

ANNUAL REPORT 2021–2022



Public Service Commission annual report 2021–22

The annual report provides detailed information about the Public Service Commission's financial and non-financial performance for 2021–22. It aligns to its [strategic plan 2021–2025](#)¹ and the [2021–22 Service Delivery Statements](#)².

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

There was no overseas travel expenditure in 2021–22, therefore it is not reported in this annual report.

This annual report has been prepared for the Commission Chief Executive 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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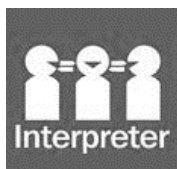
In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland (Public Service Commission).

Attribution

Content from this annual report should be attributed as: The State of Queensland (Public Service Commission) annual report 2021–22.

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 Service Commission:

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

An electronic version of this document is available on the [Public Service Commission website](#)⁵.

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.

¹ [qld.gov.au/_data/assets/pdf_file/0030/176718/Public-Service-Commission-Strategic-Plan-2021-2025.pdf](https://data.qld.gov.au/_data/assets/pdf_file/0030/176718/Public-Service-Commission-Strategic-Plan-2021-2025.pdf)

² s3.treasury.qld.gov.au/files/Budget_2021-22_SDS_Department_of_the_Premier_and_Cabinet.pdf

³ data.qld.gov.au/

⁴ creativecommons.org/licenses/by/4.0/

⁵ qld.gov.au/about/how-government-works/government-structure/public-service-commission





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Letter of compliance

30 September 2022

The Honourable Annastacia Palaszczuk MP Premier and Minister for the Olympics
Level 40, 1 William Street
Brisbane Qld 4000

Dear Premier

I am pleased to submit for presentation to the Parliament the annual report 2021–22 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 2019, and
- detailed requirements set out in the Annual report requirements for Queensland Government agencies.
- A checklist outlining the annual reporting requirements is on page 46 of this annual report.

Yours sincerely,



Robert Setter
Commission Chief Executive
Public Service Commission

Chairperson message

The 2021–22 year presented ongoing workforce challenges, as government responded to the continuing COVID-19 health response and economic recovery.

The Public Service Commission (the Commission) has continued to model leadership by guiding Queensland public sector agencies to manage complex workforce issues in an ever-changing environment.

They have supported agencies to:

- implement COVID safe workplace practices in response to evolving health advice
- use a consistent framework to determine workplace vaccination requirements
- improve flexible and hybrid working practices.

This year, the Commission established the Office of the Special Commissioner, Equity and Diversity — implementing *Review of public sector employment laws* (Bridgman Review) recommendations. An ambitious forward work program has been approved by the Premier and Minister for the Olympics to address gender-based disparities and progress the government's commitment to improving gender equity and diversity in public sector workplaces.

Working in partnership with the Department of the Premier and Cabinet (DPC), Queensland Treasury (QT) and the Chief Executive Leadership Board, the Commission has this year contributed significantly to public sector reform.

The Commission has worked hard to embed new directives, practices and behaviours across the sector, implementing stage 1 reforms from the Bridgman Review. This provided the sector with a solid foundation for the work ahead.

The Commission Board has also ensured discipline in workforce management, managing non-frontline growth and delivering requirements of the *Savings and debt plan* on behalf of the Queensland Government.

To ensure the Queensland public sector is contemporary, fit-for-purpose and future-focused, the Commission participated in the *Review of culture and accountability in the Queensland public sector* undertaken by Professor Peter Coaldrake AO (Coaldrake Review).

The Commission will continue to play a critical role as the sector prepares to deliver once-in-a-generation reform with a new Public Sector Act in early 2023, and the implementation of all recommendations of the Coaldrake Review.

In the coming year, the Commission will have a sharp focus on rejuvenating the capability and capacity of the Queensland public sector.

The Coaldrake Review recommendations will require a fundamental shift in the Commission service model and an increased emphasis on the strategic design, development, procurement and management of sector-wide initiatives.

This will see the Commission operate as a key system leader, with stronger oversight and a clear mandate to build capability and capacity in key areas across the sector.

I look forward to working with the Commission to progress this important work in 2022-23.

Rachel Hunter

Chairperson

Public Service Commission Board

Commission Chief Executive message

I am proud of how the Commission has responded to the challenges we have faced in the past year, and of what we have achieved together.

Despite being a small agency, we continue to effect positive change across the state's largest and most diverse workforce.

We have supported sector agencies during the pandemic through:

- ongoing management of the government's surge workforce — enabling rapid re-deployment of sector employees to areas of critical need
- leading and delivering a centralised approach to COVID-19 workforce strategies, policies and practices
- developing a framework that provided a consistent approach to determining vaccination requirements.

Significant effort has also been directed this year to ensure rigour in managing the sector's non-frontline sector workforce numbers, enabling the government to meet obligations under the *Savings and debt plan*.

As a collective we have been energised by the appointment of Dr Linda Colley as Special Commissioner, Equity and Diversity. The appointment has put a spotlight on gender-equity, and rightly, refocused the sector on important work to progress the diversity and inclusion agenda in public sector workplaces.

We have strengthened our relationships with HR practitioners and partnered, to develop the new *Human resources capability model* and development program — future-proofing our HR capability and helping develop the skills, expertise and talent of the sector's 4000+ HR practitioners.

Work has also continued, partnering with agencies to improve HR practice across focus areas covered under the 13 new and updated directives from stage 1 of the Bridgman Review (released in 2020–2021).

During this year, the Commission significantly progressed towards stage 2 implementation of the Bridgman Review, developing legislative amendments in partnership with the Public Sector Reform Office (PSRO). This work will deliver a contemporary, employee focused legislative framework for Queensland's public sector.

This work, coupled with the Coaldrake Review recommendations, which the government has accepted in full, provides a clear future direction and a strengthening of the role and scope of the Commission.

We embrace the role we will take in rejuvenating the capacity and capability of the Queensland public sector with emphasis on a culture of performance and integrity.

Through persistent displays of teamwork, resilience and solidarity, we have achieved so much.

I sincerely thank the team for helping to create an ever responsive and agile Queensland public sector able to respond to emerging government priorities.

Robert Setter

Commission Chief Executive
Public Service Commission

About us

The Commission is a small, dynamic central agency of government established under the *Public Service Act 2008 (PS Act)* on 1 July 2008.

Vision

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

Purpose

The Commission is here to advise, connect, support and partner with the public sector to deliver the best outcomes for Queenslanders.

Objectives

- Support public sector agencies to effectively manage their workforces.
- Build a highly capable and responsive public sector workforce.
- Support the public sector to prepare for and respond to strategic workforce challenges.

Responsibilities

- Promote the management and employment principles set out in the PS Act.
- Enhance and promote an ethical culture and ethical decision-making across the sector.
- Enhance the sector's leadership and management capabilities in relation to disciplinary matters.
- Conduct Commission reviews, including the handling by agencies of work performance matters.
- Develop and implement sector-wide workforce management strategies.
- Enhance the sector's human resources (HR) management and capability.

- Enable the development of mobile, highly skilled senior executives and leaders.
- Monitor and report on the sector's workforce profile.
- Promote a culture of continuous improvement and organisational performance management across the sector.
- Provide a best practice advisory role on public sector management, organisational performance management and workforce practices.

The Commission also works with DPC and QT to oversee continuous improvement of the sector and collaborates with all government agencies to achieve its vision.

Values

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

Workforce reporting

In accordance with stated obligations under the PS Act, the Commission is responsible for workforce reporting.

During 2021–22, the Commission released:

- the Queensland public sector workforce profile reports for September 2021 and March 2022
- annual reporting of information about work performance matters handled by each agency in accordance with section 88N of the PS Act.

More information

Visit our [website](#)⁶ to learn more about our business areas and their functions, or download a copy of our [strategic plan 2021–2025](#)⁷.



⁶ psc.qld.gov.au

⁷ qld.gov.au/__data/assets/pdf_file/0030/176718/Public-Service-Commission-Strategic-Plan-2021-2025.pdf

Office of the Special Commissioner, Equity and Diversity

The Office of the Special Commissioner, Equity and Diversity (OSC) was established as a key recommendation of the Bridgman Review.

Work has commenced to address equity and diversity in public sector workplaces, with a particular focus on gender-based disparities and building an evidence base to identify inequities.

The work of the OSC will guide improvements to policy, procedures and practice that improve employment outcomes for:

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

A review of the sector's approach to prevent and manage sexual harassment also forms part of the work program.

Key outcomes

In 2021–22, key outcomes include:

- publishing the inaugural *Queensland public sector gender pay equity dashboard 2021*⁸
- introducing an equity and diversity audit process to enhance evidence gathering and evaluation
- delivering sector workshops to improve awareness and capability in equity and

diversity auditing establishing an expert advisory panel

- delivering a women in leadership initiative to investigate and address under-representation of women in leadership positions
- establishing a sexual harassment response working group, and coordinating a review of sexual harassment response within the sector
- contributing to strengthening gender pay equity provisions and approaches to sexual harassment in the *Industrial Relations Act 2016*
- contributing to the Public Service Act Review to progress equity and diversity through:
 - o new approaches to reconcile merit and diversity
 - o the introduction of positive duties which require agency CEOs to actively promote, plan and measure progress of equity and diversity
 - o the clarification of definitions of equity and diversity, respect, and inclusion.
- contributing to the *Queensland Women's Strategy*⁹ to align with the Special Commissioner's workplan, to reflect the Queensland Government as a leader on gender equity.

⁸ https://www.qld.gov.au/_data/assets/pdf_file/0023/244139/Queensland-public-sector-Gender-pay-equity-dashboard.pdf

⁹ justice.qld.gov.au/about-us/services/women-violence-prevention/women/queensland-womens-strategy

Financial summary

During the 2021-22 financial year, the Commission has continued with its core service delivery to:

- support public sector agencies to effectively manage their workforces
- build a highly capable and responsive public sector workforce
- support the public sector to prepare for and respond to strategic workforce challenges.

The Commission continues to deliver high quality strategies, programs and advice to Government on workforce, leadership and organisational matters that support agencies to deliver on their strategic vision, purpose and objectives.

The Commission will also continue to support the work program of the OSC Equity and Diversity to support improved equity and diversity planning and reporting, and address gender-based disparities in the public sector.

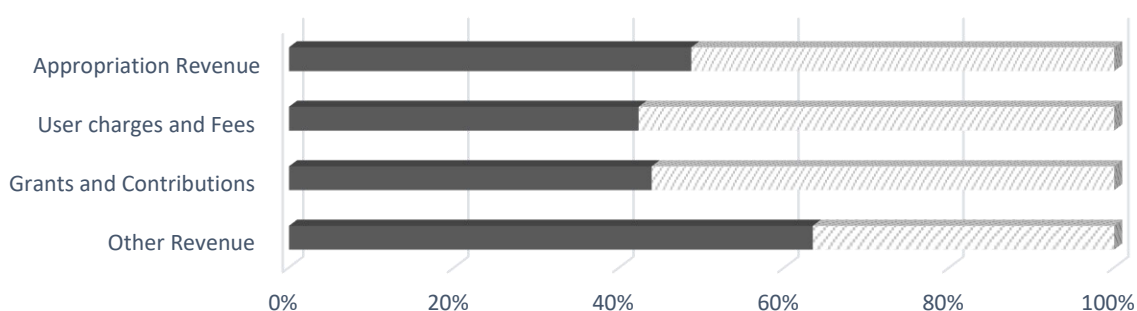
Revenue

Total revenue for the Commission was \$15.18 million in 2021-22, an increase of \$0.59 million from the previous financial year. The increase is primarily as a result of a deferral of funds for learning and development activities across the sector, the impact of enterprise bargaining arrangements and additional funding provided for the Special Commissioner (Equity and Diversity).

Non-appropriated revenue, consisting of user charges, grants and other contributions and other revenue decreased by \$0.07 million compared to 2020-21 primarily due to the decline in cost recovery revenue services provided to other departments, such as recruitment and investigations, offset by a slight increase in the annual billing to the Institute of Public Administration Australia and sundry reimbursements and refunds received during the year.

Figure 1 provides a comparison of revenue sources for the previous and current financial year as provided in the Commission's current Service Delivery Statement.

Figure 1 - 2021-22 Commission Income Summary



\$M	Other Revenue	Grants and Contributions	User charges and Fees	Appropriation Revenue
■ 2020-21	0.89	0.90	0.16	12.64
▨ 2021-22	0.52	1.15	0.22	13.30

Expenditure

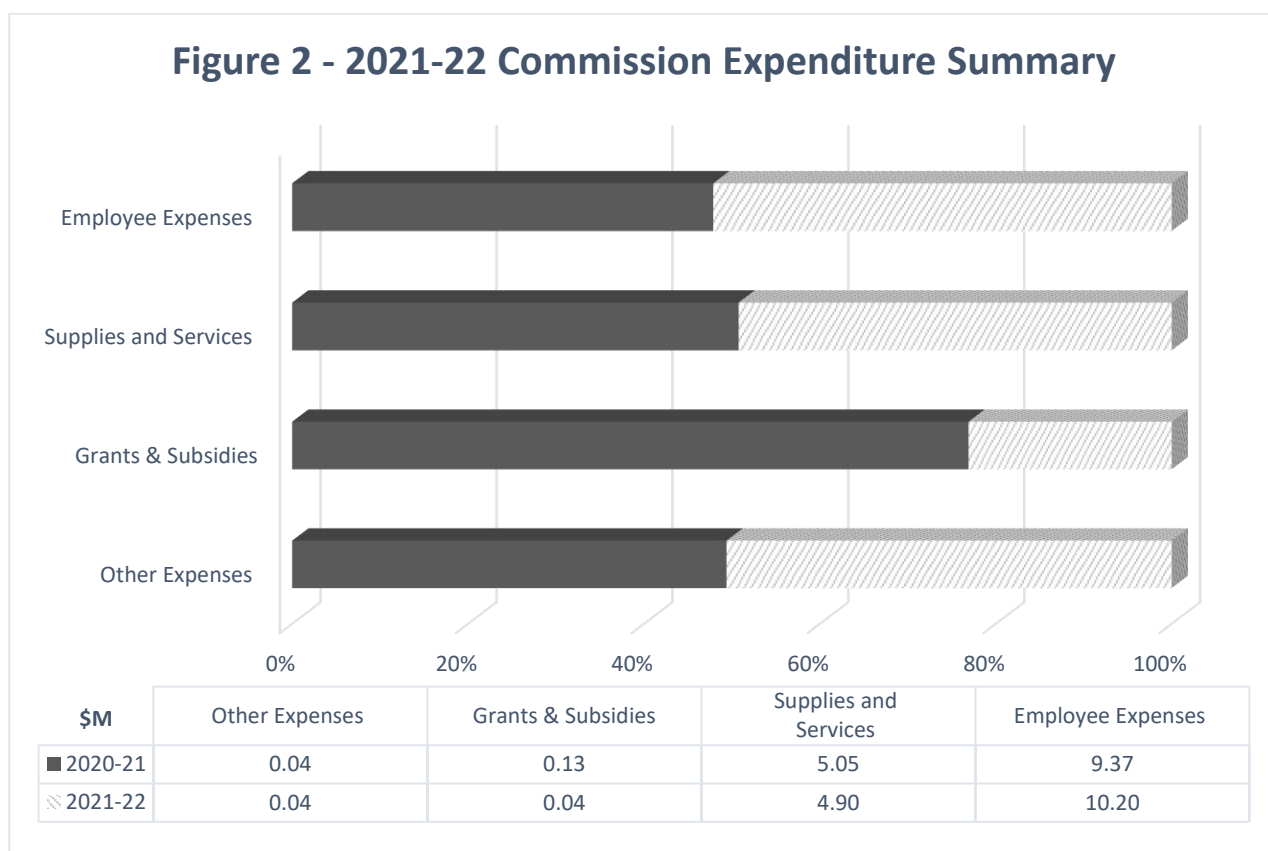
Total expenditure for the Commission was \$15.18 million in 2021-22, an increase from the previous financial year of \$0.59 million.

Employee expenditure increased by \$0.83 million from the previous financial year primarily due to a combination of increase in the full-time equivalent employees in 2021-22 along with enterprise bargaining related increases.

Supplies and Services expenditure decreased by \$0.15 million from 2020-21 primarily due to a delay in the delivery of sector wide training and development programs as a result of the COVID-19 pandemic effects.

Other expenses remained consistent with the previous year.

Figure 2 provides a comparison of the Commission's expenditure for the previous and current financial year as provided in the Commission's current Service Delivery Statement.

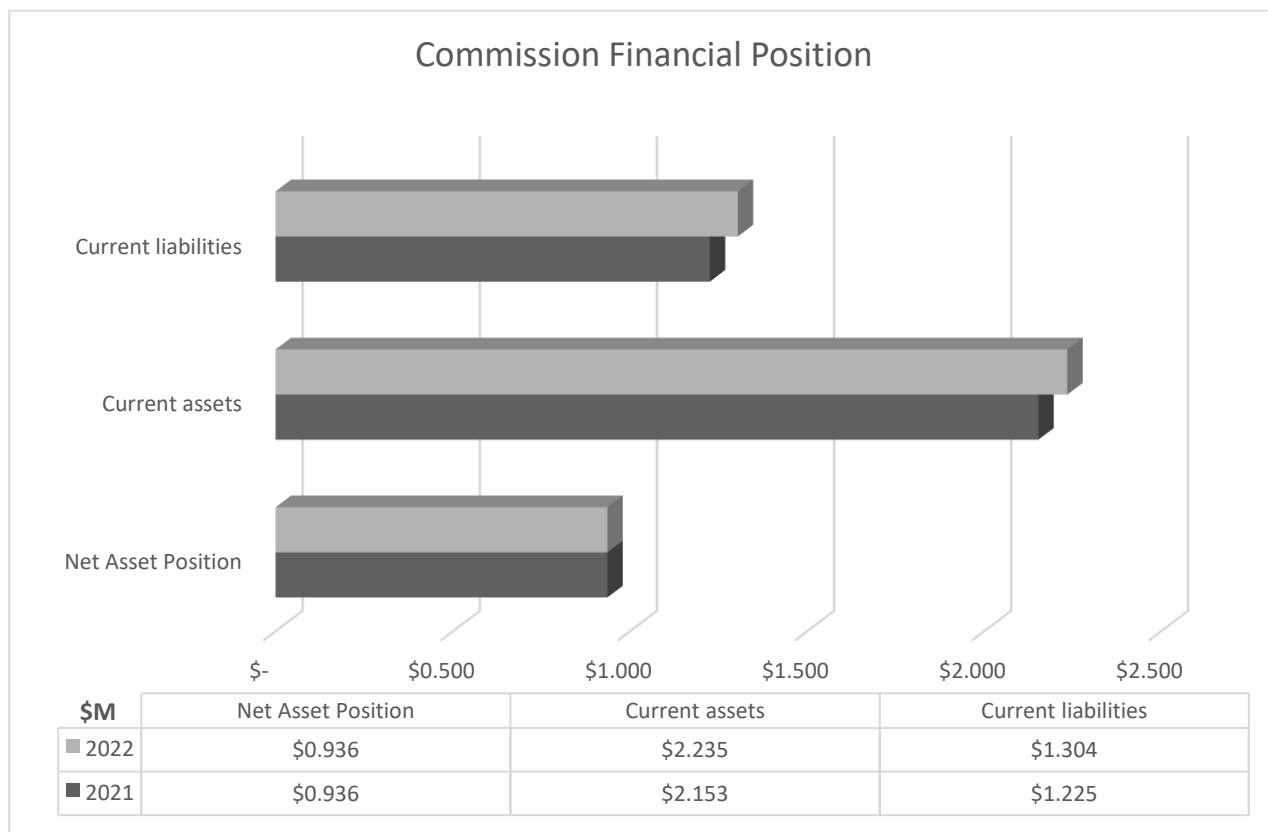


Explanations for major variances between the Commission's financial performance and its 2021-22 budget are disclosed in the accompanying Financial Statements.

Financial position

The Commission's net asset position remained consistent for the current financial year. The Commission's assets are primarily represented by cash, receivables and prepaid assets and are offset by amounts owed for payables and employee benefits. The current ratio is consistent with the previous financial year and demonstrates a sound liquidity position. Refer to Figure 3 for Financial Indicators.

Financial position (cont'd).



Explanations for major variances between the Commission's financial position and its 2021-22 budget are disclosed in the accompanying Financial Statements.

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 2022, 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 2019*.

Performance

Government's objectives for the community

The Commission contributed to the [Queensland Government's objectives for the community](#)¹⁰, by:

- supporting the sector's COVID-19 response and recovery efforts, providing leadership and delivering sector-wide projects, including employee mobilisation and capability building
- working with agencies to effectively manage public sector workforce growth
- preparing agencies for the future of work through workforce strategy and capability building initiatives
- promoting sector-wide mental health and wellbeing strategies
- fostering a diverse and inclusive Queensland public sector workforce
- continuing to support Aboriginal and Torres Strait Islander employees into management and leadership positions through targeted mentoring and capability building initiatives
- building 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 2021–2025](#)¹¹.

Strategic objective 1: Support public sector agencies to effectively manage their workforces

a. Drive improvements to the employment framework by providing expert advice to promote performance, fairness and accountability:

- Supported management of work performance matters introduced by stage 1 of the government response to Bridgman Review recommendations.

- Progressed stage 2 of the government response Bridgman Review recommendations including:
 - o participation in the consultation processes for amendments to develop new legislation
 - o progressing amendments to the *Public Service Regulation 2018* to formally apply new and amended legislative provisions and directives to Queensland TAFE and WorkCover Queensland.
- Progressed amendments to the *Public Service Regulation 2018* — clarifying civil liability protections (in the PS Act) extend to members of the Legal Aid Board.
- Amended the senior officer directive to reflect the role performed by senior officers and clarify employment conditions.
- Prepared and obtained Governor in Council approval of two public service departmental arrangements notices for machinery-of-government changes.
- Provided advice to government stakeholders to support transparency and equity in public sector bargaining, and reduce the gender pay gap.
- b. **Provide trusted advice to help leaders plan and manage workforce change:**
 - Supported the Chief Executive Service through:
 - o the recruitment and selection process for three chief executive appointments
 - o the transfer of one existing chief executive
 - o the reappointment and, extension of contracts of two directors'-general
 - o the resignation or retirement of five directors'-general.
 - Engaged directors-general and executive leadership teams about diversity in their agency.



¹⁰ [qld.gov.au/about/how-government-works/objectives-for-the-community](https://www.qld.gov.au/about/how-government-works/objectives-for-the-community)

¹¹ [qld.gov.au/_data/assets/pdf_file/0030/176718/Public-Service-Commission-Strategic-Plan-2021-2025.pdf](https://www.qld.gov.au/_data/assets/pdf_file/0030/176718/Public-Service-Commission-Strategic-Plan-2021-2025.pdf)

- Reviewed current recruitment and selection processes within the Queensland public service, with further work to be progressed as part of stage 2 of the government response to Bridgman Review recommendations.

c. Deliver practical support to practitioners to effectively manage workforce conduct and performance:

- Hosted community of practice for ethical behaviour meetings — promoting best practice approaches and supporting members to work together to solve issues, develop capability and model behaviour.
- Hosted out of session community of practice for ethical behaviour meetings to discuss the Coaldrake Review.
- Approved a new standard of professional practice for the Queensland Police Service under the *Public Sector Ethics Act 1994*.
- Provided targeted advice to the sector on complex performance and conduct matters.
- Conducted reviews into high profile and sensitive work performance matters to assist agencies in appropriate resolutions.
- Delivered targeted workshops to agencies on assessing and planning for effective resolution of workplace conduct and performance matters.
- Presented to agencies on Directive 15/20: Positive performance management including the application of the positive performance management principles set out in the PS Act.

d. Promote evidence-based decision-making through accurate and timely workforce data collection, information and reporting:

- Developed and released an enhanced data set and accompanying guide to assist agencies to interpret their data through a standardised audit process.
- Commenced discussion with the Workforce Gender Equality Agency about participation in national gender equity reporting.
- Published web content to assist agencies in understanding the purpose of the Office of the Special Commissioner, Equity and Diversity role.
- Published the September 2021 and March 2022 editions of the Queensland public sector workforce profile reports.
- Collected quarterly agency data about the conversion of casual and temporary employees to permanent employment to

monitor policy implementation and inform decision-making.

- Promoted updated diversity definitions to ensure a contemporary approach that supports and encourages employees to feel safe to self-identify and create a more accurate workforce profile.
- Delivered the 2021 annual Working for Queensland survey across 66 agencies with more than 82,500 respondents.
- Prepared for the implementation of the September 2022 Working for Queensland survey, including conducting a procurement process for a survey supplier and undertaking a review of the Working for Queensland survey content and reporting framework.

Strategic objective 2: Build a highly capable and responsive public sector workforce

a. Build agencies' HR capability to enable responsiveness to strategic workforce challenges:

- Supported the development and implementation of a suite of initiatives to strengthen HR capability across the sector.
- Facilitated targeted learning groups to strengthen individual and collective capability and improve workforce outcomes for the sector. A combination of applied theory and peer learning approaches were offered to support improved decision making.
- Implemented a HR capability model, supporting over 4000+ HR practitioners through the development of skills, expertise and talent.
- Developed and promoted a HR capability development series attended by more than 750 practitioners, which covered data analytics; health, safety and wellbeing; industrial relations; future of work; workforce strategy and planning.
- Supported the implementation of the positive performance management principles by offering 127 funded places to the People matters — performance conversations program for HR practitioners.
- Established an online HR community to support and promote agency participation in HR specific development opportunities.



- Presented at the Office of Industrial Relations (OIR) emerging IR practitioner program to promote the Commission, the connection with OIR, and how we can help deliver better economic and social outcomes for all Queenslanders.
- Partnered with the OIR to present at the Industrial Relations, Public Sector Information Sessions on flexible working requests and mandatory vaccination frameworks.
- Worked 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.

b. Deliver targeted initiatives to build leadership and management capability:

- Continued to build leadership and management capability by brokering development offerings for targeted leadership cohorts, including:
 - o Masterclasses and learning groups delivered as part of the 2021-2022 Queensland public sector leadership development series, attended by more than 1500 participants
 - o challenge-led innovation master class series.
- Offered sector-wide scholarships for leadership capability development through the People matters program and the People matters — performance conversations program. Attendance included:
 - o 13 career pathways participants
 - o 23 employees who live with disability
 - o 72 current or aspiring team leaders.
- Delivered five HR community of practice meetings — further embedding the Leadership competencies for Queensland framework in HR management systems, recruitment and development.
- Continued to promote LEAD4QLD (Leadership assessment and development program) and competency compass online tool, to strengthen sector-wide leadership capability.
- Administratively supported the Institute of Public Administration Australia (IPAA) Queensland Inc. to deliver a program of thought leadership forums.

This included:

- o five webinars, delivered in collaboration with IPAA Queensland partners
 - o the annual Chief Executive and Young Professionals Breakfast, attended by more than 550 public purpose workers
 - o establishing the IPAA Queensland Emerging Leaders working group
 - o Stewards on the Couch leadership event, which included regional satellite events in Cairns, Rockhampton, and Toowoomba.
 - o hosting the inaugural Social Procurement Roundtable in partnership with IPAA Queensland collaborators
 - o IPAA National Conference, which was attended by more than 500 public purpose workers
 - o providing knowledge resources and online content designed to challenge and promote thinking and collective knowledge of contemporary and emerging issues in public sector leadership and public policy.
 - Delivered breakout sessions at the 2022 BiiG network innovation conference to promote capability in participatory and contemporary methods of engagement, learning and design.
 - Delivered the Aboriginal and Torres Strait Islander career pathways service — supporting leadership and cultural capability development, access to cultural advisors, capability development, culturally appropriate leadership content and resources including self-assessment tools.
- c. Develop and support the senior executive service (SES) to drive sector-wide leadership, collaboration and performance:**
- Managed agency requests for Commission Chief Executive approval through the Executive Leadership Information System.
 - Provided advice on the senior executive and chief executive service employee lifecycle, including coordination of the chief executive performance assessment and agreement process.
 - Supported senior executives to participate in secondment opportunities across the sector to build their leadership capabilities and skills.



- Provided a fortnightly SES communique — supporting the *Savings and debt plan* by promoting internal opportunities for senior executives.
- Partnered with the Australia and New Zealand School of Government (ANZSOG) to deliver the Queensland public sector leadership series 2022 targeting deputy directors-general, executives, and regional leaders through delivering masterclasses, keynote speeches, panel discussions, and learning groups.
- Coordinated sector-wide scholarships for capability development including:
 - o three executive fellows' programs
 - o five executive Master of Public Administration programs
 - o three strategic leadership programs.
- Facilitated bespoke learning groups in partnership with ANZSOG for the Wide Bay Burnett Regional Manager Coordination Network, enabling capability in collaborative problem-solving across the regions.
- Partnered with regional leadership networks and the Department of Regional Development, Manufacturing and Water to progress a collaborative governance model for enhancing system stewardship for regional delivery.
- Partnered with the Queensland Government Customer and Digital Group and QUTeX to design and deliver the Queensland Government digital project board governance program.

d. Support agencies to identify and develop a diverse pipeline of leaders:

- Expanded the Aboriginal and Torres Strait Islander career pathways service to 300 participants and their supervisors. The service partners with 19 agencies across the sector, to support the career progression of Aboriginal and Torres Strait Islander employees into leadership and decision-making roles. In 2021-2022 it supported the:
 - o delivery of 25 fortnightly newsletters promoting cross-sector learning and development opportunities
 - o launch of a job and mobility pool for service users
 - o progression of 29 higher duties and at-level mobility opportunities

secured by participants, six of those secured through the career pathways job pool

- o seven permanent appointments obtained by participants
- o facilitation of 136 cross-agency learning and development opportunities, with 71 of those accessed by service users
- o engagement of 33 cultural and non-Indigenous advisors to support the individual networks and leadership development of Aboriginal and Torres Strait Islander employees and their supervisors
- o development of a reciprocal mentoring program, launched in May 2022 to improve networks and leadership development for Aboriginal and Torres Strait Islander employees and support cultural capability development of non-Indigenous senior leaders across the sector
- o partnership with QUT to deliver a Public Sector Research Scholar Program supporting partner agencies to strengthen their cultural capability and provide Aboriginal and Torres Strait Islander employees the opportunity to undertake a research project.
- Engaged with executive leadership teams and directors-general across the sector throughout 2021–22, providing guidance on equity and diversity measures, initiatives and considerations within their agencies.
- Engaged with agencies across the sector to provide advice on identified and targeted recruitment under the current PS Act and directives.

Strategic objective 3: Support the public sector to prepare for and respond to strategic workforce challenges

a. Lead sector-wide responses to emerging workforce challenges and system disruptions:

- Continued to lead a sector-wide approach to managing public sector workforce growth and ensured the effective



management and oversight of full-time equivalent (FTE) staff in accordance with the *Savings and debt plan*.

- Coordinated the sector's Employee Mobilisation Service as part of Queensland's COVID-19 economic recovery plan including:
 - o 359 mobilisations across 15 agencies as a direct response to COVID-19 workforce demands
 - o working in partnership with Queensland Health to facilitate the training and mobilisation of 361 public servants across the sector, to perform critical contact tracing functions
 - o establishing the surge sub-committee to support the prioritisation of demand requests in response to COVID-19 workforce impacts.
- Commenced an exploration project, in partnership with Community Recovery and the State Disaster Coordination Centre, of a future surge workforce mobility model to improve the capability of the sector to meet government priorities during crisis.
- Worked in partnership with 36 Aboriginal and Torres Strait Islander leaders across the sector to address system barriers impacting progression of Aboriginal and Torres Strait Islander employees
- Led a sector-wide approach to managing public sector workforce growth and ensured the effective management and oversight of FTE in accordance with the *Savings and debt plan*.
- Transitioned to a more cost-effective platform to support central graduate recruitment, providing a single access point for applicants seeking graduate employment.
- Finalised evaluation of the 2020 machinery-of-government changes to ensure ongoing learning and continuous improvement in implementing changes to administrative arrangements.
- Initiated a significant review of the way the public sector manages health, safety and wellbeing to progress a government election commitment, under the guidance of a review advisory panel with representatives from the Strategic Workforce Council and OIR.
- Initiated development of a strategy to support health and safety representatives

and enable workers in the public sector to better engage in work health and safety.

b. Provide agencies with expert advice to develop contemporary workforce strategy:

- Provided strategic advice to agencies on collaborative ways of working, design thinking practices, co-design and systems thinking.
- Provided advice to agencies on developing annual strategic workforce plans, required under the *Performance management framework's* specific purpose planning requirements.
- Commenced development of contemporary flexible work frameworks and tools to ensure flexible work continues to support improved equity, diversity, wellbeing and workforce productivity outcomes.

c. Increase agencies' confidence and readiness to manage the workforce impacts of technology:

- Released the *3 year human capital strategic roadmap 2022* to provide a pathway for continued workforce transformation and ensure the sector is well positioned to respond to emerging challenges.

d. Partner with agencies to promote workforce diversity, employee wellbeing and safe work:

- 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.
- Re-established the inclusion and diversity community of practice to support inclusive work environments, resource sharing, and promoting best practices and initiatives. Four virtual sessions were delivered.
- Progressed work to investigate the re-establishment of the sexual harassment referral officer network, or an alternative



system to enable complainants access to advice and support.

- Progressed work to improve the way the sector manages sexual harassment complaints by working with stakeholders to ensure avenues of complaint are clear, simple and person-centred.
- Released the *Thriving at work, growing a career* lived experience research report — to understand conditions that contribute to job satisfaction, career development and career outcomes for employees with disability.
- Released the *Disabling the barriers to employment in the Queensland public sector implementation plan 2022* — which actions key findings from the *Thriving at work, growing a career* report through areas of focus:
 - o leadership and accountability
 - o human capital investment
 - o system levers.
- Provided support and funding to the LGBTIQ+ steering committee to deliver a range of projects across the service to improve inclusion and diversity outcomes.
- Commenced research and consultation to develop new employment targets for key diversity groups to ensure the sector continues to drive improved equity and diversity outcomes.
- Continued to lead a multi-agency group focusing on implementing the public sector workplace response to domestic and family violence (DFV).
- Worked with Challenge DV to deliver a refreshed Recognise, Respond, Refer e-learning program, to ensure Queensland public sector employees have the necessary knowledge and capability to respond to employees affected by DFV.
- Provided sector-wide support to agencies undertaking the White Ribbon workplace accreditation process and coordinated an accreditation ceremony for the 23 accredited agencies.

Service delivery statements

Public Service Commission	Notes	2021–22 target/estimate	2021–22 actual
Service area: Provision of services for a high-performing public sector			
Effectiveness measure Overall participant satisfaction with Commission leadership development offerings		90%	87%
Effectiveness measure Client satisfaction with specialist workforce services advice	1	85%	61%
Effectiveness measure Overall stakeholder satisfaction with the Commission's role in providing services for a high performing public service		85%	56%
Efficiency measure Cost per participant at Commission leadership development offerings	2	\$250	\$144
Efficiency measure Cost per employee of conducting annual Working for Queensland survey	3	\$1.15	\$1.13

Notes:

1. Factors that may have contributed to the variance between the 2021–22 Target/Estimate and 2021–22 Estimated Actual include the Public Service Commission having an increased regulatory role with stakeholders across the sector to action policy positions associated with the *Savings and debt plan* and the ongoing response to the COVID-19 pandemic.
2. The variance between the 2021–22 Target/Estimate and 2021–22 Estimated Actual is due to the offerings predominately being delivered online enabling a much greater number of participants per offering than face to face delivery. The cost to deliver each offering remains unchanged whether online or face to face.
3. This service standard has been discontinued as the calculation methodology has changed and therefore past performance is no longer comparable. The service standard has been reintroduced with the same measure wording to reflect the new calculation methodology.



Future direction

In 2022–23, the Commission will:

- Respond to the Coaldrake Review recommendations. This will require a fundamental shift in the Commission's service model and an increased emphasis on the strategic design, development, procurement and management of sector-wide initiatives.
- Undertake a more overt role as a broker, coordinator and curator of services to the sector to build capability and capacity in key areas.

Work will be undertaken in:

- integrity frameworks and training
- human resource capability
- senior executive service and chief executive service
- managing performance
- cross sector collaboration and citizen engagement
- sector-wide graduate program.

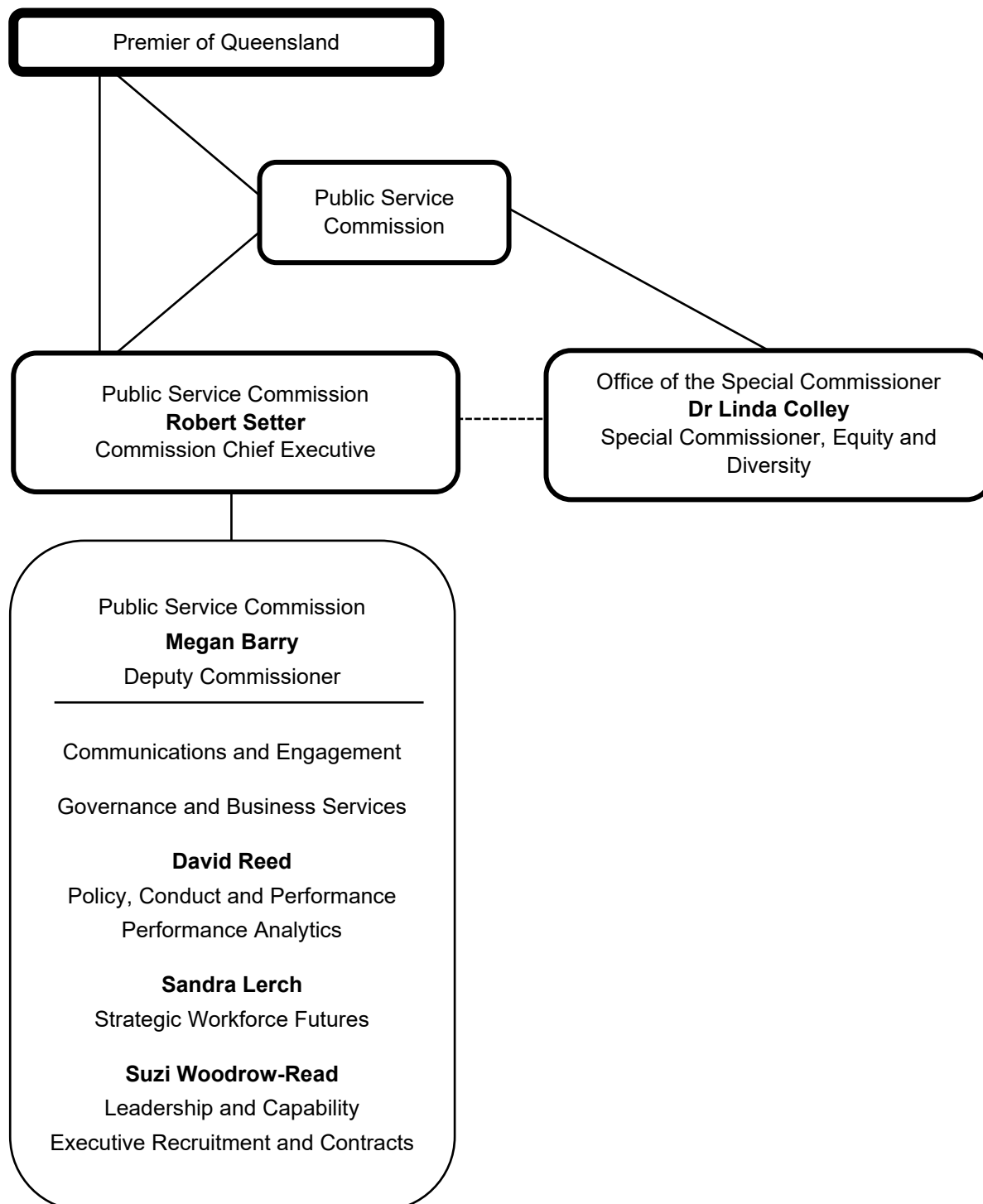
The Commission will:

- Finalise a review into sector-wide approaches to the management of workplace health and safety issues, including developing a sector-wide strategy for health and safety representatives.
- Review the Flexible by Design framework to ensure the sector's flexible and remote work settings are contemporary, drive productivity, and enable the sector to attract and retain a workforce that reflects the Queensland community
- Work with agencies to solve strategic workforce challenges, including attracting and retaining critical skills, optimising internal talent platforms to drive mobility, and building internal capability.

- Support the *Inclusion and diversity strategy 2021–25* and *Disabling the barriers to employment in the Queensland public sector* implementation plan to drive improved representation and the employment experience of people with disability.
- Develop new targets to support the employment of people from key diversity groups, in consultation with agencies and key stakeholders.
- Progress the work program of the Special Commissioner, Equity and Diversity, including the release of a standardised data set and accompanying guide to support improved equity and diversity planning and reporting, and address gender-based disparities in the public sector.
- Progress work to better understand and resolve issues relating to managing sexual harassment complaints and ensure coordination in the sector's response to preventing and managing sexual harassment.
- Review the Working for Queensland employee opinion survey and introduce new metrics to provide agencies with more insightful data to inform the delivery of strategic workforce imperatives.
- Undertake a review of recruitment and selection practices within the public sector, in accordance with broader public sector employment reforms, to ensure fair and transparent processes based on merit, and optimise the quality and diversity of applicant pools.
- Expand the career pathways service to support more Aboriginal and Torres Strait Islander public sector employees.

Governance

Organisational structure



Executive management

The Commission has a Commission Chief Executive, assisted by a Deputy Commissioner and the following governance and leadership groups.

Public Service Commission

Under the PS Act, the Commission is:

- comprised of three Commissioners, which provide independent advice on the delivery of the Commission's responsibilities
- responsible to the Premier of Queensland.

In 2021–22, the Commissioners met on four occasions, and considered urgent matters out-of-session.

Key activities included monitoring:

- the performance of agencies on a quarterly basis focussing on workforce, budget and capital performance
- the *Savings and debt plan* objectives
- PSRO activities
- equity and diversity activities under the guidance of the Special Commissioner, Equity and Diversity.

It also:

- considered and endorsed the work program of the PSRO to implement government-endorsed recommendations from the Coaldrake Review and the Bridgman Review
- endorsed the Commission's activities and noting of developments in initiatives, including:
 - o a framework to support the effective management of FTE growth in the Queensland public sector, including the management of the FTE pool for agencies to access
 - o a work plan for the Special Commissioner, Equity and Diversity
 - o temporary and casual employee conversion to permanency
 - o cohort analysis (with QT) of agencies recorded in Budget Paper 2
 - o refresh of the Capability Blueprint program across agencies.
- considered and endorsed the strategic responses to manage the workforce impacts of the COVID-19 health pandemic.

Members

- Rachel Hunter, Director-General, Department of the Premier and Cabinet (Chairperson)
- Leon Allen, Under Treasurer, Queensland Treasury
- Robert Setter, Commission Chief Executive, Public Service Commission

Executive Leadership Team

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

ELT meets daily 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

- Robert Setter, Commission Chief Executive (Chair)
- Megan Barry, Deputy Commissioner
- Dr Linda Colley, Special Commissioner
- David Reed, Executive Director, Policy Conduct and Performance, Performance Analytics
- Sandra Lerch, Executive Director, Strategic Workforce Futures
- Suzi Woodrow-Read, Executive Director, Leadership and Capability, Executive Recruitment and Contracts

Senior Management Group

Chaired by the manager of Governance and Business Services, the Senior Management Group (SMG) meets fortnightly to:

- monitor progress towards delivering on strategic objectives and significant projects
- ensure compliance with all relevant corporate governance policies, plans and legislation
- manage corporate operations, including human, financial and information resources

- share information and manage relationships across the leadership of the organisation.

Members

- Robert Setter, Commission Chief Executive
- Megan Barry, Deputy Commissioner
- Executive Director, Policy Conduct and Performance, Performance Analytics
- Executive Director, Strategic Workforce Futures
- Executive Director, Leadership and Capability, Executive Recruitment and Contracts
- 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 principles outlined in the *Public Sector Ethics Act 1994* (PSE Act). It applies to all employees — it guides our behaviour and how we undertake our business 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.

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 in which we meet this responsibility is through the community of practice of ethical behaviour
- is charged with considering requests from agencies to apply additional standards of conduct and behaviour to people working for them. During 2021–22, the Commission approved a new Standard of Professional Practice for the Queensland Police Service, and continued to endorse and apply the Code of Conduct and ensure information about its application was readily available
- participated in the Coaldrake Review.

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, we actively promote and implement the *Human Rights Act 2019*.

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

Within the Commission, we provided employees with training on the application of the Human Rights Act, delivered by Crown Law.

The Commission did not receive any human rights complaints in relation to our actions or activities during 2021–22.

Risk management

The Commission is covered by the Department of the Premier and Cabinet's (DPC) *Risk management framework*, which is consistent with the principles set out in *AS/NZS ISO 31000:2018 Risk management – principles and guidelines*.

The Commission Chief Executive has also established appropriate systems of internal control and risk management in accordance with the *Financial Accountability Act 2009*.

Audit and risk management committee

The DPC and the Audit and Risk Management Committee (ARMC) supports the Commission Chief Executive to meet responsibilities under the:

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

During 2021–22, ARMC met four times and comprised:

- Bronwyn Morris AM, Independent Chair (July 2021 – August 2022)
- Paul Cooper, Independent Chair (November 2021 – June 2022)
- Susan Rix AM, Independent Member (July 2021 – June 2022)
- Phil Hennessy AO, Independent Member (July 2021 – June 2022)
- Megan Barry, Deputy Commissioner, PSC, Member (July 2021 – June 2022)

- Filly Morgan, Deputy Director-General, Corporate and Government Services, DPC, Member (July 2021 – June 2022).

Remuneration independent members are entitled to be paid totalled \$14,334 (excluding GST).

The following roles were provided with a standing invitation to attend all meetings as observers:

- Rachel Hunter, Director-General, DPC
- Robert Setter, Commission Chief Executive, PSC
- General Manager, Corporate and Government Services, DPC
- Chief Finance Officer, DPC
- Chief Information Officer, DPC
- Director, Internal Audit and Risk Services, DPC
- Director, Corporate Governance, DPC
- Manager, Governance and Business Services, PSC
- Queensland Audit Office representative
- Internal audit service provider representative

As required by section 30(2) of the Standard, the terms of reference outline the role of the ARMC. During 2021-22, the committee members observed the requirements of the ARMC terms of reference and had due regard to Queensland Treasury's *Audit Committee Guidelines – Improving Accountability and Performance 2020*.

ARMC's role is to provide independent assurance and assistance to the Commission Chief Executive on the governance, risk, control, compliance and performance management frameworks and the Commission's external accountability responsibilities. Responsibilities include overseeing the:

- annual financial statements, ensuring appropriateness of accounting policies and management assumptions
- development and progress of the internal audit plan and audit findings
- external audit reports
- Risk Management Framework
- performance, monitoring and reporting activities.

The ARMC also serves the Director-General, DPC.

Key achievements during 2021-22 included:

- endorsed the strategic and annual internal audit plan and monitored ongoing delivery of the internal audit program

- monitored progress of the implementation of agreed internal audit recommendations and business improvement opportunities
- reviewed and considered external audit reports and monitored the progress of agreed actions against recommendations
- endorsed the financial statements for 2020-21 and considered the ongoing financial position of the Commission
- considered and monitored the ongoing corporate governance and risk management activities of the Commission.

Internal audit

During 2021–22, the internal audit service was provided under a Service Level Agreement managed by DPC's Director of Internal Audit and Risk Services, with delivery of the program by Ernst & Young Australia.

Internal audit provides independent assurance and advice to the Commission Chief Executive, senior management and the ARMC. It aims to improve the Commission's corporate governance through an objective, systematic approach to evaluating the effectiveness and efficiency of processes, internal controls and risk management practices.

Key achievements included:

- developed and implemented an internal audit plan based on identified strategic and operational risks, endorsed by the ARMC
- monitored and reported on the implementation of prior internal audit recommendations and business improvement opportunities
- provided support and advice to management on business processes, corporate governance and related issues across risk management activities and fraud control and monitoring.

External scrutiny

The Commission is subject to external review. The following reports applicable to the Commission were tabled by the Queensland Auditor-General in Parliament during 2021–22.

- **QAO Report 4: 2021-22 – 2021 Status of Auditor-General's recommendations**

This report provided a summary of agencies' self-assessed progress in implementing actions from QAO performance and assurance audit reports tabled during 2015-16 and 2017-18.



During this period, Report 17: 2016-17 – Organisational structure and accountability contained two recommendations directly raised against the Commission. PSC has fully implemented agreed actions for these recommendations, including release of templates, tools, and training to assist agencies in managing their workforce profile and plans.

- **QAO Report 14: 2021–22 State entities 2021**

This report summarised the financial audit results of all Queensland State Government entities for 2020-21.

The Queensland Auditor-General issued the Commission an unmodified audit opinion, with no key audit matter raised, indicating the Commission's 2020-21 financial statements were in accordance prescribed requirements.

- **Crime and Corruption Commission Investigation Workshop: An investigation into allegations of disclosure of confidential information at the office of the Integrity Commissioner**

The investigation explored allegations of improper disclosure of information from the Integrity Commissioner's office, the circumstances relating to the collection of a laptop and information security arrangements in relation to confidential information held by the Integrity commissioner.

The Commission was referenced in this report due to the administrative and staffing arrangements for the Integrity Commissioner provided through the Commission.

The report found that there was no evidence to substantiate any of the allegations.

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 2021–22, 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. We also reviewed our General Retention and Disposal Schedule to

ensure it is fit-for-purpose and aligns with the current business and program delivery profile.

In response to COVID-19, the Commission continued to use Microsoft Office 365 to support remote working and information sharing, allowing employees to be responsive to business needs and environmental changes.

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 provided 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 Commission Chief Executive 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 ten Right to Information applications and one Information Privacy application in 2021–22, collecting a total of \$526.00 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

We progressed our *Strategic workforce plan 2021–2024*¹², which sets our vision of building a high-performing, future-focused public sector for Queensland.

Workforce profile

Our workforce profile for 2021–22 is based on – June 2022 Minimum obligatory human resource information (MOHRI) data:

	FTE
Total FTE for the Commission (includes Office of the Integrity Commissioner)	64

- permanent separation rate was 9.3 per cent (6.9 FTE)
- no redundancy or retrenchment packages were paid during this period
- no employees received an early retirement package
- PSC converted one employee from temporary to permanent employment status.

Workforce profile data

Gender	Number (headcount)	Percentage of total workforce (calculated on headcount)
Woman	52	76.47
Man	16	23.53
Non-binary	-	-
Diversity groups*	Number (headcount)	Percentage of total workforce (calculated on headcount)
Women	52	76.47
Aboriginal Peoples and Torres Strait Islander Peoples	<5	
People with disability	<5	
Culturally and Linguistically Diverse – born overseas	5	7.35
Culturally and Linguistically Diverse – speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)	<5	
	Number (headcount)	Percentage of total Leadership Cohort (calculated on headcount)
Women in Leadership Roles†	11	52.38

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

† Women in Leadership Roles are considered those positions that are Senior Officer and equivalent and above.



¹² qld.gov.au/__data/assets/pdf_file/0025/148309/Queensland-Public-Service-Commission-Strategic-Workforce-Plan-2021-2024.pdf

Employee support through COVID-19 and Southeast Queensland floods

The COVID-19 pandemic continued to impact on our workforce, which saw the Commission:

- use its COVID-Safe workplace plan and adjust workplace operations and practices based on the latest health advice
- facilitate a safe transition back to the workplace for employees working remotely, including by developing a framework for determining vaccination requirements in Queensland public service workplaces
- support employees to be alert to COVID-19 symptoms, and to know their responsibilities by continuing to provide updated online resources to support employees and managers
- perform different work, for example volunteer with Community Recovery Ready Reserves to help respond to the disaster affected Queensland community including:
 - mobilising sector-wide employees through the Queensland Government's Employee Mobilisation Service (EMS) to undertake critical work in other agencies.
- distribute as needed – Commission Chief Executive and Deputy Commissioner messages to staff regarding COVID-19 and other important issues
- hold regular virtual 'stand ups' with employees designed to keep people connected during lockdown. These stand ups:
 - incorporated project updates, enabling staff to stay informed of the Commission's broader work program and to find connections between projects
 - provided opportunities for capability development through the sharing of practice and knowledge.

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 blend and to adhere to latest health advice in response to COVID-19
- provided free flu vaccinations, health checks and 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
- continued to support a critical DFV shelter which provides crisis accommodation and support for women and children who are escaping violence in their home
- commenced research project in creating a culturally safe and capable workplace to understand and explore how the agency and employees may improve cultural awareness and capability
- 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 second 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, International Women's Day
- promoted the Queensland Government's Cultural Capability Portal, which provides employees with access to a range of resources that can help build cultural capability skills and knowledge
- nurtured a culture that emphasises inclusion and diversity by offering employees cultural capability development opportunities



- actioned and supported commitments in the Queensland multicultural action plan and Cultural capability action plan towards an inclusive, diverse and culturally capable workforce.

Capability development

Our capability development framework encompasses the Leadership Competencies for Queensland, which describes what highly effective, everyday leadership looks like in the sector. We provided employees with access to opportunities, which align to the competencies to improve their individual capability. Opportunities included:

- participation in the LEAD4QLD assessment process to inform future development, on-the-job learning, focused training, short courses and seminars
- secondment and interchange arrangements for employees to gain broader experience in the sector
- attendance at ANZSOG programs, including:
 - o Queensland public sector leadership development series:
 - masterclasses
 - keynote presentations and panel discussions
 - deputy director-general and regional learning groups
 - o CHRO learning group
 - o Heads of corporate learning group
- participation in the People matters program and the People matters – performance conversations program
- participation in Mastering the Art of Advising Government writing course
- supported employees' attendance at cultural awareness and cultural capability sessions including Building on the Strengths of our Stories and Banaam training
- completion of the online Recognise, Respond, Refer program to increase employee understanding of DFV and how to support affected colleagues
- attendance in IPAA Queensland offerings including five webinars, the Chief Executive and Young Professionals

Breakfast, and Stewards on the Couch event

- attendance at Visual facilitation training to help strengthen employees' skills in facilitating meetings and workshops, and capturing/ sharing knowledge in creative, accessible and memorable ways
- attendance at the BiiG Network Innovation Conference
- provided access to online collaboration tools for increased engagement across teams and agencies supporting the transition to virtual teams
- participation in the Committee for Economic Development Australia Public Policy Dynamics course.

Workforce engagement

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

In 2021, 100% per cent of our employees responded to the survey, reporting an increase in job empowerment and autonomy – the authority to do my job effectively.

Employees also highlighted a need for continued focus on health and workload, recruitment and selection, and professional development.

In 2021–22, the Commission focused its efforts on:

- empowering employees to grow their expertise and leadership capability through development opportunities with weekly promotions included in Commissioner Chief Executive newsletter
- furthering organisational fairness, particularly relating to recruitment and selection
- helping individuals and teams to effectively manage workloads and respond to emerging priorities
- continuing to refine flexible work agreements for each employee
- developing an employee driven working group to further understand the data from the annual Working for Queensland survey. Prototype experiments have been developed to be conducted in teams.

Financial statements

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Statement of Comprehensive Income

	Note	2022 Actual \$'000	2021 Actual \$'000	2022 Original Budget \$'000	Budget Variances \$'000	Variance Note
OPERATING RESULT						
Income						
Appropriation revenue	B1-1	13,297	12,635	13,979	(682)	1
User charges and fees		223	164	200	23	
Grants and other contributions	B1-2	1,148	899	713	435	2
Other revenue		515	895	277	238	3
Total Income		15,183	14,593	15,169	14	
Expenses						
Employee expenses	B2-1	10,196	9,372	10,309	(113)	
Supplies and services	B2-2	4,905	5,051	4,789	116	
Grants and subsidies		38	127	27	11	
Depreciation		3	3	3	-	
Other expenses	B2-3	41	40	41	-	
Total Expenses		15,183	14,593	15,169	14	
Operating Result for the Year		-	-	-	-	
TOTAL COMPREHENSIVE INCOME		-	-	-	-	

The accompanying notes form part of these financial statements.

Explanation of major budget variances

- A reduction in appropriation primarily due to a deferral of funds from 2021-22 to future years for:
 - Special Commissioner Equity and Diversity (\$0.134M),
 - the Whole of Government Redress Scheme (\$0.059 M),
 - Legal expenses (\$0.108M),
 - Device rollout (\$0.050M),
 - Leadership and Learning Programs (\$0.200M),
 - Additional costs associated with the PSC's Digital Platforms (\$0.058M),
 - implementation of Coaldrake Review and improvements to the lobbyists register (\$0.388M)

Offset by increases in appropriation as a result of deferrals into 2021-22 from 2020-21 for the Australian CEO Challenge (\$0.080M) along with and increase as a result enterprise bargaining related pay increases (\$0.240M).
- The increase is due to services received free of charge including staff seconded from other departments (\$0.411M) and archiving costs (\$0.026M) that were unable to be quantified during the budget preparation.
- The increase is primarily due to cost recoveries of Director-General recruitment processes and appointments (\$0.135M), reimbursement for investigation services (\$0.050M), and revenue from the sale of portable and attractive items (\$0.025M) that were unable to be quantified during the budget preparation.

Statement of Financial Position

	Note	2022 Actual \$'000	2021 Actual \$'000	2022 Original Budget \$'000	Budget Variances \$'000	Variance Note
Current Assets						
Cash and cash equivalents	C1	767	958	210	557	4
Receivables	C2	875	309	591	284	5
Other current assets	C3	593	886	708	(115)	6
Total Current Assets		2,235	2,153	1,509	726	
Non-current Assets						
Plant and equipment		5	8	11	(6)	
Total Non-current Assets		5	8	11	(6)	
Total Assets		2,240	2,161	1,520	720	
Current Liabilities						
Payables	C4	1,029	906	555	474	7
Accrued employee benefits	C5	275	319	29	246	8
Total Current Liabilities		1,304	1,225	584	720	
Total Liabilities		1,304	1,225	584	720	
Net Assets		936	936	936	-	
Equity						
Contributed equity		661	661	661	-	
Accumulated surplus		275	275	275	-	
Total Equity		936	936	936	-	

The accompanying notes form part of these financial statements.

Explanation of major budget variances

- For variance explanation, refer to Explanation of major budget variances in the Statement of Cash Flows.
- The increase is primarily due to the higher than anticipated annual leave (\$0.166M) and long service leave (\$0.089M) receivables as a result of staff taking more leave and GST receivable (\$0.025M) than what was identified in the budget estimates.
- The decrease is largely due to lower year end balances for prepaid expenses for IT services (\$0.156M) and prepaid salaries (\$0.040M), partially offset by a higher accrued revenue for contract management services (\$0.081M).
- The increase is primarily due to appropriation payable for funding deferrals to 2022-23 (\$0.536M) for projects not completed prior to 30 June 2022.
- The increase is due to higher than budgeted accrued employee benefits year end payables for annual leave and long service leave levies.



Statement of Change in Equity

	Accumulated Surplus \$'000	Contributed Equity \$'000	Total \$'000
Balance at 1 July 2020	275	661	936
Total Comprehensive Income for the Year	-	-	-
Balance at 30 June 2021	275	661	936
Balance at 1 July 2021	275	661	936
Total Comprehensive Income for the Year	-	-	-
Balance at 30 June 2022	275	661	936

The accompanying notes form part of these financial statements.



Statement of Cash Flows

	Note	2022 Actual \$'000	2021 Actual \$'000	2022 Original Budget \$'000	Budget Variances \$'000	Variance Note
Cash flows from operating activities						
<i>Inflows:</i>						
Service appropriation receipts		13,460	11,381	13,979	(519)	9
User charges and fees		159	225	194	(35)	
Grants and other contributions		711	713	713	(2)	
GST input tax credits from ATO		428	571	355	73	
GST collected from customers		164	168	96	68	
Other		405	852	277	128	
<i>Outflows:</i>						
Employee expenses		(9,989)	(9,413)	(10,252)	263	
Supplies and services		(4,838)	(5,005)	(4,743)	(95)	
Grants and subsidies		(38)	(127)	(27)	(11)	
GST paid to suppliers		(465)	(577)	(355)	(110)	
GST remitted to ATO		(152)	(186)	(96)	(56)	
Other		(37)	(52)	(41)	4	
Net cash provided by (used in) operating activities	CF1	(192)	(1,450)	100	(292)	
Cash flows from investing activities						
<i>Outflows:</i>						
Payments for plant and equipment		-	-	(2)	2	
Net cash provided by (used in) investing activities		-	-	(2)	2	
Net increase (decrease) in cash and cash equivalents		(192)	(1,450)	98	(290)	
Cash and cash equivalents - opening balance		958	2,408	112	846	
Cash and cash equivalents - closing balance	C1	767	958	210	557	

The accompanying notes form part of these financial statements.

Explanation of major budget variances

- Lower than budgeted service appropriation receipts primarily as a result of funding deferred for future years to better meet service delivery priorities around Leadership and Learning Programs (\$0.200M); Special Commissioner (\$0.200M) and costs associated with digital platforms for services delivery such as PL27, LiveHire and Working for Queensland survey (\$0.120M).



Notes to the Financial Statements

CF1 Reconciliation of Operating Result to Net Cash Provided by Operating Activities	2022 \$'000	2021 \$'000
Operating result	-	-
Non-cash items included in operating results:		
Depreciation expense	3	3
Change in assets and liabilities:		
(Increase)/decrease in receivables	(566)	77
(Increase)/decrease in other current asset	293	(90)
Increase/(decrease) in payables	122	(1,273)
Increase/(decrease) in accrued employee benefits	(44)	(167)
Net cash provided by (used in) operating activities	(192)	(1,450)

Section A: Basis of Financial Statement Preparation

A1 Compliance with the Prescribed Requirements

The Public Service Commission (the Commission) has prepared these financial statements:

- in compliance with section 38 of the *Financial and Performance Management Standard 2019*
- in accordance with the minimum reporting requirements mentioned in the Financial Reporting Requirements for Queensland Government agencies for reporting periods beginning on or after 1 July 2021
- on an accrual basis (except for the Statement of Cash Flow which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

A1-2 Presentation

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information reflects the audited 2020-21 financial statements.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the Commission does not have an unconditional right to defer settlements to beyond 12 months after the reporting date.

All other assets and liabilities are classified as 'non-current'.

A1-3 Basis of Measurement

Historical cost is used as the measurement basis in these financial statements.

Under historical cost, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire assets at the time of their acquisition. Liabilities are recorded at the amount of proceeds received in exchange for the obligation or at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

A1-4 Authorisation of Financial Statements for Issue

The financial statements cover the Commission and are authorised for issue by the Commission Chief Executive and Chief Finance Officer at the date of signing the management certificate.

A2 Objectives and Principal Activities of the Commission

The Commission's vision is for a high performing, future focused public sector which will deliver the best outcomes for Queenslanders. The Commission's role is to advise, connect, support and partner with Queensland Government agencies to enable them to deliver on the Government's objectives for the community.

As a central agency, the Commission works in partnership with the Department of the Premier and Cabinet and Queensland Treasury to oversee continuous improvement of the sector and collaborates with all government agencies to achieve its vision. Its strategic objectives are to:

- support public sector agencies to effectively manage their workforces



A2 Objectives and Principal Activities of the Commission (cont'd)

- build a highly capable and responsive public sector workforce
- support the public sector to prepare for and respond to strategic workforce challenges.

The Commission contributes to the Government's objectives for the community by:

- supporting the public sector's COVID-19 response and recovery efforts by providing leadership and coordination of sector-wide projects, including mobilisation and capability building
- working with agencies to effectively manage public sector workforce growth
- issuing new and revised Commission Chief Executive directives, developing contemporary supporting resources, and providing expert advice on policy, conduct and performance matters to enable agencies to effectively manage their workforces
- preparing agencies for the future of work through strategic workforce planning and capability building initiatives
- promoting sector-wide mental health and wellbeing strategies
- fostering a diverse and inclusive Queensland public sector
- continuing to support Aboriginal and Torres Strait Islander employees into management and leadership positions through targeted mentoring and capability building initiatives
- building the sector's capability in the prevention and response to domestic and family violence (DFV).

The Commission was established on 1 July 2008 under the *Public Service Act 2008* and is a not-for-profit entity controlled by the State of Queensland. The head office and principal place of business is: Level 27, 1 William Street, Brisbane QLD 4000.

For information in relation to the Commission's financial report please call (07) 3003 2800, email commission.psc@psc.qld.gov.au or visit the Commission's Internet site www.psc.qld.gov.au.

Section B: Notes about our Financial Performance

B1 Revenue

B1-1 Appropriation Revenue

Reconciliation of Payments from Consolidated Fund to Appropriation Revenue Recognised in Operating Result

	2022	2021
	\$'000	\$'000
Original budgeted appropriation	13,979	11,485
Lapsed appropriation	(519)	(104)
Total appropriation received (Cash)	13,460	11,381
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	373	1,627
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(536)	(373)
Appropriation Revenue recognised in Statement of Comprehensive Income	13,297	12,635

Appropriations provided under the *Appropriation Act 2021* are recognised as revenue when received. Where the Commission has an obligation to return unspent (or unapplied) appropriation receipts to Consolidated Fund at year end (a deferred appropriation repayable to Consolidated Fund), a liability is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with Consolidated Fund for the reporting period.

B1-2 Grants and Other Contributions

Contributions from Queensland government departments	711	713
Services received at below fair value ⁽¹⁾	437	186
Total	1,148	899

Contributions revenue arise from non-exchange transactions where the Commission does not directly give approximately equal value to the grantor.

The contributions are accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the contribution funding.



B1-2 Grants and Other Contributions (cont'd)

Contributions from Queensland Government departments are related party transactions.

⁽¹⁾ The Commission recognises goods/services received below fair value only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as revenue with a corresponding expense.

B2 Expenses

B2-1 Employee Expenses	2022	2021
	\$'000	\$'000
Employee benefits		
Wages and salaries	7,883	7,264
Employer superannuation contributions	966	897
Long service leave levy	184	177
Annual leave levy	799	694
Other employee benefits	300	298
Employee related expenses		
Workers' compensation premium	37	30
Fringe benefits tax	27	12
Total	10,196	9,372
Number of Full Time Equivalent (FTE) Employees ⁽¹⁾	62	59

⁽¹⁾ This data is based upon the fortnight ending 1 July 2022.

Wages and salaries are recognised based on the period where service has been received. Sick leave is non-vesting with expenses recognised when leave is taken.

The Commission's post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Defined contribution plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plans - The liability is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the Commission at the specified rate following completion of the employee's service each pay period. The Commission's obligations are limited to those contributions paid.

Under the Queensland Government's Annual Leave Central Scheme (ALCS) and Long Service Leave Central Scheme (LSLCS), the levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed quarterly in arrears. These schemes are administered by Queensland Treasury which is a related party.

The Commission pays premiums to WorkCover Queensland (which is a related party) in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing employees but is not counted in an employee's total remuneration package. It is not an employee benefit and is recognised separately as employee related expenses.

Key management personnel and remuneration disclosures are detailed in Note E1.

B2-2 Supplies and Services

	2022	2021
	\$'000	\$'000
Building services	1,373	1,269
Conference, workshop & training costs	859	1,011
Consultancies and contracts	531	561
Corporate services	318	309
External computer charges	1,446	1,447
Other	378	454
Total	4,905	5,051

For a transaction to be recognised as supplies and services, the value of the goods and services received by the Commission must be approximately equal to the value of the consideration exchanged for those goods or services. Where this is not the substance of the arrangement, the transaction is classified as a grant or subsidy.

B2-3 Other Expenses

Queensland Audit Office external audit fees	32	32
Other	9	8
Total	41	40

Total audit fees payable to the Queensland Audit Office (QAO) relating to the 2021-22 financial year are quoted to be \$32,300 (2020-21: \$32,300). There are no non-audit services included in the amount.

Other expenses include insurance premiums paid to the Queensland Government Insurance Fund (QGIF). QGIF is an internal Queensland Treasury managed fund to oversee the State Government's self-insurance scheme. Queensland Treasury is a related party.

Section C: Notes about our Financial Position

C1 Cash and Cash Equivalents

Imprest accounts	1	1
Cash at bank	766	957
Total cash and cash equivalents	767	958

For the purposes of the statement of financial position and the statement of cash flows, cash assets include all cash and cheques receipted but not banked at 30 June 2022.

C2 Receivables

Current

Trade debtors	532	149
Long service leave reimbursements	122	7
Annual leave reimbursements	212	128
	866	284
GST receivable/(payable)	9	24
Other receivables	-	1
Total current receivables	875	309



C2 Receivables (cont'd)

Receivables are recognised at amortised cost.

Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. Settlement of these amounts is required within 30 days from invoice date.

The Commission has assessed each debtor individually for impairment and no debtors were impaired for 2021-22 (2020-21: Nil).

Long service leave and annual leave reimbursements represent the amounts recoverable from the LSLCS and ALCS that are claimed quarterly in arrears (Refer Note C5).

C3 Other Current Assets	2022	2021
	\$'000	\$'000
Prepayments	512	640
Contract assets	81	246
Total Other Current Assets	593	886

Contract assets arise from contracts with customers and are transferred to receivables when the Commission's right to payment becomes unconditional. This usually occurs when the invoice is issued to the customer.

C4 Payables

Current

Trade creditors and accruals	493	533
Deferred appropriation refundable to Consolidated Fund	536	373
Total Current Payables	1,029	906

Trade creditors are recognised upon receipt of the goods and services ordered and are measured at the purchase contract price, net of applicable trade and other discounts. Amounts owing are unsecured and are recognised as a current liability. The Commission has adopted the Queensland Government On-Time Payment Policy where eligible invoices from small businesses are paid within 20 calendar days.

C5 Accrued Employee Benefits

Current

Annual leave levy payable	221	193
Long service leave levy payable	54	45
Accrued salaries and wages	-	81
Total Current Accrued Employee Benefits	275	319

No provision for annual leave or long service leave is recognised in the Commission's financial statements as the liability is held on a whole of government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Accrued salaries and wages represent due but unpaid wages and salaries. They are recognised at current salary rates as it is expected these liabilities will be wholly settled within 12 months of year end.

Section D: Notes about our Risks and other Accounting Uncertainties

D1 Contingencies

There are no legal actions or insurance claims that have been undertaken by or against the Commission at reporting date.



D2 Financial Risk Disclosures

D2-1 Financial Instruments Categories

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the Commission becomes party to the contractual provisions of the financial instrument. No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

The Commission has the following categories of financial assets and financial liabilities:

	Note	2022 \$'000	2021 \$'000
Financial Assets			
Cash and cash equivalents	C1	767	958
Receivables	C2	875	309
Total financial assets		1,642	1,267
Financial Liabilities			
Payables	C4	1,029	906
Total financial liabilities		1,029	906

D2-2 Financial Risk Management

The activities undertaken by the Commission do not expose it to any material credit, liquidity, or market risk.

D3 Events After the Balance Date

There are no matters of significance to the financial statements which occurred after 30 June 2022.

Section E: Other information

E1 Key Management Personnel (KMP)

E1-1 Details of Key Management Personnel

The Commission's responsible Minister is identified as part of the Commission's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Premier and Minister for the Olympics.

The following details for non-ministerial KMP include those positions that had authority and responsibility for planning, directing, and controlling the activities of the Commission during 2021-22 and 2020-21. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

E1-1 Details of Key Management Personnel (cont'd)

Position	Responsibilities
Commission Acting Chairperson Director-General, Department of the Premier and Cabinet#	To preside over board meetings for the Commission to make decisions to ensure an efficient and effective workforce for the State of Queensland.
Commissioner, Under Treasurer, Queensland Treasury#	To attend board meetings for the Commission to make decisions to ensure an efficient and effective workforce for the State of Queensland.
Commissioner, Commission Chief Executive	The Commission Chief Executive is responsible for the efficient, effective and economic administration of the Commission.
Deputy Commissioner	The Deputy Commissioner is responsible for leading strategies and services in workforce futures, strategic talent acquisition and mobility, diversity and inclusion, collaboration and place-based initiatives, leadership and capability development, workforce policy conduct and performance, communications and engagement, organisational improvement, executive recruitment and contracts, performance analytics and governance and business services.
Special Commissioner, Equity and Diversity	The Special Commissioner is responsible for implementing and supporting the Inclusion and Diversity Strategy 2021-25 and progressing the Equity and Diversity work plan approved by the Premier.
Executive Director	The Executive Director is responsible for sector-wide strategies and services in workforce futures, strategic talent acquisition and mobility, diversity and inclusion, and organisational improvement.
Executive Director	The Executive Director is responsible for delivery of sector-wide workforce legislation and policy including the implementation of public sector workforce reforms, the performance and conduct framework and oversight of the analysis of workforce and organisational data.
Executive Director	The Executive Director is responsible for developing and supporting agencies to develop highly capable leaders, supporting the Queensland Public Sector Chief Executive Service (CES) and Senior Chief Executives, and building sector-wide capability in collaboration and place-based service delivery.

These KMP receive nil remuneration from the Commission. Remuneration for their substantive positions is disclosed in their respective agencies' financial statements.

E1-2 Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland Members' Remuneration Handbook. The Commission does not bear any cost of remuneration of the Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers are disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the Commission's KMP is provided for under the *Public Service Act 2008*. Individual remuneration and other terms of employment (including motor vehicle entitlements and performance payments if applicable) are specified in employment contracts.

Remuneration expenses for KMP comprise the following components:

- Short term employee expenses, including:
 - salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied a KMP position; and
 - non-monetary benefits - consisting of provision of minor benefits together with fringe benefits tax applicable to the benefit.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations.

There were nil termination payments in 2021-22 (2020-21: nil).

The remuneration package for the Commissioner or other KMP does not provide for any performance or bonus payments.

E1-3 Non-Ministerial KMP Remuneration Expense

The following disclosures focus on the expenses incurred by the Commission that are attributable to non-ministerial key management positions during the respective reporting periods. Therefore, the amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.



E1-3 Non-Ministerial KMP Remuneration Expense (cont'd)

Current Year (1 July 2021 - 30 June 2022)	Short Term Employee Expenses		Long Term Employee Expenses	Post Employee Expenses	Termination Benefits	Total Expenses
Position	Monetary Expenses \$'000	Non-Monetary Benefits \$'000	\$'000	\$'000	\$'000	\$'000
Commission Chief Executive 1 July 2021 to 30 June 2022	561	11	13	27	-	612
Deputy Commissioner 1 July 2021 to 30 June 2022	278	11	7	30	-	326
Special Commissioner 25 October 2021 to 30 June 2022	179	7	3	17	-	206
Executive Director 1 July 2021 to 30 June 2022	191	11	4	21	-	227
Executive Director 1 July 2021 to 30 June 2022	187	-	5	21	-	213
Executive Director 1 July 2021 to 30 June 2022	181	11	5	21	-	218
Total Remuneration	1,577	51	37	137	-	1,802

Previous Year (1 July 2020 - 30 June 2021)	Short Term Employee Expenses		Long Term Employee Expenses	Post Employee Expenses	Termination Benefits	Total Expenses
Position	Monetary Expenses \$'000	Non-Monetary Benefits \$'000	\$'000	\$'000	\$'000	\$'000
Commission Chief Executive 1 July 2020 to 30 June 2021	566	10	12	25	-	613
Deputy Commissioner 1 July 2020 to 30 June 2021	247	10	6	29	-	292
Executive Director 1 July 2020 to 30 June 2021	185	10	4	17	-	216
Executive Director 1 July 2020 to 30 June 2021	183	-	4	20	-	207
Executive Director 1 July 2020 to 30 June 2021	192	10	4	18	-	224
Total Remuneration	1,373	40	30	109	-	1,552

E2 Related Party Transactions

There were no transactions with related parties of the Commission's KMP during 2021-22 and 2020-21.

The Commission transacts with other Queensland Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions. Where transactions with other Queensland Government controlled entities are considered individually significant or material, these have been disclosed as related party transactions below.

Note B1-1 Appropriation Revenue

The Commission's primary ongoing source of funding from Government for its services are appropriation revenue which is provided in cash via Queensland Treasury.

User Charges and Fees

Approximately 61% of the user charges received by the Commission in 2021-22 are for the provision of workforce reporting data to Queensland Treasury for determining the actuarial review of employee long service leave entitlements (60% in 2020-21).

Note B1-2 Grants and Other Contributions

All grants and contributions received by the Commission in 2021-22 and 2020-21 are from Queensland Government departments. No transactions are individually significant to disclose.

Other Revenue

Other revenue includes related party transactions of \$0.234M received by the Commission in 2021-22 and \$0.665M in 2020-21, mainly from various Queensland Government departments for Director-General recruitment costs recoveries and recoveries for costs incurred for investigation services. No transactions are individually significant to disclose.



E2 Related Party Transactions (cont'd)

Note B2-1 Employee Expenses

Employee expenses include related party transactions of \$0.556M in 2021-22 and \$0.183M in 2020-21, primarily for the Department of the Premier and Cabinet's Policy Graduate Program.

Note B2-2 Supplies and Services

Supplies and services include related party transactions of \$2.130M in 2021-22 and \$2.141M in 2020-21. The material transaction below for Department of Energy and Public Works primarily relate to the property rent and utilities and the rental fees for car parks (charged at market rates). The other material transaction relates to the Service Level Agreement expenses for corporate support provided by the Department of the Premier and Cabinet.

Department Name	2021-22 \$'000	2020-21 \$'000
Department of Energy and Public Works	1,343	1,348
Department of the Premier and Cabinet	490	505

Note B2-3 Other Expenses

All other expenses incurred by the Commission in 2021-22 and 2020-21 are from Queensland Government departments. No transactions are individually significant to disclose.

E3 New Accounting Standards or Change in Accounting Policy

E3-1 Accounting Standards Early Adopted

No Australian Accounting Standards have been early adopted for 2021-22 by the Commission.

The Commission did not voluntarily change any of its accounting policies during 2021-22.

E3-2 Accounting Standards Applied for the First Time

No new accounting standards or interpretations were applied to the Commission for the first time in 2021-22.

Following the issuance of International Financial Reporting Interpretations Committee's (IFRIC) agenda decision on Configuration or Customisation Costs in a Cloud Computing Arrangement in April 2021, the Commission has reviewed its accounting policy for relevant cloud computing and Software-as-a-Service (SaaS) costs.

The Commission assessed the impact of the new policy on its current capitalised software in response to the IFRIC agenda decision and has determined there is no impact as at 30 June 2022.

The accounting policy change has not had any impact on the Commission's financial statements for 2021-22 or earlier periods.

E4 Taxation

The Commission is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the Commission. Any GST credits receivable from, or GST payable to the ATO, are recognised in the Statement of Financial Position (refer Note C2).

E5 Impact of COVID-19

The Commission considered COVID-19 as a recognised event and assessed the financial implications for the financial statements, including recognition, measurement, and disclosure. There have been no adjustments to financial statements for the Commission from impacts of COVID-19 as at 30 June 2022.

E6 Climate Risk Disclosure

The Commission addresses the financial impacts of climate related risks by identifying and monitoring the accounting judgements and estimates that will potentially be affected, including assets useful lives, fair value of assets, provisions or contingent liabilities and changes to future expenses and revenue.

The Commission has not identified any material climate related risks relevant to the financial report at the reporting date, however, constantly monitors the emergence of such risks under the Queensland Government's Climate Transition Strategy.



Certificate of the Public Service Commission

These general-purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Public Service Commission for the financial year ended 30 June 2022 and of the financial position of the Commission at the end of that year.

The Commission Chief Executive, as the Accountable Officer of the Commission, acknowledges responsibility under section 7 and section 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Robert Setter
Commission Chief Executive
29 August 2022



Michael Phillips CPA
Chief Finance Officer
29 August 2022

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Public Service Commission

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Public Service Commission. In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2022, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of change in equity, statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

I have determined that there are no key audit matters to communicate in our report.

Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of expressing an opinion on the effectiveness of the department's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the department.

Conclude on the appropriateness of the department's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2022:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.



30 August 2022

Michelle Reardon
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

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
DFV	Domestic and family violence
DPC	Department of the Premier and Cabinet
EEO	Equal employment opportunity
ELT	Executive Management Group
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
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
OIR	Office of Industrial Relations
PS Act	<i>Public Service Act 2008</i>
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
SWC	Strategic Workforce Council
the Board	Public Service Commission Board
the Bridgman Review	the <i>Review of public sector employment laws – A Fair and Responsive Public Service for All report</i>
The Coaldrake Review	the <i>Review into Queensland public sector workforce report</i>
the Commission	Public Service Commission
the sector	Queensland public sector



Annual report compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	iii
Accessibility	Table of contents	ARRs – section 9.1	ii
	Glossary		42
	Public availability	ARRs – section 9.2	i
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	i
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	i
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	i
General information	Introductory Information	ARRs – section 10	1–4
Non-financial performance	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	8–13
	Agency objectives and performance indicators	ARRs – section 11.2	8–13
	Agency service areas and service standards	ARRs – section 11.3	14
Financial performance	Summary of financial performance	ARRs – section 12.1	5–7
Governance – management and structure	Organisational structure	ARRs – section 13.1	16
	Executive management	ARRs – section 13.2	17
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Nil
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	18
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	18
	Queensland public service values	ARRs – section 13.6	3
Governance – risk management and accountability	Risk management	ARRs – section 14.1	18
	Audit committee	ARRs – section 14.2	18
	Internal audit	ARRs – section 14.3	19



	External scrutiny	ARRs – section 14.4	19
	Information systems and recordkeeping	ARRs – section 14.5	20
	Information Security attestation	ARRs – section 14.6	20
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	21
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	21
Open Data	Statement advising publication of information	ARRs – section 16	i
	Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 33.2	i
	Queensland Language Services Policy	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	38
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	39

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

