

# PART 3

## Public Service Commission

### Summary of departmental budget

Page	Agency	2010-11 Adjusted Budget \$'000	2010-11 Est. act. \$'000	2011-12 Estimate \$'000
1-88	Public Service Commission	13,163	13,481	15,635

Note:

1. Explanation of variances are provided in the financial statements.

## DEPARTMENTAL OVERVIEW

### MINISTERIAL RESPONSIBILITY

The Premier and Minister for Reconstruction is the Minister responsible for all functions within this agency.

### STRATEGIC ISSUES

The Public Service Commission (PSC) was established under the *Public Service Act 2008*. It supports the achievement of the main purposes of the Act by enhancing the public service's human resource management and capability, and reviewing and improving the overall effectiveness and efficiency of government entities.

The PSC supports a high performing, innovative public service that is responsive to government priorities and focused on the delivery of services.

The PSC strategic objectives are framed to support the *Toward Q2: Tomorrow's Queensland* ambitions, and are designed to address today's public service environment of complexity, change and increasing community expectations.

Objective 1: PSC leadership contributes to achieving a high performing workforce and efficient organisations.

Objective 2: PSC leadership contributes to public sector reform and drives efficiencies and improved service delivery.

Objective 3: Be a partner of choice for building capability, leadership and performance.

Objective 4: PSC capacity supports our priorities.

The Integrity Commissioner is administratively included within the Public Service Commission. The Integrity Commissioner reports annually to Parliament and will meet with the Integrity, Ethics and Parliamentary Privileges Committee of the Parliament at least twice a year.

### 2011-12 HIGHLIGHTS

#### Public Service Commission

During 2011-12, the Public Service Commission will:

- continue to partner with public service agencies and Government-owned corporations to increase the representation of Indigenous employees across the public sector workforce and deliver on the Premier's Indigenous employment commitments under the *Australian Employment Covenant* and the *National Partnership Agreement on Indigenous Economic Participation*
- manage the implementation of the Queensland Government's Voluntary Separation Program across the public service with the aim to reduce the non-service delivery workforce by up to 3,500 employees
- support the implementation of the Queensland Government's Decentralisation and Regionalisation initiatives through the identification of appropriate business units for relocation and supporting workforce management strategies

- continue to address key findings of the inaugural *State of the Service Report* through the implementation of a whole-of-Government action plan
- conduct the second State of the Service employee survey in April 2012 and prepare the second *State of the Service Report*
- continue to work in partnership with departments to encourage Queensland Public Service (QPS) employees to participate in *Toward Q2: Tomorrow's Queensland* on a personal level as well as a professional level
- continue to enhance and promote an ethical culture and ethical decision-making across the public service
- carry out functions as the oversight agency for public interest disclosures under the *Public Interest Disclosure Act 2010* including conducting a first year review of the Act
- conduct a review of the *Code of Conduct for the Queensland Public Service*
- improve the efficiency and effectiveness of the appeals system and process including evaluating a trial of a new process for promotion appeals
- work with agencies to define the sector's professional development priorities and broker QPS-wide access to programs and resources that will strengthen the capability of the workforce
- develop and deliver a single online application portal for Queensland Government graduate programs
- review the PSC legislative, regulatory and policy architecture to ensure our instruments are strategic, contemporary and drive genuine improvements in key areas of workforce practice across the sector
- lead a reform of recruitment and selection practices across the sector to position the QPS as an employer of choice
- continue to provide quality information on workforce policy, ethics and public interest disclosures through the PSC Advisory Service, and utilise the data gathered to inform workforce policies and practice
- develop resources and showcase agency best practice to embed effective performance management across the public service.

## **Office of the Integrity Commissioner**

In 2011-12, the Integrity Commissioner will continue to:

- provide timely advice to designated persons on ethics or integrity issues including conflict of interest issues
- give advice to the Premier, at her request, on issues concerning ethics or integrity involving any person who is a designated person other than a non-Government Member of Parliament
- meet with and give advice to Members of the Legislative Assembly on interests issues
- maintain the Queensland Register of Lobbyists and have responsibility for the registration of lobbyists
- promote adherence to the *Lobbyists Code of Conduct*
- meet with the Auditor-General of Queensland, Chairperson of the Crime and Misconduct Commission, the Ombudsman, the Information Commissioner and the Commission Chief Executive of the Public Service Commission to discuss matters of common interest
- provide lectures and papers to increase awareness of issues pertaining to public discussion issues relevant to the Integrity Commissioner's functions and expand the material available on the Integrity Commissioner's website.

## RECENT ACHIEVEMENTS

### Public Service Commission

During 2010-11, the Public Service Commission:

- continued implementation of Project 2800, as a result of the Premier signing the *Australian Employment Covenant* in February 2010. Project 2800 has committed the Queensland Public Service to providing 2,800 Indigenous employment opportunities by June 2013 and is working with public sector stakeholders as well as supply sources such as schools, universities and job service providers to deliver on this priority
- transitioned the Indigenous employment team from the Department of Employment, Economic Development and Innovation (DEEDI) to the PSC to provide dedicated support to the Indigenous employment and attraction strategies of Project 2800
- produced the inaugural Queensland *State of the Service Report*, an authoritative assessment of the strengths and achievements of the public service at a whole-of-Government level
- conducted information sessions about the inaugural *State of the Service Report* and its findings throughout Queensland, including sessions at regional centres such as Cairns, Rockhampton, Ipswich and the Sunshine and Gold Coasts
- developed and commenced implementation of a whole-of-Government action plan to address key findings of the *State of the Service Report*
- established Project Q2-e working in partnership with departments to encourage Queensland public service employees to participate in *Toward Q2* ambitions on a personal level as well as a professional level
- partnered with the Department of Communities, Brisbane City Council and Volunteering Queensland in the Volunteering Expo, that promoted the benefits and opportunities of volunteering in the community
- developed and implemented a volunteering resource and brochures for employees and managers to provide information to facilitate volunteering by public service employees
- continued to implement the integrity and accountability reform agenda by the following activities:
  - introduced the *Public Interest Disclosure Act 2010* and completed legislative amendments to the *Public Sector Ethics Act 1994*;
  - developed and obtained the Premier's approval for the *Code of Conduct for the Queensland Public Service* and applied the Code to twenty agencies outside the core public service by Regulation;
  - coordinated ethics workshops for Directors-General and heads of public sector agencies and developed, and hosted on a new website, training resources for SES ethics workshops, ethical decision-making and Code of Conduct; and
  - commenced the role of oversight agency for public interest disclosure under the *Public Interest Disclosure Act 2010*, including the development of a Public Interest Disclosure database and the release of supporting resources to assist agencies.
- amended the *Public Service Act 2008* to reflect the enhanced role of the PSC to promote an ethical culture in the public service; to promote leadership and management capability in relation to disciplinary matters; to extend disciplinary provisions to all public service employees; and made other administrative amendments
- published a report on the successful implementation of a trial of flexible working arrangements in the Departments of Environment and Resource Management, Public Works, Transport and Main Roads, Community Safety and the TransLink Transit Authority
- developed and launched a Flexible Workplaces information website in collaboration with the Inter-agency Coordination and Advisory Network

- partnered with the Departments of Justice and Attorney-General, Health and the Premier and Cabinet to progress and implement whole-of-Government initiatives to further improve flexible workplace arrangements and worker health and wellbeing
- monitored the Government's commitment to create 1,250 new training positions for apprentices and trainees each year for four years through to March 2013
- supported a range of professional development programs, including the Inspiring Leadership programs offered through the Queensland University of Technology, the University of Queensland and the Institute of Public Administration Australia (IPAA) Qld, and the continued take-up of the Public Sector Management Program
- worked with departments to develop and implement an attraction and recruitment strategy for all Queensland Government graduate programs
- heard and determined appeals under the *Public Service Act 2008* and implemented legislative reform by appointing an Appeals Officer to act independently when considering appeals
- achieved a significant reduction in time from the point of lodgement to the delivery of an appeal decision
- further enhanced and co-ordinated the framework for all CEOs in their annual Performance Assessment review during 2010-11
- met with all departments to discuss their implementation of the SES performance and development framework, including the use of the SES Performance Agreement template
- developed and delivered a series of workshops and functions to support the development of the Chief and Senior Executive Officers
- launched an Advisory Service to provide information on workforce policy, ethics and public interest disclosures to the public sector, employees and members of the public
- worked with agencies and Equal Employment Opportunity (EEO) networks to improve whole-of-sector EEO data quality and promote EEO outcomes in relation to Indigenous employment, use of identified positions and the recruitment and selection of people with disabilities
- amended the *Public Service Regulation 2008*
- reviewed 12 directives to support workforce reform.

## **Office of the Integrity Commissioner**

During 2010-11, the Integrity Commissioner:

- continued to provide timely advice on ethics, integrity and conflict of interest issues
- continued to give advice to the Premier, at her request, on ethics and integrity issues
- continued to expand the material available on the Integrity Commissioner's website
- maintained the Queensland Register of Lobbyists
- continued to provide lectures and papers to increase awareness of issues pertaining to public discussion of ethics and integrity, including conflict of interest issues
- provided lectures and papers to local government and other organisations to increase awareness of the Lobbyists Register and limitations on lobbying
- continued to meet with the Auditor-General of Queensland, Chairperson of the Crime and Misconduct Commission, the Ombudsman, the Information Commissioner and the Commission Chief Executive of the Public Service Commission to discuss matters of common interest
- continued to contribute to the broader discussion and understanding of public service ethics issues through presentations to the Queensland Public Service Ethics Network, the Public Sector Governance Collaborative and individual departments
- continued to work with the Public Service Commission to raise awareness and standards of public service ethics.

## **DEPARTMENTAL SERVICES**

### **Provision of Services for a High Performing Public Service**

The Public Service Commission is responsible for overseeing and improving the management of the public service's human resources including staff development and improving public service performance and innovation, service delivery and accountability. The Integrity Commissioner, as an independent statutory office holder appointed by the Governor in Council under the *Integrity Act 2009*, advises the Premier and other designated persons on ethics or integrity issues including conflicts of interest.

## STAFFING<sup>1</sup>

Service areas	Notes	2010-11 Budget	2010-11 Est. actual	2011-12 Estimate
<b>Services</b>				
Provision of services for a high performing public service	2	69	80	80
<b>Total</b>		<b>69</b>	<b>80</b>	<b>80</b>

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. Increase in FTE due to the transfer of Wal-Meta unit and the addition of the Voluntary Separation Program team.

## DEPARTMENTAL STATEMENTS

### PERFORMANCE STATEMENT

	Notes	2010-11 Target/est.	2010-11 Est. actual	2011-12 Target/est.
<b>Service Area: Provision of services for a high performing public service</b>				
<b>Service standards</b>				
CEO's satisfaction with the level of support provided		85%	85%	85%
<b>Other measures</b>				
Percentage of publications and resources implemented that assist service delivery reform and improved performance capability	1	85%	85%	85%
Percentage of annual performance agreements in place for the Chief Executive Service		100%	100%	100%
Number of Directives reviewed and reissued	2	10	12	10
Percentage of appeals finalised within required timeframes		80%	80%	80%
Percentage of programs partnered with departments		85%	85%	85%
<b>State contribution (\$000)</b>		<b>12,069</b>	<b>12,684</b>	<b>13,881</b>
<b>Other revenue (\$000)</b>		<b>1,805</b>	<b>1,508</b>	<b>1,754</b>
<b>Total cost (\$000)</b>		<b>13,874</b>	<b>14,192</b>	<b>15,635</b>

Notes:

1. Comparison of actual publications released against planned publications expressed as a percentage.
2. Reviewed and reissued may also include new, amended, unamended, or repealed.



## INCOME STATEMENT

Public Service Commission	Notes	2010-11 Adjusted Budget \$'000	2010-11 Est. act. \$'000	2011-12 Estimate \$'000
<b>Income</b>				
Service revenue	1,3,7	11,358	11,973	13,881
User charges	4,8	773	734	922
Grants and other contributions	2,5	992	770	828
Other revenue		40	4	4
Gains on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total income</b>		<b>13,163</b>	<b>13,481</b>	<b>15,635</b>
<b>Expenses</b>				
Employee expenses	6,9	8,398	8,410	10,677
Supplies and services		4,654	4,833	4,715
Grants and subsidies		..	..	..
Depreciation and amortisation		65	199	203
Finance/borrowing costs		..	..	..
Other expenses		46	39	40
Losses on sale/revaluation of property, plant and equipment and investments		..	..	..
<b>Total expenses</b>		<b>13,163</b>	<b>13,481</b>	<b>15,635</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>		<b>..</b>	<b>..</b>	<b>..</b>

## STATEMENT OF CHANGES IN EQUITY

Public Service Commission	Notes	2010-11 Adjusted Budget \$'000	2010-11 Est. act. \$'000	2011-12 Estimate \$'000
Net effect of the changes in accounting policies and prior year adjustments		..	..	..
Increase/(decrease) in asset revaluation surplus		..	..	..
Net amount of all revenue and expense adjustments direct to equity not disclosed above		..	..	..
<b>Net income recognised directly in equity</b>		<b>..</b>	<b>..</b>	<b>..</b>
Surplus/(deficit) for the period		..	..	..
<b>Total recognised income and expense for the period</b>		<b>..</b>	<b>..</b>	<b>..</b>
Equity injection/(withdrawal)		..	..	..
Equity adjustments (MoG transfers)		..	..	..
<b>Total movement in equity for period</b>		<b>..</b>	<b>..</b>	<b>..</b>

## BALANCE SHEET

Public Service Commission	Notes	2010-11 Adjusted Budget \$'000	2010-11 Est. act. \$'000	2011-12 Estimate \$'000
<b>CURRENT ASSETS</b>				
Cash assets		715	640	656
Receivables		559	514	514
Other financial assets		..	..	..
Inventories		..	..	..
Other		128	114	114
Non-financial assets held for sale		..	..	..
<b>Total current assets</b>		<b>1,402</b>	<b>1,268</b>	<b>1,284</b>
<b>NON-CURRENT ASSETS</b>				
Receivables		..	..	..
Other financial assets		..	..	..
Property, plant and equipment	10,12	514	2,105	1,971
Intangibles		..	..	..
Other		..	..	..
<b>Total non-current assets</b>		<b>514</b>	<b>2,105</b>	<b>1,971</b>
<b>TOTAL ASSETS</b>		<b>1,916</b>	<b>3,373</b>	<b>3,255</b>
<b>CURRENT LIABILITIES</b>				
Payables		547	718	718
Accrued employee benefits		399	186	186
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		..	118	118
<b>Total current liabilities</b>		<b>946</b>	<b>1,022</b>	<b>1,022</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables	11,13	..	1,263	1,145
Accrued employee benefits		..	..	..
Interest-bearing liabilities and derivatives		..	..	..
Provisions		..	..	..
Other		..	..	..
<b>Total non-current liabilities</b>		<b>..</b>	<b>1,263</b>	<b>1,145</b>
<b>TOTAL LIABILITIES</b>		<b>946</b>	<b>2,285</b>	<b>2,167</b>
<b>NET ASSETS/(LIABILITIES)</b>		<b>970</b>	<b>1,088</b>	<b>1,088</b>
<b>EQUITY</b>				
Capital/contributed equity		929	930	930
Accumulated surplus/(accumulated deficit)		41	158	158
Reserves:				
- Asset revaluation surplus		..	..	..
- Other		..	..	..
<b>TOTAL EQUITY</b>		<b>970</b>	<b>1,088</b>	<b>1,088</b>

## CASH FLOW STATEMENT

Public Service Commission	Notes	2010-11 Adjusted Budget \$'000	2010-11 Est. act. \$'000	2011-12 Estimate \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Inflows:</b>				
Service receipts	14,17,21	11,358	12,477	13,881
User charges	18,22	717	734	922
Grants and other contributions	15,19	992	770	828
Other		40	4	4
<b>Outflows:</b>				
Employee costs	20,23	(8,398)	(8,410)	(10,677)
Supplies and services	16,24	(4,654)	(5,337)	(4,715)
Grants and subsidies		..	..	..
Borrowing costs		..	..	..
Other		(46)	(157)	(158)
<b>Net cash provided by/(used in) operating activities</b>		<b>9</b>	<b>81</b>	<b>85</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Inflows:</b>				
Sales of property, plant and equipment		..	..	..
Investments redeemed		..	..	..
Loans and advances redeemed		..	..	..
<b>Outflows:</b>				
Payments for property, plant and equipment and intangibles		(65)	(65)	(69)
Payments for investments		..	..	..
Loans and advances made		..	..	..
<b>Net cash provided by/(used in) investing activities</b>		<b>(65)</b>	<b>(65)</b>	<b>(69)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Inflows:</b>				
Borrowings		..	..	..
Equity injections		..	..	..
<b>Outflows:</b>				
Borrowing redemptions		..	..	..
Finance lease payments		..	..	..
Equity withdrawals		..	..	..
<b>Net cash provided by/(used in) financing activities</b>		<b>..</b>	<b>..</b>	<b>..</b>
<b>Net increase/(decrease) in cash held</b>		<b>(56)</b>	<b>16</b>	<b>16</b>
<b>Cash at the beginning of financial year</b>		<b>771</b>	<b>624</b>	<b>640</b>
Cash transfers from restructure		..	..	..
<b>Cash at the end of financial year</b>		<b>715</b>	<b>640</b>	<b>656</b>

## EXPLANATION OF VARIANCES IN THE FINANCIAL STATEMENTS

### Income statement

Major variations between 2010-11 Budget and 2010-11 Estimated actual include:

1. An increase in service revenue primarily due to Public Interest Disclosure database implementation, management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program and net deferrals.
2. A decrease in grants and contributions primarily due to revised estimates in relation to whole-of-Government programs.

Major variations between 2010-11 Budget and 2011-12 Estimate include:

3. An increase in service revenue primarily due to management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program, the full year effect of the Wal-Meta Indigenous Recruitment Unit machinery-of-Government transfer from the Department of Employment, Economic Development and Innovation (transfer of the Wal-Meta unit), net deferrals and Enterprise Bargaining arrangements.
4. An increase in user charges primarily due to advanced receipt of multi-year whole-of-Government program revenues.
5. A decrease in grants and contributions primarily due to revised estimates in relation to whole-of-Government programs.
6. An increase in employee expenses primarily due to management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program, transfer of the Wal-Meta unit, net deferrals and Enterprise Bargaining arrangements.

Major variations between 2010-11 Estimated actual and the 2011-12 Estimate include:

7. An increase in service revenue primarily due to management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program, transfer of the Wal-Meta unit, net deferrals and Enterprise Bargaining arrangements, partly offset by the completion of the Public Interest Disclosure database implementation.
8. An increase in user charges primarily due to advanced receipt of multi-year whole-of-Government program revenues.
9. An increase in employee expenses primarily due to management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program, transfer of the Wal-Meta unit, net deferrals and Enterprise Bargaining arrangements, partly offset by the completion of the Public Interest Disclosure database implementation.

### Balance sheet

Major variations between 2010-11 Budget and 2010-11 Estimated actual include:

10. An increase in non-current property, plant and equipment primarily due to the capitalisation of a leasehold incentive.
11. An increase in non-current payables primarily due to the recognition of a leasehold incentive liability.

Major variations between 2010-11 Budget and 2011-12 Estimate include:

12. An increase in non-current property, plant and equipment primarily due to the capitalisation of a leasehold incentive.
13. An increase in non-current payables primarily due to the recognition of a leasehold incentive liability.

### Cash flow statement

Major variations between 2010-11 Budget and 2010-11 Estimated actual include:

14. An increase in service receipts primarily due to Public Interest Disclosure database implementation, management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program and net deferrals.
15. A decrease in grants and contributions primarily due to revised estimates in relation to whole-of-Government programs.
16. An increase in supplies and services primarily due to costs associated with management of the Queensland Government's Voluntary Separation Program and net deferrals, partly offset by revised costs related to whole-of-Government programs.

Major variations between 2010-11 Budget and 2011-12 Estimate include:

17. An increase in service receipts primarily due to management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program, the full year effect of the transfer of the Wal-Meta unit, net deferrals and Enterprise Bargaining arrangements.
18. An increase in user charges primarily due to advanced receipt of multi-year whole-of-Government program revenues.
19. A decrease in grants and contributions primarily due to revised estimates in relation to whole-of-Government programs.
20. An increase in employee costs primarily due to additional costs associated with management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program, transfer of the Wal-Meta unit, net deferrals and Enterprise Bargaining arrangements.

Major variations between 2010-11 Estimated actual and the 2011-12 Estimate include:

21. An increase in service receipts primarily due to management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program, transfer of the Wal-Meta unit, net deferrals and Enterprise Bargaining arrangements, partly offset the completion of the Public Interest Disclosure database implementation.
22. An increase in user charges primarily due to advanced receipt of multi-year whole-of-Government program revenues.
23. An increase in employee costs primarily due to costs associated with management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program, transfer of the Wal-Meta unit, net deferrals, and Enterprise Bargaining arrangements, partly offset by the completion of the Public Interest Disclosure database implementation.
24. A decrease in supplies and services primarily due to the completion of the Public Interest Disclosure database implementation and net deferrals, partly offset by management of the Queensland Government's Voluntary Separation Program, enhancement of the Commission's work program, transfer of the Wal-Meta unit and revised costs related to a whole-of-Government programs.