



# ANNUAL REPORT 2023–2024

**Public Sector Commission**



**Queensland  
Government**

# Public Sector Commission annual report 2023–2024

The annual report provides detailed information about the Public Sector Commission's financial and non-financial performance for 2023–24. It aligns to its [strategic plan 2023–2027](#)<sup>1</sup> and the [2023–24 Service Delivery Statements](#)<sup>2</sup>.

Additional annual reporting requirements are published on the [Queensland Government Open Data portal](#)<sup>3</sup> including information about consultancies and the Queensland Language Services Policy.

This annual report has been prepared for the Public Sector Commissioner to submit to Queensland Parliament, and to meet the needs of stakeholders including government agencies, business and industry, members of the community, media and employees.

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ISSN: 1837–2201

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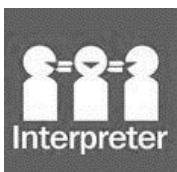


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## Attribution

Content from this annual report should be attributed as: The State of Queensland (Public Sector Commission) annual report 2023–24.

## 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

Contact the Public Sector Commission:

- PO Box 15190, City East, Brisbane QLD 4002
- (07) 3003 2800
- [commission.psc@psc.qld.gov.au](mailto:commission.psc@psc.qld.gov.au)

An electronic version of this document is available on the [Public Sector Commission website](#)<sup>5</sup>.

## Acknowledgement

We pay our respects to the Aboriginal peoples and Torres Strait Islander peoples of this land, their ancestors, and their legacy. The foundations laid by these ancestors—the First Australians—give strength, inspiration, and courage to current and future generations towards creating a better Queensland.

We recognise it is our collective efforts and responsibility as individuals, communities, and governments to ensure equality, recognition, and advancement of Aboriginal and Torres Strait Islander Queenslanders across all aspects of society and everyday life.

We are committed to working with, representing, advocating for and promoting the needs of Aboriginal and Torres Strait Islander Queenslanders with unwavering determination, passion and persistence.

As we reflect on the past and give hope for the future, we walk together on our shared journey of reconciliation where all Queenslanders are equal and the diversity of Aboriginal and Torres Strait Islander cultures and communities across Queensland are fully recognised, respected, and valued by all Queenslanders.

<sup>1</sup> [https://www.psc.qld.gov.au/\\_publications/Public-Service-Commission-Strategic-Plan-2023-2027.pdf](https://www.psc.qld.gov.au/_publications/Public-Service-Commission-Strategic-Plan-2023-2027.pdf)

<sup>2</sup> [https://s3.treasury.qld.gov.au/files/Budget\\_2022-](https://s3.treasury.qld.gov.au/files/Budget_2022-23_SDS_Department_of_the_Premier_and_Cabinet.pdf)

[23\\_SDS\\_Department\\_of\\_the\\_Premier\\_and\\_Cabinet.pdf](https://s3.treasury.qld.gov.au/files/Budget_2022-23_SDS_Department_of_the_Premier_and_Cabinet.pdf)

<sup>3</sup> <https://www.data.qld.gov.au/>

<sup>4</sup> <https://creativecommons.org/licenses/by/4.0/>

<sup>5</sup> <https://www.psc.qld.gov.au/>

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## Letter of compliance

12 September 2024

The Honourable Steven Miles MP  
Premier of Queensland  
Level 40, 1 William Street  
Brisbane Qld 4000

Dear Premier

I am pleased to submit for presentation to the Parliament the annual report 2023–24 and financial statements for the Public Sector 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 2019*, and
- the detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements is on pages 54–55 of this annual report.

Yours sincerely



**David Mackie**  
Public Sector Commissioner  
Public Sector Commission

## Chairperson's message

2023–24 has been a year of achievement for the Queensland Public Sector Commission (the Commission).

As Director-General of the Department of the Premier and Cabinet, I have had the opportunity to witness the work of the Commission up close. It's been a period of considerable reform and innovation as the Commission has sought better ways to support the work of government and its employees.

This has involved the Commission leading, engaging and supporting the sector in:

- embedding a new strategy to deliver an even better public sector
- reinvigorating our workforce data and insights through a new, more transparent reporting system
- reframing and building stronger relationships with Aboriginal peoples and Torres Strait Islander peoples
- developing and supporting the implementation of a nation-leading framework for preventing and responding to sexual harassment in the sector
- continuing to embed changes from the *Public Sector Act 2022* through supporting directives and resources.

These efforts have led to improved efficiency, transparency, and accountability, and I am deeply appreciative of the commitment and dedication shown by all involved.

One of the most notable achievements for the Commission in 2023–24 was preparing and beginning to embed the *Even better public sector for Queensland strategy 2024–2028* (the Even better strategy). Accompanied by a two-year action plan, the strategy aims to build greater public trust and confidence in the public sector and deliver better services and outcomes for Queenslanders.

The strategy was informed by engagement with public sector employees, stakeholders and industry experts, as well as insights from workforce data and research into emerging trends and challenges.

I look forward to overseeing and collaborating on this work as Chairperson of the newly established Public Sector Governance Council (the Council). The Council, enhanced now with external members, is working closely with the Commission to ensure the successful implementation of the strategy.

It has been an honour to serve as the Chairperson and to work with the Commission to cultivate a culture of innovation, integrity, and high performance within the Queensland public sector.

**Mike Kaiser**

Chairperson  
Public Sector Governance Council

## Public Sector Commissioner's message

As the Commissioner of the Public Sector Commission (the Commission), I am pleased to present our 2023–24 annual report.

At the heart of our mission lies an unwavering dedication to fostering a public sector that embodies the public service values, ethics and conduct. By focusing on integrity, promoting public good, accountability, transparency, and a commitment to system of government, we understand that these values are not just words; they are the foundation of trust between the government and the community we serve. Our role as the Queensland public sector's central human resource agency is pivotal in shaping a workforce that is not only capable but aligned with these values.

Over the past year, we have undertaken significant initiatives to strengthen workforce integrity, impartiality and capability, while remaining committed to health and safety. We have achieved this by collaborating with the Queensland public sector workforce, public sector unions and organisations to drive impactful and tangible change, including through the continuation of embedding legislative changes and directives implementation as part of the *Public Sector Act 2022* (the Act).

The Act has provided a framework for modernising our public sector and promotes a culture of continuous improvement while ensuring that our workforce is equipped to meet the evolving needs of the community. In alignment with the Act, we have developed eight new directives in 2023–24, including the Preventing and responding to sexual harassment in the workplace (Directive 12/23).

The Preventing and responding to sexual harassment in the workplace (Directive 12/23) commenced on 28 July 2023 and focuses on preventing and responding to sexual harassment. The directive mandates agencies to take approaches to sexual harassment complaints that prioritises the safety and autonomy of complainants and adopts gender and trauma-informed approaches. It also requires improved timely responses to complaints, improved communication with all parties about process and outcomes, and the establishment of Sexual Harassment Contact Officer roles in agencies for confidential support. The directive further helps to position Queensland as a leader in addressing workplace sexual harassment, demonstrating our commitment to fostering safe and respectful work environments for all.

Additionally, we commenced development of a further six directives and commenced foundational work in 2023–24 to establish a centralised complaints clearinghouse. Set to revolutionise public sector accountability by streamlining complaints handling processes, work is well underway through the strategic deployment and initiation of the Complaints Clearinghouse Program, which will include the establishment of a complaints handling improvement centre.

The Commission has also focused on implementing enduring changes that enhance public administration, culture, and leadership across the sector. Key highlights of our efforts being the development and implementation of our:

- Even better public sector for Queensland strategy 2024–2028 (Even better strategy): a five-year roadmap with six key goals for continuous improvement and excellence in service delivery.
- Even better public sector for Queensland action plan 2024 and 2025 (Even better action plan): the first plan in bringing the strategy to life with alignment to the focus areas of our work, our workforce and our workplace.

- Reframing the Relationship Plan: a pivotal milestone in our ongoing commitment to fostering a transformative relationship with Aboriginal peoples and Torres Strait Islander peoples.
- State of the sector report 2024: an insightful comprehensive overview of data, analysis and insights on the Queensland public sector workforce.
- Queensland public sector LGBTIQ+ action plan 2023–2025 (LGBTIQ+ action plan): promoting inclusivity and diversity within our workforce.

A major milestone particularly has been the release of our Even Better strategy and accompanying Even Better action plan—an achievement I am deeply proud of. The strategy serves to help Queensland’s public sector evolve over the next five years while continuing to serve with integrity, professionalism, and commitment to better outcomes for our community.

Developed by the Commission for the sector, the Even better strategy and Even better action plan not only acknowledges the great work that Queensland public servants do every day but outlines clear actions to ensure the public sector remains responsive to community needs, both now and into the future.

The Even better strategy also outlines our roadmap for delivering improved outcomes for Queensland. As part of this, we have a unique opportunity to review and enhance our Employee Value Propositions (EVPs). This enhancement will enable us to better embody our Code of Conduct in our daily actions, reinforcing our commitment to excellence in public service.

Upholding the highest standards of conduct is critical. It emphasises the importance of impartiality and reinforces our commitment to ethical behaviour, aligned with the *Public Sector Ethics Act 1994* (PSE Act). This further enhances the integrity of our workforce.

Building on this, and in providing further support for the sector, we have maintained a strong focus on several other key initiatives in 2023–24. This has included our Inclusion and diversity strategy 2021–2025, Regional Collaborative Governance Model, Flex-connect framework, and Working for Queensland survey.

As we reflect on all our achievements this past year, it’s clear our work is deeply intertwined in the values, ethics and code of the Queensland public sector. The Commission is dedicated to building a workforce that not only meets but exceeds community expectations. By delivering our services with professionalism and respect, we are ensuring the integrity and effectiveness of the public sector. This is a core part of our mission and something we are profoundly committed to.

I would like to extend my gratitude to all members of the Queensland public service for their ongoing dedication and hard work. Together, we are creating an even better public sector for Queensland that is not only capable and professional but also inclusive, resilient, ready to meet the challenges of the future and committed to upholding the values that define us.

**David Mackie**  
Public Sector Commissioner  
Public Sector Commission



## About us

The Commission is a small and dynamic central agency of the Queensland Government. We are dedicated to supporting Queensland's diverse public sector workforce.

The Commission was established on 1 July 2008 under the now repealed *Public Service Act 2008*. As of 1 March 2023, the Commission operates under the *Public Sector Act 2022*<sup>6</sup> (the Act).

### Our strategic plan 2023–27

Our vision is a public sector of excellence that delivers quality services and outcomes for all Queenslanders.

### Our purpose

The Commission provides system leadership and stewardship of Queensland's public sector workforce by focusing on performance, integrity, capability and culture.

### Our objectives

- Implement a modern employment framework.
- Build public sector capacity and capability to effectively serve the community.
- Ensure the public sector is equitable, diverse, inclusive and respectful.
- Ensure public sector leadership drives high performance, integrity and accountability.

### Our responsibilities

The Commission's functions are set out in section 207 of the Act and include:

- Providing system leadership and stewardship of the public sector.
- Building and maintaining the capability and capacity of the public sector.
- Promoting equity, diversity, respect and inclusion in the public sector.
- Enhancing and promoting a culture of integrity, ethical behaviour and decision-making across the public sector.
- Promoting a culture of continuous improvement and support to public sector entities to identify and manage workforce issues.
- Building leadership capability and facilitating the development of a highly skilled chief executive service and senior executive service, including for example, through the use of mobility arrangements.
- Supporting agencies to develop the capability of the public sector to serve the people of Queensland and the government efficiently and effectively.
- Promoting the public sector principles.
- Reporting annually to the Premier on the application of the public sector principles within public sector entities.
- Enhancing the public sector's leadership and management capabilities in relation to disciplinary matters.
- Facilitating the purposes of the chief executive service and the purposes of the senior executive service and senior officer positions.
- Supporting the Council to perform its functions under the Act.
- Monitoring and reporting to the Council about the workforce profile of the public service.

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<sup>6</sup> <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2022-034>

## Our workforce reporting

Under Section 207 (2)(m) the Act, the Commission is responsible for workforce reporting.

During 2023–24, the Commission released:

- the State of the sector report 2024<sup>7</sup>, providing access to more data, more detailed explanations and more insights than before
- the Working for Queensland Survey results for 2023
- Conduct and Performance Excellence (CaPE) data – annual reporting of information about work performance matters handled by each agency in accordance with section 128 of the Act.

## Our values

The Commission adheres to the ethics values as set out in the PSE Act<sup>8</sup>, which contains four principles fundamental to good public administration:

- Integrity and impartiality
- Promoting the public good
- Commitment to the system of government
- Accountability and transparency.

The Commission also follows the Queensland Government public service values:

- Customers first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people.

## More information

Visit our website<sup>9</sup> to learn more about our business areas and their functions.

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<sup>7</sup> <https://www.psc.qld.gov.au/state-of-the-sector-report.aspx>

<sup>8</sup> <https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-1994-067>

<sup>9</sup> <https://www.psc.qld.gov.au/about.aspx>

## Even better public sector for Queensland

The Even better strategy<sup>10</sup> and the accompanying Even better action plan builds on the sector's strengths and recognises the value of an even better public sector.

The Even better strategy responds to key findings from Professor Peter Coaldrake's *Let the Sunshine In: Review into Queensland public sector workforce Final Report* (the Coaldrake Report), and in particular, the recommendation for the Commission to rejuvenate the capability and capacity of the Queensland public sector and step into its key role. This independent review provided the Commission with both the platform, and the authorising environment, to deliver a bold new strategy for public sector improvement.

The Even better strategy is shaped around three focus areas:

- Our work – our ways of working
- Our workforce – our capability
- Our workplace – our environment.

The following six goals have been set to help ensure the activities remain focused:

1. We are better equipped to respond to complex challenges.
2. We are better connected to the community.
3. We better enable people to build their public sector experiences.
4. We better identify future leaders and grow diverse potential.
5. We provide better opportunities for current and future public servants to perform at their best.
6. We better support our people to make decisions that serve the interests of Queenslanders.

### Delivery of Even better strategy actions

In 2023–24, following release of the Even better strategy and Even better action plan in March 2024, progress has been made on delivering the 18 actions including:

- publishing the State of the Sector report 2024 on 11 June 2024. This new annual workforce report provides government, the sector, and the community with detailed workforce information about the public sector
- developing a sector-wide program syllabus for induction and onboarding on the craft of public service aimed at helping both new and current employees with the knowledge they need to understand and thrive in the public service
- developing a workforce planning process for the sector focused on building and maintaining the sector's core internal capability
- developing a chief executive performance leadership framework and performance expectations which promote contemporary, inclusive, and accountable leadership practices aligned to the Act, for refinement and implementation by early 2025
- developing a new framework for a sector-wide non-frontline graduate program aimed at launching and supporting meaningful public sector careers.

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<sup>10</sup> <https://www.psc.qld.gov.au/evenbetter/strategy.aspx>

## Office of the Special Commissioner, Equity and Diversity

The Office of the Special Commissioner, Equity and Diversity continues to support the Queensland public sector to progress equity and diversity and identify disparities. These initiatives aim to enhance policy, procedures and practice that improve employment outcomes for:

- women
- people with disability
- Aboriginal peoples and Torres Strait Islander peoples
- culturally and linguistically diverse people
- LGBTIQ+ people.

### Key outcomes

In 2023–24, key outcomes included:

- supporting the sector to reduce the gender pay gap in the Queensland public sector from 5.38% in June 2023 to 5.10% in June 2024<sup>11</sup>
- identifying gender equitable employment conditions for women in the public sector, and supporting the development and introduction of:
  - ten days paid reproductive health leave
  - paid superannuation on unpaid parental leave
- increasing the transparency and availability of equity and diversity data, including publishing the annual 2023 [Queensland public sector Gender pay equity dashboard](#)<sup>12</sup>
- promoting inclusive recruitment processes through Action 18 of the Even better strategy, which will identify the tools and resources to support inclusive recruitment and selection processes and more diverse appointments across the sector
- supporting the second annual equity and diversity audit for public sector agencies which:
  - built on a sector-wide evidence base
  - increased awareness of equity and diversity issues
  - promoted data driven strategies to address inequities
- supporting the first equity and diversity audit for 19 public sector entities, 10 government owned corporations and 16 Hospital and Health Services
- supporting development of effective equity and diversity plans based on audit evidence for each agency, entity, and government owned corporation
- continuing to co-sponsor the Executive Women’s Network for the most senior women in the public sector, with five events in 2023–24
- developing and supporting implementation of a nation-leading framework for preventing and responding to sexual harassment in the sector, including:
  - a sexual harassment directive and a [model policy template – preventing and responding to workplace sexual harassment](#)<sup>13</sup>
  - a whole of government sexual harassment contact officer network
  - supporting resources for managers and employees
- continuing collaboration with other Australian public sector jurisdictions, to contribute to the national agenda on the gender pay equality reporting regime
- partnering with the Australian Retirement Trust to develop a pilot program to address the retirement income gap for women.

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<sup>11</sup> MOHRI Data June 2024

<sup>12</sup> [https://www.psc.qld.gov.au/\\_publications/Queensland-public-sector-Gender-pay-equity-dashboard-2023.pdf](https://www.psc.qld.gov.au/_publications/Queensland-public-sector-Gender-pay-equity-dashboard-2023.pdf)

<sup>13</sup> [https://www.forgov.qld.gov.au/\\_data/assets/word\\_doc/0026/519083/Model-policy-template-preventing-and-responding-to-workplace-sexual-harassment.docx](https://www.forgov.qld.gov.au/_data/assets/word_doc/0026/519083/Model-policy-template-preventing-and-responding-to-workplace-sexual-harassment.docx)

## Financial summary

A comprehensive view of the Commission's financial performance is provided in the financial statements section of this report.

During the 2023–24 financial year, the Commission has continued with its core service delivery to:

- implement a modern employment framework
- build public sector capacity and capability to effectively serve the community
- ensure the public sector is equitable, diverse, inclusive and respectful
- ensure public sector leadership drives high performance, integrity and accountability.

The Commission continues to deliver high quality strategies, programs and advice on public sector workforce matters to support Queensland Government agencies to deliver on their strategic vision, purpose and objectives. During 2023–24, the Commission also continued to support the:

- work program of the Office of the Special Commissioner (Equity and Diversity) in relation to improved equity and diversity planning and reporting, and address gender-based disparities in the public sector
- progression of the foundation phase of a Queensland complaints clearinghouse and work with agencies adopting a continuous improvement approach to complaints handling.

### Revenue

Total revenue for the Commission was \$20.14 million in 2023–24, an increase of \$3.89 million from the previous financial year. Appropriated revenue increased by \$3.05 million which was primarily due to additional funding received for the integrity reforms and appropriation deferred from the previous financial year.

Non-appropriated revenue, consisting of user charges, grants and contributions and other revenue increased by \$0.85 million compared to 2022–23, primarily due to an increase in cost recoveries for recruitment and investigative services performed by the Commission on behalf of the government. Additionally, there has been an increase in staff seconded to the PSC from other government departments where those departments have continued to pay the staff.

### Expenditure

Total expenditure for the Commission was \$20.14 million in 2023–24, an increase from the previous financial year of \$3.89 million.

Employee expenditure increased by \$3.25 million from the previous financial year primarily due to a combination of increases in the full-time equivalent employees during 2023–24 to support integrity reforms, the Queensland complaints clearinghouse and enterprise bargaining arrangements. In addition, there's been an increase in chief executive recruitment services performed by the Commission on behalf of the government.

Supplies and services expenditure increased minimally by \$0.67 million from the previous financial year primarily due to additional spending on contractors and accommodation charges to support the work of the Queensland complaints clearinghouse.

Other expenses remained consistent with the previous year.

Explanations for major variances between the Commission's financial performance and its 2023–24 budget are disclosed in the accompanying Financial Statements.

## Financial position

The Commission's net asset position decreased by \$0.30 million from the previous financial year. This is primarily due to decreased cash, intangible assets and payables. The Commission's assets are primarily represented by cash, receivables and prepaid assets and are offset by amounts owed for payables and employee benefits.

Explanations for major variances between the Commission's financial position and its 2023–24 budget are disclosed in the accompanying financial statements.

## Chief Finance Officer assurance

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Commissioner with a statement confirming, as required by section 54 of the Financial and Performance Management Standard 2019, the financial internal controls of the department are operating efficiently, effectively, and economically.

The statement indicated no deficiencies or breakdowns in internal controls that would impact adversely on the Commission's financial governance or financial statements for the year.

## Performance

### Government's objectives for the community

The Commission contributed to the Queensland Government's objectives for the community<sup>14</sup> by:

- preparing agencies for the future of work through workforce strategy and capability building initiatives
- building an inclusive and diverse Queensland public sector workforce
- strengthening the sector's capability in fostering safe, respectful and inclusive workplace cultures
- promoting strategies and practices to create mentally healthy workplaces
- continuing to build the sector's capability in the prevention and response to domestic and family violence (DFV).

### Strategic objectives

This section reports on the Commission's performance in relation to our strategic plan 2023–2027.

### Strategic objective 1: Implement a modern employment framework

#### a. Lead implementation of the *Public Sector Act 2022* (the Act) for a fair and integrated public sector:

- Developed and published eight new directives made under the Act, in consultation with public sector organisations and unions.
- Commenced development of a further six new directives, including through partnership with the Office of Industrial Relations, the new Reproductive Health leave directive.
- Supported public sector organisations to implement and embed new and existing directives made under the Act, by developing supporting resources and providing targeted advice.
- Held monthly meetings with human resources professionals from across the sector to support the implementation of the Act and employment framework.
- Published the Queensland public service customer complaint management framework<sup>15</sup> and Queensland public service customer complaint management guideline<sup>16</sup> to assist public service entities in establishing and implementing systems for dealing with customer complaints.
- Regularly updated members of the community of practice for ethical behaviour through meetings and newsletters on best practice approaches aligned to the Act, and supporting members to solve issues, develop capability and model behaviour.
- Provided targeted advice to the sector on complex performance and conduct matters.
- Conducted reviews into work performance matters and assisted agencies in resolving matters appropriately in accordance with chapter 3, part 9, division 3 of the Act.
- Continued to manage the framework for the oversight of senior public service employee (SES 3 and above) corrupt conduct complaints devolved by the Crime and Corruption Commission in response to the Coaldrake Report.
- Monitored policy implementation and published annual data about work performance matters handled by prescribed entities in accordance with section 128 of the Act.
- Monitored policy implementation and informed decision-making by collecting quarterly data about the conversion to permanent employment of non-permanent employees and employees who act at, or who are seconded to, higher classifications.
- Collected annual entity data about the implementation of Supporting employees affected by workplace change (Directive 01/22)<sup>17</sup> and monitored policy implementation to inform decision-making.

<sup>14</sup> <https://www.qld.gov.au/about/how-government-works/objectives-for-the-community>

<sup>15</sup> [https://www.forgov.qld.gov.au/\\_\\_data/assets/pdf\\_file/0032/405788/Queensland-Public-Service-Customer-Complaint-Management-Framework.pdf](https://www.forgov.qld.gov.au/__data/assets/pdf_file/0032/405788/Queensland-Public-Service-Customer-Complaint-Management-Framework.pdf)

<sup>16</sup> <https://www.forgov.qld.gov.au/pay-benefits-and-policy/directives-policies-circulars-and-guidelines/queensland-public-service-customer-complaint-management-guideline>

<sup>17</sup> <https://www.forgov.qld.gov.au/pay-benefits-and-policy/directives-policies-circulars-and-guidelines/supporting-employees-affected-by-workplace-change-directive-0122>

- Oversaw the making of the *Public Sector Ethics Regulation 2023* to continue arrangements in the previous Regulation whereby prescribed entities may apply the code of conduct that applies to public service agencies under the PSE Act.
- Developed and implemented the Guideline for public sector employees contesting elections<sup>18</sup>, to replace the Public sector employees contesting elections (Circular 01/22), and to align to the Act and support the 2024 State General Election Guidelines on the caretaker conventions.
- Partnered with the DPC to develop a joint Reframing the relationship plan<sup>19</sup> that promotes cultural capability and cultural safety which meets our obligations under the Part 3 of the Act.
- Engaged with agencies to support the development of and influence the implementation of reframing the relationship plans as required by the Act, while taking a lead responsibility for the 'Workforce and Leadership Planning' component of the Reframing the relationship plan.
- Provided advice to agencies in relation to the establishment of new entities in the public sector and their status as public service or public sector entities under the Act.
- Prepared and obtained Governor in Council approval of eight public service departmental arrangements notices for machinery-of-government changes.
- Provided targeted advice to the sector on the employment of chief executives and senior executives.

**b. Develop, review and implement directives to support consistent application of the employment framework:**

- Developed and published eight new directives made under the Act, in consultation with public sector organisations and unions.
- Supported public sector organisations to implement and embed new and existing directives made under the Act, by developing supporting resources and providing targeted advice.
- Continued to embed the Preventing and responding to workplace sexual harassment (Directive 12/23)<sup>20</sup> by supporting public sector organisations to implement directive requirements, including a stand-alone policy on sexual harassment prevention and a person-centred support and advisory service.
- Commenced a review of the Support for employees affected by domestic and family violence (Directive 03/20)<sup>21</sup> to ensure the future focus and current objective are consistent with Queensland's domestic and family violence reform agenda.

**c. Support the sector to recruit a diverse workforce:**

- Developed a recruitment and selection summary guide to support public sector entities in implementing requirements under the Act and Recruitment and selection (Directive 07/23)<sup>22</sup>.
- Led discussions with Executive Leadership Teams about the new approaches to recruitment and selection.
- Commenced engagement with the sector to understand resource requirements that will support implementation of the recruitment and selection directive. The engagement will inform Action 18 of the Even better action plan for inclusive recruitment and selection.
- Provided support and advice through the Aboriginal and Torres Strait Islander career pathways service to enable sector-wide culturally appropriate recruitment and selection processes, and to strengthen the cultural capability of the sector.
- Facilitated targeted recruitment through the Aboriginal and Torres Strait Islander career pathways job and mobility pool.
- Supported the development of culturally safe workplaces by providing culturally supportive resources and tools, leadership content and self-assessment tools to measure cultural capability.

<sup>18</sup> <https://www.forgov.qld.gov.au/pay-benefits-and-policy/directives-policies-circulars-and-guidelines/public-sector-employees-contesting-elections>

<sup>19</sup> <https://www.premiers.qld.gov.au/publications/categories/plans/reframing-the-relationship-plan.aspx>

<sup>20</sup> <https://www.forgov.qld.gov.au/employment-policy-career-and-wellbeing/directives-policies-circulars-and-guidelines/preventing-and-responding-to-workplace-sexual-harassment-directive-1223>

<sup>21</sup> <https://www.forgov.qld.gov.au/pay-benefits-and-policy/directives-policies-circulars-and-guidelines/support-for-employees-affected-by-domestic-and-family-violence-directive-0320>

<sup>22</sup> <https://www.forgov.qld.gov.au/pay-benefits-and-policy/directives-policies-circulars-and-guidelines/recruitment-and-selection-directive-0723>



- Supported sector-wide recruitment by sharing opportunities from agencies for participants of the Aboriginal and Torres Strait Islander career pathways service to play key roles as panel members in the recruitment and selection process of numerous roles.
- Engaged with the National Public Sector Commission's cross-jurisdictional working group to support First Nations employment outcomes and cultural capability.
- Supported the Chief Executive Service through:
  - the recruitment and selection process for nine chief executive appointments
  - the movement of four chief executives following machinery of government changes
  - the reappointment and extension of contracts of two directors-general
  - the separation of four directors-general.
- Streamlined the processes to support efficient sector recruitment while maintaining the Queensland Government's commitment to employment security.
- Continued to support and lead the successful Inclusion and Diversity community of practice (160 members) at monthly meetings and presentations focussed on inclusive recruitment in 2024.

**d. Develop policy options to address gender-based disparities in employment:**

- Gained approval of new gender equitable policies including reproductive health leave and payment of superannuation on paid and unpaid parental leave up to 52 weeks.
- Included an action within the Queensland public sector LGBTIQ+ action plan<sup>23</sup> to undertake a literature review of the existing employment experience of different identities within the LGBTIQ+ community. This is to identify how government can more effectively address specific issues or barriers, including issues related to underrepresented identities and intersectionality (e.g. trans, nonbinary and gender diverse, intersex, bi+, asexual) to address gender-based disparities in employment.

**Strategic objective 2: Build public sector capacity and capability to effectively serve the community**

**a. Develop and implement a future-focused, five-year sector-wide strategy to build a public sector of excellence:**

- Developed and launched the Even better strategy and Even better action plan, and commenced implementation.
- Continued to work with agencies and individual practitioners to improve understanding of the Working for Queensland survey data and how it can be used to inform workforce management and organisational development.
- Conducted a review of the internal mobility platform Talent Now and implemented recommendations from the review.
- Researched current non-frontline graduate talent acquisition campaigns and programs across the public sector to create a sector wide view of investment and approaches.
- Delivered in-person capability development masterclass for HR Practitioners.

**b. Lead sector-wide approaches to attraction and retention, and position the Queensland Government as an employer of choice:**

- Identified core public sector skills (policy, digital/data and human resources) through workforce planning. These professions and core functions identified will build and maintain the sector's core internal capability to support the work of government.
- Designed a new sector-wide non-frontline graduate program. This program aims to create a consistent experience across the sector for incoming graduates and to also create a pathway for our future public sector workforce.
- Commenced market research to inform development of a Queensland Government employee value proposition and employer brand. This project will deliver a public campaign that promotes the diverse opportunities that exist across the sector and clearly explain why the sector is a great place to build a career.

<sup>23</sup> [https://www.forgov.qld.gov.au/\\_\\_data/assets/pdf\\_file/0026/413666/Queensland-public-sector-LGBTIQ-Action-plan-2023-2025.pdf](https://www.forgov.qld.gov.au/__data/assets/pdf_file/0026/413666/Queensland-public-sector-LGBTIQ-Action-plan-2023-2025.pdf)

- Delivered live online webinars to assist HR Practitioners in implementing the Recruitment and selection (Directive 07/23).
- Facilitated eight meetings of the Talent Acquisition community of practice, comprised of agency nominated representatives from across the sector to support best-practice and collaboration in the areas of employer value proposition, employer brand, and recruitment.
- Implemented improvements to Commission led sector-wide systems and processes to deliver operational and financial efficiencies.
- Supported the Institute of Public Administration Australia (IPAA) Queensland to deliver their thought-leadership program by:
  - supporting the annual Chief Executives and Emerging Leaders Breakfast attended by about 600 people on the 8 May 2024
  - hosting the International Women’s Day Stewards on the Couch in partnership with ANZSOG, attended by about 160 people
  - coordinating the annual Irene Longman Oration, delivered by Rachel Hunter and attended by around 100 senior leaders
  - delivering two Stewards on the Couch events: Jasmina Joldić PSM and David Mackie
  - supporting the Challenger series event on the topic of preventative health from cradle to grave
  - launching the IPAA Queensland CEO Forum in partnership with QSuper
  - holding educational events, including the new Mastercraft seminar on administrative and public law
  - hosting the launch of the new edition of the Australian Policy Handbook in partnership with the University of Queensland
  - developed knowledge resources and online content designed to challenge and promote thinking on emerging issues and contemporary practice in public sector leadership and public policy.
- Developed and supported the senior executive service (SES) to drive sector-wide leadership, collaboration and performance, which included:
  - providing advice on the senior executive and chief executive service employee lifecycle (attraction, recruitment, onboarding, development, retention, separation) and coordination of the chief executive performance assessment and agreement process.

**c. Improve strategic workforce planning capability to ensure the sector can meet emerging and future challenges:**

- Led the development of the sector’s strategic workforce planning capability and maturity. Chairing a cross-sector working group, the Commission has conducted and analysed the annual sector capability and maturity survey and developed a workforce planning training needs analysis.
- Released contemporary strategic workforce planning tools<sup>24</sup> including agency requirements, the Strategic workforce planning framework and supporting factsheets.
- Supported the sector to develop effective equity and diversity plans, as part of workforce planning.
- Coordinated sector-wide ANZSOG scholarships for senior executive leadership capability development, including for:
  - three participants in the Executive Fellows program
  - four participants in the Executive Master of Public Administration
  - three participants in the Strategic Leadership program.
- Provided a fortnightly SES communique promoting internal opportunities for senior executives.

<sup>24</sup> <https://www.forgov.qld.gov.au/recruitment-performance-and-career/workforce-planning/workforce-statistics-and-tools>

- In partnership with DPC and the Department of Regional Development, Manufacturing and Water led the implementation of a collaborative governance model to leverage regional leadership networks and enhance system stewardship for regional delivery.
- d. Facilitate executive development of senior leaders and future senior leaders to drive performance and culture, and build a talent pipeline:**
- Provided cultural capability feedback on chief executive performance agreements
  - Lead an Executive Women’s Network to support and connect the sector’s most senior women.

### **Strategic objective 3: Ensure the public sector is equitable, diverse, inclusive and respectful**

**a. Develop policy settings and programs to increase sector-wide cultural capability and safety that contributes to reframing the Queensland Government’s relationship with Aboriginal peoples and Torres Strait Islander peoples:**

- Led initiatives within the Commission and supported departmental initiatives that recognise, acknowledge and maintain Aboriginal and Torres Strait Islander cultures and heritage, including promotion of culturally significant days and events. This also included the First Nations Leadership and Reform (FNLR) team within the Commission supporting the sector through the Aboriginal and Torres Strait Islander career pathways service<sup>25</sup>.
- Participated in cultural capability, significant days and events for Aboriginal peoples and Torres Strait Islander peoples, including:
  - 26 January, not just known as Australia Day but also referred to as Invasion Day and Survival Day
  - 13 February, the 16<sup>th</sup> anniversary of the National Apology
  - 21 March, Closing the Gap Day
  - 25 April, ANZAC Day - remembering our forgotten soldiers
  - 26 May, National Sorry Day
  - 27 May, Anniversary of the 1967 Referendum
  - 29 May, Anniversary of the Torres Strait Islander Flag
  - 3 June, Mabo Day.
- Delivered Commissioner messages, career pathways electronic direct mail cultural capability content, toolbox sessions, morning teas and privilege walk activities during National Sorry Day, the anniversary of the 1967 Referendum, National Reconciliation Week and Mabo Day.
- Delivered during National Reconciliation Week (NRW) activities including:
  - a NRW online toolbox session: providing an overview about NRW and the history behind significant dates
  - a NRW morning tea: bringing the Commission staff together to connect and engage in conversation around the significant events that shape the week
  - Privilege Walk: a walk to engage in conversation around the disadvantage, history implications, societal privileges, and to provide a safe space to discuss our experiences and understand the potential barriers that First Nations peoples face within society
  - a Mabo Day online toolbox session: developed for staff regarding the history of Mabo Day.
- Facilitated nine meetings with the Queensland First Nations Ambassadors for Change group, supporting the sector to strengthen its cultural capability and incorporate the perspectives of First Nations peoples across policy development.
- Embedded guiding principles in all new directives highlighting chief executive obligations under the Act relating to reframing the Queensland Government’s relationship with

<sup>25</sup> <https://www.forgov.qld.gov.au/recruitment-performance-and-career/career-development/aboriginal-and-torres-strait-islander-career-pathways-service>

Aboriginal peoples and Torres Strait Islander peoples, and how cultural safety can be promoted by agencies when implementing the directive.

- Engaged members of the Queensland First Nations Ambassadors for Change group during consultation on the development of new directives.

**b. Deliver the Aboriginal and Torres Strait Islander Career Pathways service to increase First Nations leadership across the sector:**

- Delivered the service to a total of 303 service users, made up of 162 participants, 85 supervisors and 56 agency representatives from a total of 23 partner agencies.
- Leveraged existing investments within partner agencies to deliver and provide access to:
  - cross-agency job and mobility opportunities
  - cross-agency leadership and capability development opportunities
  - networking and events
  - yarning circles
  - knowledge circles
  - leadership and culturally appropriate tools and resources
  - self-assessment tools
  - online community.
- Supported 53 mobility opportunities, enabling participants to progress into higher duties, at-level mobility or secure permanent roles, with nine of those temporary and permanent opportunities secured through the career pathways job pool and a total of 16 opportunities secured at AO8 level and above.
- Provided support to 18 agencies with the recruitment of 20 roles through Talent Now, known as the Career pathways job pool.
- Completed production of 18 fortnightly e-newsletters promoting service user and leader profiles, cross sector learning, development opportunities and culturally significant information and leadership content.
- Produced 48 job board e-messages promoting career pathways job pool opportunities and non-career pathway opportunities including formal secondments, job shadowing and mentoring, job swaps or agency to agency arrangements.
- Completed 77 cross-agency learning and development opportunities made available by partner agencies, with 28 of those accessed by service users.
- Undertook engagement with three Aboriginal and Torres Strait Islander and non-Indigenous career guides and cultural advisors to support the individual networks and leadership development of Aboriginal and Torres Strait Islander employees and their supervisors.

**c. Develop evidence-based strategies to improve employment outcomes for diversity groups – including achieving diversity targets and improving representation in leadership roles:**

- Collaborated with other jurisdictions regarding the implementation of the Disability Royal Commission recommendations.
- Designed and commenced the sector-wide Respect and inclusion priorities plan 2024–26.
- Conducted a mid-cycle review of the Inclusion and Diversity strategy 2021–2025 to provide a view of progress thus far so that future directions can be determined.
- Delivered the 2023 annual Working for Queensland survey across 68 entities with 69,090 employees.
- Reviewed data definitions and Working for Queensland survey questions as they relate to inclusion and diversity.
- Reviewed directives and policies which were circulated for review with a view to ensuring they are inclusive of people from diverse backgrounds.
- Delivered monthly inclusion and diversity community of practice sessions to support inclusive work environments, resource sharing and promoting best practices and initiatives.
- Conducted sector-wide and interjurisdictional engagement to finalise a sector-wide adjustments guide and supporting resources for people with disability to improve consistency in approach and outcomes.

- Commenced research to identify how marginalised employees are affected by sexual harassment. This research can inform interventions that will most effectively reduce harmful and unprofessional behaviours in the workplace.
- Collaborated with Queensland Shared Services to introduce enhancements to the Aurion payroll system to align with the updated *Births, Deaths and Marriages Registration Act 2023*.

**d. Invest in programs and initiatives that build workplace cultures and practices where all employees feel safe, respected and included:**

- Continued to embed the Preventing and responding to workplace sexual harassment (Directive 12/23) by supporting public sector organisations to implement directive requirements including a stand-alone policy on sexual harassment prevention, a person-centred support and advisory service, and procuring a provider to deliver sector-wide training for all employees.
- Commenced a review of the Support for employees affected by domestic and family violence (Directive 03/20) to ensure the future focus and current objective are consistent with Queensland's domestic and family violence reform agenda.
- Continued support and funding for the Queensland public sector LGBTIQ+ steering committee.
- Collaborated with the Queensland public sector LGBTIQ+ steering committee to deliver sector-wide initiatives to improve outcomes for employees of sexual or gender diverse identities, including commencing delivery of the LGBTIQ+ action plan.
- Ensured the sector continued to foster safe and respectful workplaces for LGBTIQ+ employees through the LGBTIQ+ action plan and through:
  - developing inclusive cultures where all employees feel safe, valued, accepted and supported, and can participate equally
  - improving the knowledge base for LGBTIQ+ workforce issues
  - creating greater awareness and improved understanding in the workplace about the LGBTIQ+ community
  - building sector leaders' capability to fulfil their obligations related to equity and diversity in their organisation (under the Act)
  - embedding a human-centred approach to human resource policy and practice and building capability to ensure workplaces are accessible, safe, and consider the interconnections of a person's identity and circumstances
  - reducing the incidence of sexual harassment and workplace bullying disproportionately affecting the LGBTIQ+ workforce.

**Strategic objective 4: Ensure public sector leadership drives high performance, integrity and accountability**

**a. Support the Public Sector Governance Council (the Council) in their role of system leadership and stewardship, and to oversee public sector governance:**

- Supported the Council in their consideration of public sector workforce issues including:
  - the implementation of the Even better strategy and Even better action plan
  - public sector diversity targets
  - monitoring the number of senior executive roles
  - machinery of government changes
  - public sector workforce issues.

**b. Develop a framework for managing and supporting the senior executive service to improve mobility, collaboration and performance:**

- Developed the new Chief executive performance leadership framework and performance expectations as part of Action 10: Purpose driven leadership of the Even better action plan. This has been developed for implementation from early 2025 to promote contemporary, inclusive, and accountable leadership practices aligned to the Act.

**c. Establish future focused public sector capability:**

- Facilitated and brokered leadership and management capability development offerings for targeted leadership cohorts, including:
  - delivering masterclasses and webinars in person and live online as part of the 2023–2024 Queensland public sector leadership development series with 5,975 confirmed attendances
  - providing eight fully funded scholarships to the Public Sector Management Program which included four scholarships to emerging leaders and four to Aboriginal and/or Torres Strait Islander employees.
- Supervision of LEAD4QLD (a leadership capability assessment and development program) and the online Competency Compass tool until April 2024, to strengthen sector-wide leadership capability.
- Delivered two community of practice meetings for practitioners implementing competency frameworks in their agencies to help guide capability building. The meetings provided an overview of the Queensland Government Customer and Digital Group's Queensland public sector digital strategy and the Even better strategy with Even better action plan, and the opportunities for collaboration and input across the sector from HR practitioners.
- Commenced investigation of options for future-focussed capability including the development of a public service induction and onboarding program, the development of a sector-wide plan that focuses on the development of the core expertise across the sector, and a development program for executives focused on sector stewardship and systems thinking.

**d. Design and implement new approaches to public sector reviews to deliver system reforms**

- The Commission's review work to reform the sector focused on the development of the Even better strategy and Even better action plan launched in March 2024, and the implementation of high priority actions.

**e. Develop a workforce data insights strategy to support evidence-based decision making and improved performance:**

- Developed and published the new State of the sector report 2024 as part of Action 14 (Transparent employment reporting) of the Even better action plan to provide government, the sector and the community with key information and insights about the public sector workforce.
- Implemented the first stage of technology and process improvements to streamline and optimise the capture and analysis of sector-wide workforce data.

## Service delivery statements

Service standards	2023–24 Target/Est.	2023–24 Est. Actual
Overall participant satisfaction with the Commission’s leadership development offerings	85%	91%
Client satisfaction with specialist workforce services advice <sup>1</sup>	85%	53%
Overall stakeholder satisfaction with the Commission’s role in providing services for a high-performing public sector	85%	71%
Cost per participant at Commission leadership development offerings	\$250	\$98
Cost per employee of conducting annual sector-wide employee opinion survey	\$3.00	\$2.69

Notes:

<sup>1</sup> Factors that may have contributed to the variance between the 2023–24 Target/Estimate and the 2023–24 Estimated Actual include the commencement of new employment framework settings through the *Public Sector Act 2022* and the introduction of additional policy settings through newly issued directives.

## Future direction

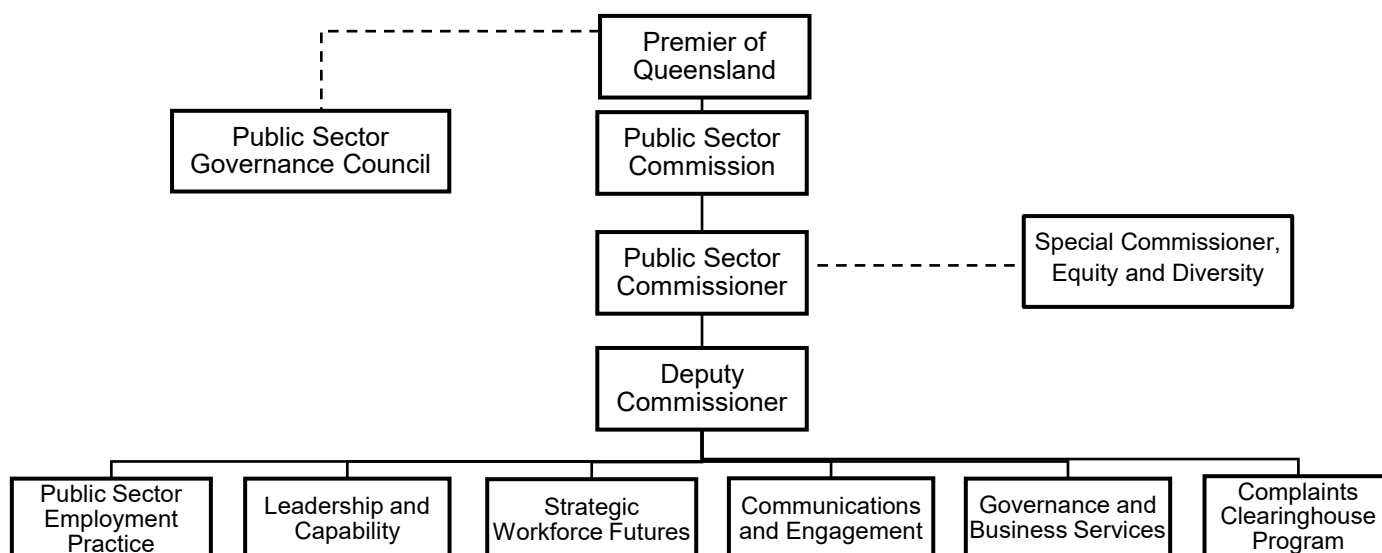
In 2024–25, the Commission will work with sector agencies to:

- continue implementing the Even better strategy and actions outlined in the Even better action plan, in partnership with key departments and agencies
- provide strategic advice to the Council
- provide dedicated and focused support to the sector to implement the requirements of the Act, including equity, diversity, respect and inclusion; recruitment and selection; and reframing the relationship with First Nations people
- drive improved diversity and inclusion outcomes through the Special Commissioner’s audit processes, report against sector-wide targets for key diversity groups, including delivery of the Inclusion and diversity priorities plan 2024–26
- review and update the public sector employment framework to embed to the Act and drive continuous practice improvement across the sector
- support agencies to promote respectful and inclusive workplace cultures, including through the sexual harassment framework, to support safe and inclusive workplaces for all employees
- continue to support and deliver initiatives that improve equity and diversity outcomes, such as the provision of superannuation on both paid and unpaid parental leave, the development of a directive to provide reproductive health leave, and the review of the Support for employees affected by domestic and family violence (Directive 03/20)
- continue to deliver the LGBTIQ+ action plan and Respect and inclusion priorities plan 2024–25, including provision of the resources to support flexible work for executives and frontline workers, the phased implementation of employment recommendations from the Disability Royal Commission, and the rollout of strategies for improving workplace culture and reducing bullying, harassment and other forms of unprofessional behaviours
- initiate the foundation stage of the complaints clearinghouse program, including the establishment of a complaints handling improvement centre, to commence immediate activities to improve complaints handling across government
- continue coordinating the Executive Women’s Network and other initiatives to support the development of women in leadership in the Queensland public sector
- expand the Aboriginal and Torres Strait Islander career pathways program to develop and support more First Nations employees into management and leadership positions, and increase sector-wide cultural capability development activities
- support the sector to develop cultural capability and culturally safe employment practices through establishing guiding principles and requirements in directives
- provide program management oversight to the implementation of the Regional Collaborative Governance Model, in partnership with the Department of Regional Development, Manufacturing and Water and chairs of the Regional Leadership Networks
- establish an implementation plan that provides an overview of the approach for implementing the recommended changes from the Aboriginal and Torres Strait Islander Career pathways service evaluation report
- enhance the Aboriginal and Torres Strait Islander career pathways service by developing a post-placement support model that will play a critical component in supporting participants transition into new roles obtained through Talent Now
- ensure consistency in the use of senior executive service positions across the public service and ensure that all senior executives are appropriately engaged to deliver on the government’s priorities.



## Governance

### Organisational structure



### Executive management

#### Public Sector Commission

Under the Act, the Commission consists of:

- the Public Sector Commissioner
- each Special Commissioner
- the staff of the Commission.

A Special Commissioner, Equity and Diversity, has been appointed.

#### Public Sector Governance Council

On 1 March 2023, with the commencement of the Act, the Council replaced the Public Service Commission Board. On 12 March 2024, the Premier announced an expanded membership of the Council consisting of:

two community representative members appointed by the Governor in Council consistent with s.242<sup>26</sup> of the Act; and

two chief executive members appointed by the Chairperson consistent with s.246(3)<sup>27</sup> of the Act.

The addition of these new members ensures the Council has a better gender balance with four male and three female members.

In 2023–24, the Council met on five occasions as well as considered matters out-of-session.

<sup>26</sup> <https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-2022-034#sec.242>

<sup>27</sup> <https://www.legislation.qld.gov.au/view/whole/html/inforce/current/act-2022-034#sec.246>

Key activities of the Council included monitoring:

- the implementation of the Even better strategy and Even better action plan
- the performance of agencies on a quarterly basis focused on workforce, budget and capital performance
- equity and diversity activities under the guidance of the Special Commissioner, Equity and Diversity.

The Council also considered other matters such as:

- public sector diversity targets
- executive remuneration
- monitoring the number of senior executive roles
- machinery of government changes
- public sector recruitment.

The members of the Council during 2023–24 are:

Name	Council role	Position	Portion of the year in role	Number of meetings attended
Rachel Hunter	Ex-officio member and chairperson	Director-General, DPC	July 2023 – December 2023	3
Mike Kaiser	Ex-officio member and chairperson	Director-General, DPC	December 2023 – June 2024	2
Michael Carey	Ex-officio member	Under Treasurer, QT	July 2023 – June 2024	5
David Mackie	Ex-officio member	Commissioner, Public Sector Commission	July 2023 – June 2024	5
Sally Stannard	Member appointed under s246(3)	Director-General, Department of Transport and Main Roads	March 2024 – June 2024	2
Jasmina Joldić	Member appointed under s246(3)	Director-General, Department of Justice and Attorney-General	March 2024 – June 2024	2
Angela Leitch	Community representative member	Deputy Vice Chancellor (Indigenous Australians), QUT	March 2024 – June 2024	2
Dr Alexander Jonathan (A.J.) Brown	Community representative member	Professor of Public Policy and Law, Griffith University	March 2024 – June 2024	2

### Executive Leadership Team

Chaired by the Public Sector Commissioner, the Executive Leadership Team (ELT) oversees the strategic direction and management of the Commission.

ELT meets monthly to:

- provide sound corporate governance in the delivery of business operations
- provide leadership and direction on the delivery of significant projects and initiatives, and ensures strategic alignment to the Commission’s vision and purpose
- share information and manage relationships across the executive leadership of the organisation.

Members of the ELT are:

- David Mackie, Public Sector Commissioner
- Jenny Lang, Deputy Commissioner
- Dr Linda Colley, Special Commissioner
- David Reed, Executive Director, Public Sector Employment Practice
- Sandra Lerch, Executive Director, Strategic Workforce Futures
- Suzi Woodrow-Read, Executive Director, Leadership and Capability
- Kristie Wilde, A/Executive Director, Complaints Clearinghouse Program.

### **Senior Management Group**

Chaired on a rotational basis by Directors across the Commission, the Senior Management Group (SMG) meets monthly to:

- monitor progress towards delivering on strategic and operational objectives and significant projects
- promote adherence and collective accountability to all relevant corporate governance policies, plans and legislative requirements
- foster collective understanding and shared responsibility for oversight of corporate operations, including human financial and information resources
- share information and manage relationships across the leadership of the Commission.

Members of the SMG are:

- David Mackie, Public Sector Commissioner
- Jenny Lang, Deputy Commissioner
- Dr Linda Colley, Special Commissioner
- David Reed, Executive Director, Public Sector Employment Practice
- Sandra Lerch, Executive Director, Strategic Workforce Futures
- Suzi Woodrow-Read, Executive Director, Leadership and Capability
- Kristie Wilde, A/Executive Director, Complaints Clearinghouse Program
- Business area team leaders.

### **Ethics and values**

The Commission actively supports and promotes an ethical workplace culture. The Code of Conduct is based on the values and principles outlined in the PSE Act. It applies to all Commission employees. The Code guides our behaviour and how we undertake our work as a public sector agency. Employees can access the Code of Conduct and supporting resources through our intranet.

New employees are required to complete the new starter induction program to understand policy requirements, employee obligations and expected workplace behaviours. Team leaders also incorporate these expectations into the ongoing cycle of employees' performance and development agreement reviews.

As custodian of the PSE Act, the Commission also has an ongoing role to enhance and promote an ethical culture and ethical decision-making across the sector. One way we meet this responsibility is through the community of practice of ethical behaviour. During 2023–24, this community of practice met three times, and regular e-newsletters were sent to members with information on key or emerging ethical issues and best practice approaches.

Consistent with action 15 in the Even better action plan, the Commission has commenced internal research and analysis to support a review of the PSE Act to consider how this legislation underpinning the making the codes of conduct can be modernised and strengthened to address future challenges and ethics needs for the Queensland public sector.

## Human rights

The Commission continues to respect, protect and promote the inherent dignity and worth of all Queenslanders, and build a culture of human rights within our agency and across the sector.

As a public sector agency, the Commission actively promotes and implements the *Human Rights Act 2019*.

Across the sector, the Commission continued to integrate human rights into the development of policy and programs and through interactions with stakeholders.

The Commission did not receive any human rights complaints in relation to our actions or activities during 2023–24.

## Risk management

In accordance with the *Financial Accountability Act 2009*, the Public Sector Commissioner has established appropriate systems of internal control and risk management. This has been achieved through the implementation of a risk management framework, with oversight and endorsement from the DPC/the Commission Audit and Risk Management Committee (ARMC).

The Commission's risk management approach aligns with *AS/NZS ISO 31000:2018 Risk management – principles and guidelines*, ensuring that risk management is integrated across all elements of business planning and decision making.

### **Audit and risk management committee**

The ARMC supports the Public Sector Commissioner to meet responsibilities under the:

- *Financial Accountability Act 2009*
- Financial and Performance Management Standard 2019 (the Standard).

The ARMC is a joint committee between the Commission and the DPC. The ARMC is established by section 30(1) of the Standard, and as required by section 30(2) of the Standard, the terms of reference outline the role of the ARMC. During 2023–2024, the ARMC observed its terms of reference and had due regard to Queensland Treasury's *Audit Committee Guidelines - Improving Accountability and Performance 2020*.

The ARMC met five times during 2023–2024, holding four standard committee meetings and one special purpose meeting to discuss the DPC and Commissions' Information Security Management System attestation. Representatives from the Queensland Audit Office (QAO) and the department's internal audit service provider have standing invitations as observers to attend all standard committee meetings. Departmental officers are invited to attend meetings as required.

The ARMC provides independent advice and assurance to the Public Sector Commissioner on governance, risk, control, compliance and performance management frameworks and the Commission's external accountability responsibilities. The ARMC's responsibilities include:

- assessing the adequacy of the annual financial statements, ensuring appropriateness of accounting policies and management assumptions
- monitoring the adequacy of the Commission's systems for managing risk and internal controls, together with compliance management systems
- monitoring operations of the internal audit function, including internal audit planning and monitoring audit findings
- monitoring activities of external auditors and other external assurance providers.

Key achievements of the ARMC for 2023–2024 included:

- endorsed the annual internal audit plan and monitored the ongoing delivery of the internal audit program
- received and endorsed progressive updates to the Commission’s refreshed risk management materials, including revised strategic risks
- monitored progress of the implementation status of internal audit recommendations and business improvement opportunities
- received and considered external audit (QAO) and other external assurance provider reports and monitored the implementation status of agreed actions against recommendations made (refer to External Scrutiny section below for further information)
- endorsed the department’s financial statements for 2022–2023 and considered the ongoing financial position of the department
- considered the ongoing performance management, information security, corporate governance, and risk management activities of the department.

The ARMC membership is as follows:

Name	Committee role	Position	Portion of the year in role	Number of meetings attended	Remuneration entitlement
Paul Cooper	Chair	External and Independent	July 2023 – June 2024	5	\$1380 <sup>^</sup>
Karen Smith-Pomeroy	Member	External and Independent	July 2023 – June 2024	5	\$1260 <sup>^</sup>
Dr Annette Quayle	Member	External and Independent	July 2023 – June 2024	5	\$1260 <sup>^</sup>
Jenny Lang	Member	Deputy-Commissioner, PSC	July 2023 – June 2024	5	Nil
Filly Morgan	Member	Associate Director-General, Governance and Engagement, DPC	July 2023 – June 2024	4	Nil
Rachel Hunter	Attendee	Director-General, DPC	July 2023 – December 2023	1	Nil
Mike Kaiser	Attendee	Director-General, DPC	December 2023 – June 2024	2	Nil
David Mackie	Attendee	Public Sector Commissioner, PSC	July 2023 – June 2024	4	Nil

## Internal audit

Internal audit is a key component of the Commission's corporate governance approach, providing independent assurance and advice to the Public Sector Commissioner, senior management and the ARMC. The Director, Internal Audit and Risk Services of the DPC performs the Head of Internal Audit function for the Commission. During 2023–2024, the internal audit service was outsourced to a third-party provider, EY.

The internal audit function operates in accordance with an approved *Internal Audit Charter* aligned to the Institute of Internal Auditors' international professional standards. The function is independent of the activities it reviews, of management, and of the QAO. The internal audit function is monitored by the ARMC to ensure it operates effectively, efficiently, and economically.

Key internal audits conducted for the Commission in 2023–24 included:

- Executive Leadership Information System (ELIS)
- information, data retention and storage
- contract management.

## External scrutiny

External audits and reviews add value to the public sector through recommendations that improve business operations. Significant external audits and reviews undertaken during 2023–2024, with recommendations relevant to the Commission, are outlined below.

- QAO Report 12: 2023–2024 Responding to and recovering from cyber attacks

This report outlined how prepared Queensland public sector entities, including local governments, are to deal with cyber security incidents.

The report follows from a 2019–20 QAO report – Managing cyber security risks, noting that improvements have been made across agencies for managing information security management systems with the assistance of the Department of Transport and Main Road's Cyber Security Unit.

However, despite increased investment and shared cyber intelligence, QAO found public sector entities are not as prepared as they need to be from increasing cyber threats.

QAO raised a total of 14 recommendations within this report, six directed to all agencies. The Commission in partnership with DPC (as the IT provider for the Commission) has considered these six recommendations and is progressing a series of actions to address the intent of the findings.

## Information systems

Under a Shared Service Arrangement with Queensland Shared Services, the Commission used the following information systems:

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

During 2023–24, the Commission provided ongoing information management, security and privacy training to employees, reiterating the importance of security and management of non-electronic information in shared workspaces and when working remotely.

The Commission ensured its information systems and workforce behaviours adhere to Information Standards (Information Security).

## Recordkeeping

Electronic and physical documents are managed by individual business areas using HP Record Manager.

The Commission has policies and processes in place for recordkeeping, email management, retention and disposal of records, managing information on shared network drives and information security to help employees understand their role and responsibilities.

Our Governance and Business Services team also provides ongoing recordkeeping support to employees.

The Commission adhered to recordkeeping practices under the:

- *Public Records Act 2002*
- Information Standard (Recordkeeping)
- Information Standard (Retention and Disposal of Public Records).

## Information security attestation

During the mandatory annual Information Security reporting process, the Public Sector Commissioner attested to the appropriateness of the information security risk management within the Commission to the Director-General of DPC, noting that appropriate assurance activities have been undertaken to inform this opinion and the Commission's information security risk position.

## Right to information and information privacy

The Commission received three Right to Information and Information Privacy applications in 2023–24 and collected \$167.25 in application and/or processing fees.

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

## Consultancies

No consultancies were engaged in 2023–2024.

## Overseas travel

Expenditure on overseas travel in 2023–2024 totalled \$2,663.02 for an officer to attend an ANZSOG Executive Master of Public Administration Program module in New Zealand.

## Interpreter services

Expenditure of \$1,039.10 was incurred for hearing-impaired interpreter services for the launch of the Even better strategy in March 2024.

## People

Our *Strategic workforce plan 2022–2025* sets out our vision of building a high-performing, future-focused public sector for Queensland.

### Workforce profile

Our workforce profile for 2023–24 is based on June 2024 minimum obligatory human resource information (MOHRI) data.	FTE
Total FTE for the Commission	82.68

Permanent separation rate was 7.25 per cent (6 FTE).

- No redundancy or retrenchment packages were paid during this period.
- No employees received an early retirement package.

### Workforce profile data

Gender	Number (headcount)	Percentage of total workforce (calculated on headcount)
Woman	71	79.78
Man	18	20.22
Non-binary	-	-
Diversity groups	Number (headcount)	Percentage of total workforce (calculated on headcount)
Women	71	79.78
Aboriginal Peoples and Torres Strait Islander Peoples	<5	<5
People with disability	9	10.11
Culturally and Linguistically Diverse – Speak a language at home other than English <sup>^</sup>	<5	<5
	Women (Headcount)	Women as percentage of total leadership cohort (calculated on headcount)
Senior Officers (Classified and s155 equivalent combined)	11	68.75
Senior Executive Service and Chief Executives (Classified and s155 equivalent combined)	5	71.43

\*To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers should be replaced by <5.

<sup>^</sup> This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.



## Health, safety and wellbeing

Dedicated to creating a healthy and safe workplace where employees can thrive, the Commission:

- encouraged flexible work practices to achieve a healthy work-life balance
- provided free flu vaccinations, health checks, ergonomic assessments and financial and superannuation information sessions
- promoted staff access to the Employee Assistance Program, which offers employees free, professional and confidential counselling services
- raised awareness of DFV in the workplace and key prevention initiatives, including Darkness to Daylight Challenge, White Ribbon Day and Domestic and Family Violence Prevention Month
- launched an internal cultural capability working group to improve the Commission's level of cultural awareness, and to create a culturally safe and capable workplace that has greater influence in strengthening the cultural capability across the sector
- established an employee representative group to consult and engage employees on managing the risks of psychosocial hazards
- participated in the Australian Red Cross Lifeblood, Queensland Government Blood Challenge, taking out the category of most donations as a percentage of staff for the third year in a row.

## Inclusion and diversity

With a strong commitment to creating an inclusive and diverse workforce, the Commission:

- raised awareness of key initiatives, including Wear it Purple Day, Frocktober, NAIDOC Week, Disability Action Week, Darkness to Daylight and International Women's Day
- promoted the Queensland Government's Cultural Capability Portal, which provides employees with access to a range of resources that help build cultural capability skills and knowledge
- nurtured a culture that emphasises inclusion and diversity by offering employees capability development opportunities and new training in unconscious bias, LGBTIQ+ awareness and cultural appreciation
- actioned and supported commitments in the Queensland Multicultural Action Plan 2022–23 to 2023–24, Disability Service Plan 2023–25 and Reframing the relationship plan towards an inclusive, diverse and culturally capable workforce
- reviewed our online learning programs identifying updated content that can further educate aspects of cultural awareness and inclusion and diversity practices
- supported panel members and panel chairs to conduct appropriate recruitment and selection practices in line with the Recruitment and selection (Directive 07/23).

## Capability development

The Leadership competencies for Queensland<sup>28</sup> are a capability development framework which guide leadership at all levels in the Queensland public sector, from individual contributors to chief executives. The framework describes what highly effective, everyday leadership looks like.

Employees at the Commission were provided with a range of learning and development opportunities aligned with these competencies and individual performance and development agreements to build their capability. These opportunities included:

- masterclasses and webinars delivered as part of the Queensland public sector leadership development series 2023–2024
- attendance at cultural awareness and cultural capability sessions including Building on the Strengths of our Stories training
- attendance at the BiiG Network Innovation Conference

<sup>28</sup> <https://www.forgov.qld.gov.au/recruitment-performance-and-career/career-development/leadership-competencies-for-queensland>

- attendance in IPAA Queensland offerings, including the CEO & Emerging Leaders Breakfast, and Stewards on the Couch events
- participation in targeted training, such as business partnering
- participation in accredited programs, including the Executive Master of Public Administration.

## Workforce engagement

Our employees are the backbone of our agency, and each year we ask for their feedback through the Working for Queensland survey (the survey) to help us drive positive workplace improvements.

In 2023, all the Commission's employees responded to the survey, with employee engagement reaching 66 per cent—12 percentage points higher than the sector average.

Employees of the Commission reported high levels of:

- workplace flexibility: 21 percentage points higher than the sector
- trust in the integrity of organisational managers and leaders: 6 percentage points higher than the sector
- cultural safety: 18 percentage points higher than the sector
- workplace integrity: 11 percentage points higher than the sector.

Areas for focus in the future included a need for continued focus on process improvements to recruitment and selection and professional development, as well as more proactive promotion of mental health and wellbeing discussions.

On 1 April 2023, the Managing the risk of psychosocial hazards at work Code of Practice 2022 (the Code) was released. During 2023–24, the Commission focused its efforts on implementing the Code, which focuses on identifying and managing the risks associated with psychosocial hazards and risks in the workplace.

The Commission used Working for Queensland survey data, as well as discussions with both employees and the Senior Management Group, to identify hazards and risks. Consultation across the Commission also informed management practices.

Risks such as workload, change management, communication and ways of working were the focus for the Commission in 2023–24.

## Open Data publication of Information

The Commission is committed to open and transparent government reporting which we demonstrate through the publication of our data in accordance with the open data principles.

The Commission publishes the following datasets on the Queensland Government Open Data portal<sup>29</sup>:

- details of all awarded contracts over \$10,000.00
- the Queensland public sector workforce profile
- the Gifts and Benefits register
- engagement of interpreter services in accordance with the Queensland Language Services Policy
- annual expenditure on consultants
- annual expenditure on overseas travel
- the Working for Queensland survey results.

<sup>29</sup> <https://data.qld.gov.au>

## Glossary

AASB	Australian Accounting Standards Board
AL	Annual leave
ANZSOG	Australia and New Zealand School of Government
ARMC	Audit and Risk Management Committee
ARRs	Annual report requirements for Queensland Government agencies
CE	Chief executive
CHRO	Chief human resources officer
CaPE	Conduct and Performance Excellence
DFV	Domestic and family violence
DPC	Department of the Premier and Cabinet
EEO	Equal employment opportunity
ELT	Executive Leadership Team
EMS	Employee mobilisation service
FAA	<i>Financial Accountability Act 2009</i>
FBT	Fringe Benefits Tax
FPMS	<i>Financial and Performance Management Standard 2019</i>
FTE	Full-time equivalent
GST	Goods and Services Tax
GU	Griffith University
HR	Human resources
ICT	Information communications and technology
IPAA	Institute of Public Administration Australia
KMP	Key management personnel
LEAD4QLD	Leadership assessment and development program
LSL	Long service leave
MOHRI	Minimum Obligatory Human Resource Information
NLI	National Leadership Institute
OIR	Office of Industrial Relations
PSE Act	<i>Public Sector Ethics Act 1994</i>
QAO	Queensland Audit Office

QGIF	Queensland Government Insurance Fund
QT	Queensland Treasury
QUT	Queensland University of Technology
SES	Senior executive service
SMG	Senior Management Group
SoS report	State of the sector report 2024
SWC	Strategic Workforce Council
the Act	<i>Public Sector Act 2022</i>
the Bridgman Review	<i>Review of public sector employment laws – A Fair and Responsive Public Service for All report</i>
the Coaldrake Report	<i>Let the Sunshine In: Review into Queensland public sector workforce Final Report</i>
the Commission	Public Sector Commission
the Council	Public Sector Governance Council
the sector	Queensland public sector
UQ	University of Queensland
the survey	Working for Queensland survey

## Annual report compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
<b>Letter of compliance</b>	<b>A letter of compliance from the accountable officer or statutory body to the relevant Minister/s</b>	ARRs – section 7	<b>1</b>
<b>Accessibility</b>	<b>Table of contents</b>	ARRs – section 9.1	<b>ii-iii</b>
	<b>Glossary</b>		
	<b>Public availability</b>	ARRs – section 9.2	<b>i</b>
	<b>Interpreter service statement</b>	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	<b>i</b>
	<b>Copyright notice</b>	<i>Copyright Act 1968</i> ARRs – section 9.4	<b>i</b>
	<b>Information Licensing</b>	<i>QGEA – Information Licensing</i> ARRs – section 9.5	<b>i</b>
<b>General information</b>	<b>Introductory Information</b>	ARRs – section 10	<b>2–8</b>
<b>Non-financial performance</b>	<b>Government’s objectives for the community and whole-of-government plans/specific initiatives</b>	ARRs – section 11.1	<b>11–18</b>
	<b>Agency objectives and performance indicators</b>	ARRs – section 11.2	<b>11–18</b>
	<b>Agency service areas and service standards</b>	ARRs – section 11.3	<b>19</b>
<b>Financial performance</b>	<b>Summary of financial performance</b>	ARRs – section 12.1	<b>9–10</b>
<b>Governance – management and structure</b>	<b>Organisational structure</b>	ARRs – section 13.1	<b>21</b>
	<b>Executive management</b>	ARRs – section 13.2	<b>21–23</b>
	<b>Government bodies (statutory bodies and other entities)</b>	ARRs – section 13.3	<b>Nil</b>
	<b>Public Sector Ethics</b>	<i>Public Sector Ethics Act 1994</i>	<b>23</b>

		ARRs – section 13.4	
	<b>Human Rights</b>	<i>Human Rights Act 2019</i> ARRs – section 13.5	<b>24</b>
	<b>Queensland public service values</b>	ARRs – section 13.6	<b>5</b>
<b>Governance – risk management and accountability</b>	<b>Risk management</b>	ARRs – section 14.1	<b>24</b>
	<b>Audit committee</b>	ARRs – section 14.2	<b>24–26</b>
	<b>Internal audit</b>	ARRs – section 14.3	<b>26</b>
	<b>External scrutiny</b>	ARRs – section 14.4	<b>26</b>
	<b>Information systems and recordkeeping</b>	ARRs – section 14.5	<b>26–27</b>
	<b>Information Security attestation</b>	ARRs – section 14.6	<b>27</b>
<b>Governance – human resources</b>	<b>Strategic workforce planning and performance</b>	ARRs – section 15.1	<b>20 28</b>
	<b>Early retirement, redundancy and retrenchment</b>	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	<b>28</b>
<b>Open data</b>	<b>Statement advising publication of information</b>	ARRs – section 16	<b>i</b>
	<b>Consultancies</b>	ARRs – section 33.1	<b>27</b>
	<b>Overseas travel</b>	ARRs – section 33.2	<b>27</b>
	<b>Queensland Language Services Policy</b>	ARRs – section 33.3	<b>27</b>
<b>Financial statements</b>	<b>Certification of financial statements</b>	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	<b>49</b>
	<b>Independent Auditor’s Report</b>	FAA – section 62 FPMS – section 46 ARRs – section 17.2	<b>50–51</b>

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

