to Conduct and Performance Excellence Reporting and Leadership Talent and Performance activities which are to be delivered in 2019–20. The decrease in the other expenses forecast is due to deferrals not being budgeted for.

Expenditure is forecast to remain relatively consistent with a small decrease of $0.22M or 1 per cent.

An expenditure summary comparing the previous year, current year and next year’s budgeted financial position is provided in Figure 2.
Financial position

The Commission’s financial position remained consistent with the prior year, with the net asset position remaining identical at $0.936 million. The current ratio has improved and demonstrates a sound liquidity position. Refer to Figure 3 for Financial Indicators.

The financial position forecast anticipates a further improvement of current ratio, sitting in at 1.60.

Explanations for major variances between the Commission’s financial performance and its 2018–19 budget is disclosed in the accompanying Financial Statements.

Figure 3. Financial Indicators

<table>
<thead>
<tr>
<th></th>
<th>FY 19$M</th>
<th>FY 18$M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Asset Position</td>
<td>0.936</td>
<td>0.936</td>
</tr>
<tr>
<td>Current Assets</td>
<td>2.995</td>
<td>3.218</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>2.065</td>
<td>2.282</td>
</tr>
<tr>
<td>Current Ratio</td>
<td>1.45</td>
<td>1.41</td>
</tr>
</tbody>
</table>

Chief Finance Officer statement

Section 77 (2)(b) of the Financial Accountability Act 2009 requires the Chief Finance Officer of the Commission to provide the accountable officer with a statement as to whether the department’s financial internal controls are operating efficiently, effectively and economically. Assurance has been provided that:

- the financial records of the Commission have been properly maintained in accordance with prescribed requirements;
- the internal compliance and control systems of the Commission relating to financial management have been operating efficiently, effectively and economically; and
- since balance date, there have been no material changes that may affect the risk management and internal compliance and control systems of the Commission.

For the financial year ended 30 June 2019, a statement assessing the Commission’s financial internal controls has been provided by the Chief Finance Officer to the Commission Chief Executive and the Commission’s Audit and Risk Committee.

The statement was prepared in accordance with Section 57 of the Financial and Performance Management Standard 2009.
Governance

Leadership and management

Public Service Commission Board
The Public Service Commission Board (the Board) is responsible to the Premier of Queensland and informed by commissioners who provide independent advice on the delivery of the Commission’s main functions. The Board is responsible for the governance of the Commission described in the Public Service Act 2008.

In 2018–19, the Board met on four occasions.

Members
- Dave Stewart, Director-General, DPC (1 July 2018 to 12 February 2019)
- Jim Murphy, Under Treasurer, Queensland Treasury (1 July 2018 to 14 September 2018)
- Mary-Ann Curtis, Acting Under Treasurer, Queensland Treasury (15 September 2018 to 10 February 2019)
- Frankie Carroll, Under Treasurer, Queensland Treasury (11 February 2019 to 30 June 2019)
- Rachel Hunter, Acting Director-General, DPC (Acting Chairperson) (13 February 2019 to 30 June 2019)
- Robert Setter, Commission Chief Executive, Public Service Commission (1 July 2018 to 30 August 2018 and 2 October 2018 to 30 June 2019)
- Sonia Cooper, Acting Commission Chief Executive, Public Service Commission (31 August 2018 to 1 October 2018)

Key activities
In 2018–19, the Board:
- monitored performance of all departments and agencies in workforce, finance, contingent workforce, and capital budget management
- considered the impact on the Commission of Government-endorsed recommendations arising from reviews into workforce reporting and the future of work
- endorsed the Commission’s activities and noted developments in initiatives including talent mobility, veterans’ employment, Aboriginal and Torres Strait Islander career pathways, and leadership development including capability development of the Deputy Director-General cohort to support collaborative governance.

Executive Leadership Team
The Commission’s Executive Leadership Team (ELT) is the senior executive forum for corporate governance and decision-making, and:
- oversees the strategic direction and management of the Commission
- provides sound corporate governance in the delivery of business operations
- provides leadership and direction on the delivery of significant projects and initiatives, and ensures strategic alignment to the Commission’s vision and purpose
- acts as a forum to share information and manage relationships across the executive leadership of the organisation.

Members
- Robert Setter, Commission Chief Executive (Chair)
- Peter McKay Deputy Commissioner (1 July 2018 to 3 September 2018)
- Sonia Cooper, Deputy Commissioner (1 July 2018 to 25 March 2019)
- Megan Barry, Deputy Commissioner (3 September 2018 to 30 June 2019)
- Sandra Lerch, Executive Director (31 May 2019 to 30 June 2019)

Senior Management Group
The Commission’s Senior Management Group (SMG) is the leadership forum that operationalises corporate governance, performance monitoring and program management, and:
- monitors progress towards delivering on strategic objectives and significant projects
- ensures compliance with all relevant corporate governance policies, plans and legislation
- manages corporate operations including human, financial and information resources
- acts as a forum to share information and manage relationships across the leadership of the organisation.

Members
- Commission Chief Executive
- Deputy Commissioner/s
- Business area team leaders
Government bodies

Queensland Integrity Commissioner
(part of the Commission for administrative purposes)

Legislation
Integrity Act 2009

Role and function
The Queensland Integrity Commissioner is responsible for providing advice on integrity and ethics issues, and maintaining the Queensland Register of Lobbyists. The Commissioner is an independent officer of the Queensland Parliament and reports at least twice a year to the Finance and Administration Committee.

Reporting arrangements
The Queensland Integrity Commissioner produces its own annual report.

Ethics and accountability

Public sector ethics
The Commission considers the conduct and performance of employees central to achieving its deliverables and objectives. Employees are required to adhere to the Code of Conduct (the Code), as required by the Public Sector Ethics Act 1994, and can access the Code and a range of supporting resources through the Commission’s intranet.

New employees are required to complete the New starter induction program to ensure they are aware of expected obligations and workplace behaviours, and that their performance and behaviour must comply with the Code. Team leaders incorporate these expectations into the ongoing cycle of employees’ performance and development.

The Commission also has an ongoing role to enhance and promote an ethical culture and ethical decision-making across the public service. One way in which we meet this responsibility is through the CoPEB.

As custodian of the Public Sector Ethics Act 1994, the Commission is charged with considering requests from agencies to apply additional standards of conduct and behaviour to people working for them. During 2018–19, the Commission issued no new standards, and continued to endorse and apply the Code to ensure information about its application was readily available.

Risk management
In accordance with the Financial Accountability Act 2009, the Commission Chief Executive has established appropriate systems of internal control and risk management.

The Commission is covered by DPC’s Risk management framework—oversighted by Audit and Risk Management Committee—which aligns with the Australian Standard AS/NZ ISO 31000:2018 on risk management principles and guidelines, and includes appropriate governance arrangements and risk reporting and analysis.

The Commission is committed to a philosophy and culture that ensures risk management is an integral part of all activities, minimising vulnerability to internal and external events, and influences that could impact on the achievement of its strategic objectives and priorities. The Commission continued to embed risk management through proactive executive involvement, assessment and treatment of risk, including fraud and corruption risks.

While all employees are encouraged to contribute to the effective identification and mitigation of risks, SMG is responsible for leading risk management activity.

In 2018–19 SMG members:
- established a risk working group to drive culture and continuous improvement
- participated in the DPC Risk Champions network.

The Commission collaborated with agencies to foster healthy workplaces and further inclusion and diversity initiatives.
Audit and Risk Management Committee

The Commission applies DPC’s audit and risk management frameworks and is supported by the joint DPC and Commission Audit and Risk Management Committee (ARMC). ARMC was established by the Director-General in accordance with section 35(1) of the Financial and Performance Management Standard 2009 (the Standard).

As required by section 35(2) of the Standard, the terms of reference outlines ARMC’s role, which is to provide independent advice and assurance to the Commission Chief Executive on the Commission’s risk, control and compliance frameworks, and external accountability responsibilities imposed under the:

- Financial Accountability Act 2009
- Financial Accountability Regulation 2009
- the Standard.

During 2018–19, ARMC observed its terms of charter, having due regard to the Audit committee guidelines improving accountability and performance, issued by Queensland Treasury in 2012.

ARMC met four times during 2018–19, and comprised the following membership:

- Jenny Parker, chair (retired 31 August 2018)
- Neil Jackson, independent member (appointed Chair 1 November 2018)
- Bronwyn Morris AM, independent member
- Susan Rix AM, independent member (appointed 1 November 2018)
- Megan Barry, Deputy Commissioner, Public Service Commission, member (first meeting 26 November 2018)
- Filly Morgan, Deputy Director-General, Corporate and Government Services, DPC, member.

During 2018–19, ARMC’s chair and independent members received a combined total remuneration of $14,503.50 (including GST).

ARMC issued a standing invitation to the following roles to attend all meetings as observers:

- Chief Financial Officer, DPC
- Director, Internal Audit and Risk Services, DPC
- Queensland Audit Office representative
- Internal audit service provider representative.

During 2018–19, ARMC:

- approved and monitored four internal audits across the Commission
- monitored progress of the implementation status of internal audit recommendations
- reviewed and considered external audit reports and monitored the progress of agreed actions against recommendations
- endorsed the financial statements for 2017–18 and considered the ongoing financial position of the Commission
- monitored the Commission’s ongoing corporate governance and risk management activities.

Internal audit

Internal audit provides independent assurance and advice to the Commission Chief Executive (CCE) and ARMC, and improves the Commission’s corporate governance through an objective, systematic approach to evaluating the effectiveness and efficiency of processes, internal controls and risk management practices.

During 2018–19 the internal audit service was provided to the CCE under a Service Level Agreement (SLA). The SLA is managed by DPC’s Director, Internal Audit and Risk Services with delivery of the program by KPMG (a third-party provider) in a co-sourced partnership arrangement.

KPMG operated in accordance with an approved Internal Audit Charter that incorporated professional standards of Queensland Treasury’s Audit committee guidelines: improving accountability and performance.

Key achievements for 2018–19:

- developed an internal audit plan based on identified strategic and operational risks, and presented the plan to ARMC for approval
- successfully executed the internal audit plan and provided finalised reports to ARMC
- monitored and reported on the status of implementation of internal audit recommendations
- supported management by providing advice on corporate governance and related issues, including recruitment and selection, core financial processes, general computer controls and cyber security.
External scrutiny

External audits and reviews add value to the public sector by identifying opportunities to improve business operations.

Queensland Audit Office (QAO) undertakes financial and performance audits within the public sector. In 2018–19, the following reports were published by the QAO that were relevant to the Commission:

- **QAO Report 3: 2018–19: Delivering shared corporate services in Queensland**

  This report examined whether the Queensland Government’s shared service providers are delivering value for money now and are positioned to successfully deliver in the future. The report recommended that the Commission works with all government agencies to ensure they effectively collaborate to plan, support, and manage those corporate services employees affected by automation.


  This report summarised QAO’s financial audit results for all entities owned or controlled by the Queensland Government, analysing the financial position, performance and sustainability of the Queensland Government as reported in the consolidated state government financial statements. It also summarised the timeliness and quality of financial reporting by public sector entities. The Auditor-General has certified without qualification that the Commission has complied with financial management requirements, the financial statements are accurate and fair and that the Commission met the statutory timeframes for the preparation of the financial reports for 2017–18.

Information systems and recordkeeping

The Commission continued to use information systems for corporate functions (e.g. finance, HR, information technology and information management services) under a shared service arrangement with Queensland Shared Services – a third-party corporate information and communications technology provider.

Information systems include:

- SAP (finance)
- Aurion (HR)
- HP Record Manager (records management)
- Promaster (corporate card).

During 2018–19, the Commission provided new employees with information management, security and privacy training, and during new employee induction and at regular intervals, we reiterated the importance of security and management of non-electronic information in shared workspaces. The Commission ensures its systems and workforce behaviours adhere to Information Standards (Information Security).

The Commission’s recordkeeping practices adhere to Information Standard (Recordkeeping), Information Standard (Retention and Disposal of Public Records) and the Public Records Act 2002. The Commission uses HP Record Manager to manage electronic and physical documents, and has policies and processes in place for recordkeeping, email management, retention and disposal of records, managing information on shared network drives and information security.

Right to information and information privacy

The Commission received two Right to Information applications and one Information Privacy application in 2018–19, collecting a total of $99.40 in application fees and $0.00 in processing charges.

The Commission continued to comply with the Right to Information Act 2009 and the Information Privacy Act 2009.
People

Workforce profile

At 30 June 2019, the Commission (including the Office of the Integrity Commissioner) employed a total of 70 full-time equivalent (FTE) employees, and the permanent separation rate was 9.5 per cent.

No redundancy, early retirement or retrenchment packages were paid during the period.

Workforce planning

The Commission continued to progress its five-year Strategic workforce plan 2015–2020 towards building an inclusive, agile and capable workforce, to ensure we are well positioned to achieve objectives, meet future business needs and the expectations of customers.

During 2018–19, the Commission:

• activated a Resource Management Committee to assess and consider applications for vacancy recruitment, extensions to temporary arrangements and higher duties arrangements, and capability development investment
• continued to involve employees with diverse backgrounds and lived experiences in the co-design of inclusion and diversity strategies
• advertised vacant roles using the new flexible options on the Smart Jobs website to attract job applicants from diverse backgrounds
• supported secondment and interchange arrangements for senior executives to gain broader leadership experience within the sector
• demonstrated a commitment to gender equity in the Commission leadership, with women in more than 50 per cent of senior officer (and above) roles
• communicated the 2018 WfQ results to staff and actively discussed outcomes through staff forums
• actioned and supported commitments in the Queensland multicultural action plan and Cultural capability action plan towards an inclusive, diverse and culturally capable workforce
• participated in LGBTIQ+ events and initiatives to show support for LGBTIQ+ employees
• empowered employees to participate in domestic and family violence prevention events and initiatives, including the Australian CEO Challenge’s 2019 Darkness to Daylight event (with participation from almost 25 per cent of the Commission’s workforce), White Ribbon Day and Domestic and Family Violence Prevention Month
• supported and encouraged worker flexibility, as a driver of workforce performance, capability and adaptability.
  — 91 per cent of all staff accessed flexible work options
  — 2018 WfQ survey results indicated a strong positive response to flexible working arrangements, and a working culture that supported its application.
• continued to build managerial capability in the effective balance of flexible work arrangements and agency deliverables.
Workforce performance and development

The Commission actively supports employees through the employment life cycle, from providing relevant induction and orientation, opportunities for training and development based on regular, active performance and development conversations, through to exit interviews for departing staff.

All employees are supported to access opportunities to improve their individual capability, including participation in the LEAD4QLD assessment process to inform future development.

In 2018–19 these opportunities also included participation in:

- post-graduate tertiary education (e.g. Public Sector Management Program and Graduate Certificate in Policy Analysis)
- on the job learning (e.g. communities of practice, networks and committees, secondments and interchanges)
- focused training (e.g. cultural awareness and disability awareness training)
- short courses and seminars (e.g. Women in Leadership course, leadership development forums)
- occupational, industry and interjurisdictional seminars and conferences.

Working for Queensland survey

Commission employees participated in the 2018 WfQ survey and maintained a response rate of 100 per cent. Overall, the Commission’s results were extremely positive compared with the rest of the sector across a majority of metrics, including:

- organisational leadership: 67 per cent positive (18 percentage points higher than the sector average)
- innovation: 82 per cent positive (22 percentage points higher than the sector average)
- my workgroup: 93 per cent positive (17 percentage points higher than the sector average)
- my workload and health: 59 per cent positive (19 percentage points higher than the sector average).

These strengths will provide a strong foundation to address areas where there are opportunities for improvement. The Commission leadership enabled ongoing discussion of organisational culture through all-staff forums and workshops to engage employees in ways the organisation can deliver an improved working experience.