Corporate Governance Framework

Delivering customer outcomes through good governance, performance and accountability

2014 – 2018
**Director-General’s message**

The Department of Education, Training and Employment (DETE) Corporate Governance Framework 2014 – 2018 (the framework) sets out standards of accountability and transparency that stakeholders, the people of Queensland, and I expect of our department. It outlines the principles, elements and mechanisms we use for effective governance.

The framework drives performance improvement and better service delivery, and ensures that we meet our corporate obligations and legislative requirements.

We must continually evolve governance arrangements to ensure that our service delivery objectives are met effectively, efficiently and transparently. Accordingly, we review the framework at least annually to reflect changes to our strategic priorities, structural alignment, and current best practice.

As departmental employees, we have a duty to carry out activities according to required practice, and to do so with the objectives of Queensland students, parents, community, industry and stakeholders in mind.

This framework should be used to assess the strengths and weaknesses of current practice, and to continually improve so that our stakeholders have ongoing confidence in our commitment to deliver quality services to Queenslanders.

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Director-General  
Department of Education, Training and Employment
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Corporate governance

The framework is based on best practice public sector governance, and identifies the principles, elements and mechanisms to drive and support governance in practice.

Public sector governance is defined by the Australian National Audit Office in its Better Practice Guide:

‘Governance is the set of responsibilities and practices, policies and procedures, exercised by an agency’s executive, to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability.’

Good governance has two main requirements:

• **performance** — how we use governance arrangements to contribute to our overall performance and the delivery of outcomes.

• **conformance** — how we use governance arrangements to ensure that we meet the requirements of the law, regulations, published standards and community expectations of probity, accountability and openness.

**The principles**

The framework is underpinned by the six foundation principles of public sector governance defined by the Australian Public Service Commission:

• **accountability** — being answerable for decisions and having appropriate mechanisms in place to ensure the agency adheres to all applicable standards

• **transparency and openness** — having clear procedures, roles and responsibilities for making decisions and exercising power

• **integrity** — acting impartially, ethically and in the interests of the agency

• **stewardship** — using every opportunity to enhance the value of the public assets and institutions that have been entrusted to the agency’s care

• **efficiency** — ensuring the best use of resources to further the aims of the organisation

• **leadership** — achieving an agency-wide commitment to good governance through leadership.

**The elements**

The framework has seven interrelated elements:

1. **direction** — mutual understanding of our purpose and direction, through planning and resource allocation

2. **alignment** — functions, structures and culture that align with our organisational goals through quality leadership and sound governance

3. **accountability** — clear and transparent accountabilities through legislative compliance, information management and corporate reporting
4. **expectations** — organisation-wide understanding of performance and behavioural expectations, through effective communication and the implementation of best practice public sector management practices

5. **delivery** — quality service delivery through effective program and resource management, and monitoring, reviewing and reporting processes

6. **improvement** — improving organisational and individual performance through review, intervention, capacity building and internal control mechanisms

7. **risk management** — managing risk within the department through the adoption of an enterprise risk management framework as an integral part of our daily activities.

**The mechanisms**

The mechanisms for implementing the framework are strategies, policies, processes and resources associated with each element, and used to drive good governance practice.

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**Our values**

Throughout this framework, you will see ‘notes’ like this one highlighting how the governance elements relate to our values. Because of the interrelationships between the elements, this is not a one-to-one matching.

This helps us to make sure that governance practices are consistent with the behaviours that we value.
Figure 1: Corporate Governance Framework overview

**Alignment**
Functions, structures and culture that align with our organisational goals through quality leadership and sound governance

**Risk Management**
Managing risk within the department through the adoption of an enterprise risk management framework as an integral part of our daily activities

**Accountabilities**
Clear and transparent accountabilities through legislative compliance, information management and corporate reporting

**Direction**
Mutual understanding of our purpose and direction, through planning and resource allocation

**Improvement**
Improving organisational and individual performance through review, intervention, capacity building and internal control mechanisms

**Expectations**
Organisation-wide understanding of performance and behavioural expectation, through effective communication and the implementation of best practice public sector management practices

**Delivery**
Quality service delivery focused on our customers through effective program and resource management, and monitoring, reviewing and reporting processes
1. Direction

Our purpose and direction is guided by whole-of-government and departmental priorities. They are established through strategic planning and the development of budget documents, which outline objectives, strategies and performance indicators.

**Whole-of-government priorities**

**The Queensland Plan**

The [Queensland Plan](#) is a 30-year-vision for the state currently being developed through a collaborative process involving community members, business and industry representatives, state and local government officers and Members of Parliament.

It will set the high level direction for Queensland’s future and will be delivered through supporting strategies and action plans.

The Queensland Plan is expected to be released mid-2014.

**Ministerial Charter Letters**

[Ministerial Charter Letters](#) list the government commitments and priorities that each Minister is responsible for delivering through the agencies within their Ministerial portfolio.

The [Minister for Education, Training and Employment’s Charter Letter](#) includes election commitments, targets, agreements and priorities that will be delivered through DETE.

**DETE Service Delivery Statement**

[State Budget Paper No.5 – Service Delivery Statement](#) (SDS) provides budgeted financial and non-financial information on the resources allocated to support our direction and priorities.

As well as providing budget figures, the SDS contains information on major funding initiatives and performance targets for the coming financial year and reports on performance for the previous financial year.

**Departmental planning**

We have an integrated business planning system which cascades from our Strategic Plan through to divisional, regional and school plans.


**DETE Strategic Plan**

The [DETE Strategic Plan](#) clearly articulates our direction to staff, customers and stakeholders. It describes our purpose, outcomes, values, focus, priority actions, and the performance indicators used to measure progress in achieving outcomes.
Our Strategic Plan is reviewed annually to consider changes in policy direction and new or emerging issues.

**Six Month Action Plan**

Departments report on the progress of actions in the Six Month Action Plan, which sets out the government’s deliverables for January to June and July to December each year. Governance, Strategy and Planning Branch (GS&P) works closely with officers from the Department of the Premier and Cabinet to agree on milestones and milestone dates for each action for DETE. GS&P develops the department’s progress report in consultation with the responsible Executive Management Board members.

**Specific purpose plans**

The department develops a range of specific purpose plans to meet legislation, Queensland Government policy and frameworks which address areas of high strategic importance. The [Agency Planning Requirements](#) list mandatory and discretionary planning requirements for Queensland Government agencies.

**Major Policy Statements**

Policy statements detail our direction in specific areas. Policy Statements will reflect whole of government priorities and the DETE Strategic Plan. Current examples include [Great skills, Real opportunities.](#) [Great teachers = great results, Solid Partners Solid Futures](#), and the [Great Results Guarantee](#).

**Divisional operational plans and branch/unit plans**

Each division (including branches and work units as determined by the senior accountable officer) develops an annual operational plan, which identifies its key accountabilities to support implementation of the DETE Strategic Plan.

**Regional plans**

Regional plans focus on delivering integrated services across the region. Each region develops an annual operational plan informed by the DETE Strategic Plan, relevant initiatives and performance measures in divisional operational plans, and each region’s unique operating environment.

**School plans**

The [School Planning, Reviewing and Reporting Framework](#) supports all state schools to develop a school plan. School plans are updated annually, and reviewed every four years (through the Quadrennial School Review), to maintain operational currency and focus.

**Individual developing performance planning**

All staff participate in a performance and development planning process outlined in the [Developing Performance Framework](#). Through this process, each employee is supported to develop a plan that clarifies the expectations of them in their role, including tasks that they will undertake to contribute to key work priorities, their career goals and capability development activities.
2. Alignment

Organisational alignment ensures that all aspects of our operations are aligned with the realisation of our purpose:

- strategically – the management of the business to achieve our vision; and,
- operationally – our ability to deliver our objectives.

This involves ensuring the appropriateness and effectiveness of the core business processes, and managing the design of the organisational structure. It includes governance mechanisms that empower staff and ensure accountability, and setting and monitoring performance objectives (performance management).

Successful organisational alignment requires strong commitment from our leaders, and a cascade of this commitment across the agency. We must communicate effectively at all levels to ensure congruence and a clear line of sight from our high level strategies to individual developing performance plans.

Everyone must be aware of their governance responsibilities and actively support our model of strong corporate governance.

**Organisational structure**

Our organisational structure ensures effective alignment of functions and operations with the service delivery. It provides clear lines of reporting and accountability to support appropriate, open and transparent decision-making processes.

**Governance committees**

Governance committees advise and support the Director-General in discharging responsibilities. Figure 3 provides an overview of our governance committee structure. More information on the role and function of each committee is provided on OnePortal.

Best practice in establishing and managing governance committees requires attention to four stages — set-up, operations, communications and follow-up and review. The effectiveness of these four stages determines the value added to the organisation by the committee.

Best practice for establishing and managing governance committees provides further information and direction.

**Change management processes**

Machinery-of-government changes or organisational changes initiated within the department require strong leadership across their introduction, implementation, management and review to ensure that we maintain or strengthen alignment.

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1 Link available to DETE employees only
2 Link available to Queensland Public Sector employees only
To manage change successfully, we expect departmental leaders to thoroughly analyse the effect of the change on the department, and use a formal, planned approach to identify, manage and monitor risks.

The key factors to be addressed when leading a program of change are:

- **communication** — to build clear understanding of the purpose and nature of the change
- **planning** — to ensure all aspects of the change are addressed
- **support** — to provide people with the capabilities they will need to commit to the change
- **recognition of progress** — to strengthen workforce engagement and highlight the benefits to the organisation.

We use the following resources:

- [Queensland Audit Office - Checklist for organisational change](#)
- [DETE Developing Performance Framework](#)
3. **Accountability**

Accountability is the acknowledgment of responsibility for policies, decisions and actions within the scope of a role. It encompasses the obligation to report, explain and be answerable for resulting consequences.

**Legislation**

We are primarily accountable for:

- administering department-specific legislation across early childhood education and care, schooling, vocational education and training, employment and higher education provision
- complying with whole-of-government legislation, which governs the operations of all Queensland government agencies.

The Policy and Procedure Register provides a complete list of legislation administered by, or relevant to, the governance of the department. See page 192 for further information on the Policy and Procedure Register.

Included in the Policy and Procedure Register is the Legislative Compliance procedure to ensure that the Director-General is satisfied that we are taking measures across the department to comply with all relevant legislation and applicable standards.

**Delegations**

Delegations and authorisations are the assignment of powers, functions, authorities and duties to a specific individual or position within an organisational unit.

The Policy and Procedure Register lists current instruments of delegations or authorisations for each piece of legislation that the department administers.

**Legislative delegations and authorisations**

The Minister and the Director-General (as the Chief Executive) are given powers under both agency-specific and whole-of-government legislation. Many of these laws enable the Minister and Director-General to delegate their powers or functions to an ‘appropriately qualified officer’ of the department.

The Developing and Managing Legislative Delegations and Authorisations procedure provides direction to employees to develop and maintain the delegation and authorisation of legislative powers and functions conferred on the Minister/s and the Director-General.

**Administrative and financial delegations**

The Public Service Act 2008 and directives issued by the Public Service Commission provide the statutory basis for human resource delegations.
The Financial Accountability Act 2009 provides the statutory basis for financial delegations. Under this legislation, the Director-General may delegate functions under the Act to an 'appropriately qualified' public service employee or other employees of the state. The department’s financial delegations are contained in the Finance and Administration Delegation Matrix. The Director-General must approve any creation of, or amendment to, an existing financial delegation. The financial accountability legislation does not permit sub-delegation.

Financial accountability

The Director-General, as the accountable officer, has an obligation to account for the way resources are allocated and used to ensure that public money is spent economically and efficiently, and that Queenslanders benefit from government investment in their education and training.


Policy and guidance documents, such as the Financial Accountability Handbook, are referred to in the Act and subordinate legislation. These documents help us to meet our financial, operational and regulatory obligations. The handbook reinforces the requirement for the development and application of efficient, effective and economical internal controls in the management of the department’s financial resources.

Monthly Financial Performance reports

Monthly Financial Performance reports are provided to the Executive Management Board on matters including comparisons between approved revised budgets and actual expenses, as well as estimated actual costs for the full budget year. This reporting discharges statutory responsibilities for managing financial performance and is consistent with Queensland Treasury and Trade’s Financial Management Framework.

Information management

Transparency and legislatively compliant recordkeeping are key to developing and maintaining a culture of accountability.

Right to information

The Right to Information Act 2009 (Qld) was enacted by the Queensland Government in order to provide greater community access to information in the government’s possession or under the government’s control. The Act aims to provide equal access to government held information across all sectors of the community unless, on balance, it is contrary to the public interest to disclose that information.

3 Link available to DETE employees only
Administrative Access Scheme

The Administrative Access Scheme establishes processes by which we can respond in a timely manner to requests from the community for the release of both personal and non-personal information, outside of the legislative processes of the right to information and information privacy legislation.

Information that the department holds should be released administratively as a matter of course, unless there is a good reason not to — with formal applications under the Right to Information Act 2009 (Qld) being necessary only as a last resort.

Administrative release of information offers the public shorter waiting times for access to information, increases transparency of government information and, in the long term, may reduce the number of requests for access made under the legislation. Administrative release allows us to provide a complete picture in relation to the information we release, and minimises the risk that information may be used out of context.

We have a procedure in place for Providing Access to Departmental Information, which links to the Access to Records Held in Schools procedure and the Administrative Access Scheme.

Open data

The purpose of open data is to allow all Queenslanders free access to government data so they can use it to maximise its value.

Open data is focused on the basic or ‘raw’ data that we collect, generate and store. This data comes in different forms. Examples include performance data, statistics, geospatial data and demographic details.

By its nature, raw data has limited analysis and cross-checking. We aim to release data that is correct, complete and up to date; however, users must understand it may include inconsistencies. Some information is not suitable for release on privacy or confidentiality grounds.

The Director-General is responsible for the success of our Open Data initiative by creating and sustaining an open data culture. Our department has an Open Data Strategy which is governed by the Executive Management Board.

Information privacy

The Information Privacy Act 2009 (Qld) protects the personal information of individuals by imposing limits on the collection, storage, use and disclosure of personal information by departmental employees. It also provides a right of access to, and amendment of, personal information in our possession or under our control.

Under the Education (General Provisions) Act 2006, departmental employees must not record, use or disclose personal information of prospective, current or former state school students unless it is in accordance with the confidentiality provision in the Act. There are also confidentiality provisions in other acts administered by the department — the Vocational Education, Training and Employment Act 2000 and the Education and Care Services Act 2013.
Public Interest Disclosure

The Public Interest Disclosure Act 2010 (Qld) aims to ensure that government is open and accountable by providing protection for those staff members who speak out about wrongdoing (make a public interest disclosure).

Our Making and Managing a Public Interest Disclosure under the Public Interest Disclosure Act 2010 (Qld) procedure provides information about the Act, and outlines the process for making and reporting a public interest disclosure.

We value and promote ethical behaviour and accountability, and ensure those staff members who speak out about conduct that may amount to official misconduct, maladministration or other types of wrongdoing are given support and protection.

Public records

Physical and electronic records are necessary for business operations, accountability requirements and meeting community expectations. All of our records are ‘public records’ as defined under the Public Records Act 2002, and we apply whole-of-government information policies and standards to them.

We use HP TRIM, an electronic document and records management system, to manage corporate records. Other electronic business systems, including enterprise content management systems, e-commerce systems, customised databases, client relationship management systems, and financial and human resources systems, support our recording of decisions and actions.

Corporate reporting

Clear and unambiguous lines of reporting, accountability and responsibility within the department and with our stakeholders are critical to effective governance. We have rigorous systems of internal and external reporting, which demonstrate our commitment to transparency, accountability and good governance practice.

Government commitments

We provide regular reports to the Department of the Premier and Cabinet on plans and progress of the government’s commitments.

Council of Australian Governments (COAG) priorities

DETE reports annually to the Council of Australian Governments Reform Council on the implementation of relevant National Agreements, and to the Australian Government Department of Education and Department of Employment on the achievement of National Partnership targets and milestones. DETE’s implementation of National Partnerships is also reported biannually at the state level to the Department of the Premier and Cabinet.

Parliamentary/ministerial reporting

Parliamentary portfolio committees are aligned to specific areas of government responsibility. These committees have powers to examine bills introduced into the parliament, as well as government expenditure through the annual estimates process. The relevant committee for our department is the Education and Innovation Committee.
The committee’s Estimates hearings occur each year, following the presentation of the Queensland State Budget. The Service Delivery Statement is a primary source of budget and performance information for these hearings.

**DETE Annual Report**

The DETE Annual Report is the principle way in which we report on our activities to provide a complete picture of our performance to parliament and the community.

The Financial Accountability Act 2009 requires that all departments and statutory bodies prepare annual reports and table them in the Legislative Assembly each year (note that some statutory bodies report on a financial year basis, and some on a calendar year basis). The Financial and Performance Management Standard 2009 provides specific requirements for information that is to be disclosed in annual reports.

The Department of the Premier and Cabinet’s Annual report requirements for Queensland Government agencies provides information about legislation and reporting requirements for annual reports.

**School annual reports**

The Annual Reporting Policy for all Queensland Schools sets out the minimum annual reporting requirements for all state and non-state schools. Queensland schools meet the reporting obligations required by both the Queensland and Australian Governments by publishing this information.

Schools publish their school annual report on the internet for a minimum of 12 months. Schools must also provide information on request to a parent, carer or person who is responsible for a student at the school who is unable to access the internet.
4. Expectations

Our approach to establishing performance expectations of employees complies with best practice public sector management.

The codes of conduct, departmental policies and procedures, and performance development agreements and plans clearly articulate:

- an individual employee’s responsibilities as an employee of the department
- departmental expectations of their behaviour
- the performance they are expected to achieve.

Public sector ethics

The Integrity Act 2009 established the role of the Queensland Integrity Commissioner. Under this Act, the commissioner can give written advice to Ministers, Members of Parliament, senior public servants and others about ethics or integrity issues, including conflicts of interest.

The Public Sector Ethics Act 1994 defines four ethical principles and obligations that all employees must observe in the performance of their duties:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

Code of Conduct

The Code of Conduct for the Queensland Public Service provides a framework of ethical principles, values and standards of conduct for how staff will perform their work and conduct their relationships with others.

The Code of Conduct and our Standard of Practice apply to all staff, whether permanent, temporary, part-time or casual. Departmental employees also include any volunteer, student or trainee on work placement, contractor, consultant or anyone who works with us in any capacity.

We manage investigations into alleged breaches of the Code of Conduct and Standard of Practice. We consult and liaise with the Crime and Misconduct Commission, the Queensland
Police Service, the Queensland College of Teachers and the Queensland Ombudsman when required.

**Code of School Behaviour**

The Code of School Behaviour defines responsibilities for all members of the school community, and recognises the significance of appropriate and meaningful relationships.

School communities use the code to provide:

- positive support to promote high standards of achievement and behaviour
- clearly articulated responses and consequences for inappropriate behaviour.

Each school details strategies to promote appropriate behaviour and consequences for unacceptable behaviour within its Responsible Behaviour Plan for Students. Before enrolling students, principals must provide an ‘enrolment agreement’ to each student’s parent or carer, or directly to independent students. Parents, carers or students are asked to sign the agreement. The agreement sets out the rights and obligations of students, parents and staff at the school, and requires all parties to abide by the Code of School Behaviour and other endorsed conditions stipulated by the school.

**Role descriptions**

All of our positions have a role description that specifies their purpose, accountabilities, and key responsibilities and skills. In some cases, role descriptions may include the qualifications, registration or experience required for the position.

**Performance agreements and developing performance plans**

Performance agreements for the chief executive and senior executive officers are prepared before the beginning of each financial year using a performance and development agreement template provided by the Office of the Public Service Commission.

Senior executive officers:

- identify objectives and indicators of success for each objective
- self-assess their personal capabilities and identify focus areas and proposed strategies or actions to support their further development.

The Developing Performance Framework provides all departmental employees with a similar process to assist them to develop their performance.

We use the following resources to support developing performance plans:

- Capability and Leadership Framework
- Valuing Performance Policy Statement
- Australian Professional Standards for Teachers
• Principals’ Capability and Leadership Framework

• Deputy Principal and Heads of Program Capability and Leadership Framework

• Senior Executive Service – Performance and Development Frameworks

• Chief Executive Service

Policy and Procedure Register

The Policy and Procedure Register is a centralised directory on the DETE website for our policy instruments, including:

• Commonwealth legislation and legislative instruments

• Queensland legislation and subordinate legislation

• policy (Australian and Queensland)

• industrial agreements and directives

• standards

• procedures

• authorities and delegations

• guidelines

• forms.

All staff need to be aware of each of these policy instruments, as they set out expectations of performance and behaviour.

Industrial agreements and directives

Terms and conditions of employment for departmental employees are prescribed in legislation, industrial instruments (awards and agreements) and directives. Awards and agreements are negotiated between employer representatives (the Queensland Government or DETE) and trade unions acting on behalf of employees. Agreements certified by the Queensland Industrial Relations Commission place legal obligations on employers, employees and unions.

Directives are issued under Sections 53 and 54 of the Public Service Act 2008. The Public Service Commissioner and Industrial Relations Minister may issue directives concerning whole-of-government employment conditions.

Health, safety and wellbeing

We are committed to the health, safety and wellbeing of staff, students and visitors and to continually creating healthier workplaces. Our Health, Safety and Wellbeing Strategic Plan

4 Link available to DETE employees only
focuses on and identifies the promotion of safe, healthy and inclusive work environments as a priority action. The Health, Safety and Wellbeing Management Framework outlines expectations for integrating health, safety and wellbeing processes into our core business operations and organisational culture.

Enhancing workplace health, safety and wellbeing involves creating a strong culture, driven by an understanding and acceptance that the responsibility for health, safety and wellbeing lies with every person within the department.

All staff are responsible for ensuring no one is expected or permitted to work or learn in an environment that does not have appropriate and acceptable health, safety and wellbeing measures in place.

Policies, Workplace Health, Safety and Wellbeing procedures and other resource materials outline the responsibilities and expectations of departmental employees in relation to implementing, managing and monitoring health, safety and wellbeing practices in our workplaces. These practices provide the minimum expected requirements and align with legislative obligations under workplace health and safety legislation.

**Mandatory induction program**

All new employees are required to complete the mandatory induction program within the first month of employment. This program is supported by online courses:

- Code of conduct and ethical decision making
- Health, safety and wellbeing
- Keys to managing information
- Internal controls
- Education Queensland Student protection (for staff working in schools)
- Curriculum activity risk assessment (for school leaders and teachers)

Employee inductions can be tailored according to specific roles.

**Review mechanisms**

Review mechanisms are available to employees who are dissatisfied with departmental decisions. These mechanisms are administered through external bodies and tribunals to further ensure quality, consistency, transparency and accountability in government decision-making processes.
Review mechanisms include:

- dispute resolution procedures contained within industrial instruments
- Queensland Ombudsman
- Commission for Children and Young People and Child Guardian
- Office of the Information Commissioner Queensland
- Queensland Parliament Committees
- Public Service Commission
- Queensland Industrial Relations Commission
- Anti Discrimination Commission Queensland
- Queensland Civil and Administrative Tribunal
- local Member of Parliament and/or relevant Minister
- judicial review.

Our Managing Employee Complaints Procedure provides further information about both internal and external review.
5. Delivery

We provide quality service delivery across the entire continuum of learning. Our service areas are:

- Early Childhood Education and Care
- School Education
- Training, Tertiary Education and Employment

Delivery of our objectives is managed at all levels of the organisation through:

- Understanding customer needs
- Effectively managing resources
- Portfolio, program and project management
- Performance monitoring, review and reporting.

Understanding customer needs

Our customers are central to all of our decisions and actions. Customers include children, students, families, communities and industry. We create positive experiences by enabling choice, being responsive and providing inclusive services.

Our planning and policy development focuses on ensuring that our services, and the way we do business, reflect and meet customers’ needs. We engage with our customers through consultative forums, by seeking customers’ input on specific planning or policy issues, and via annual surveys of customers’ satisfaction.

We aim to ensure that:

- Parents and carers are involved in their child’s learning and development
- Students, parents, carers, the community and industry are involved in decision making
- Industry and employers are engaged in identifying and prioritising the critical skills for the economy, and
- We build strong cross-sector relationships.
**Resource management**

**Workforce**

We recognise the importance of using data, governance and systems to drive quality service delivery through people management:

- workforce data is collected and provided to managers to improve workforce planning and management
- strategic workforce plans are developed and maintained to support effective service delivery and reduce organisational risk
- human resources policies and delegations are continually reviewed to ensure they are responsive to changing workforce needs
- preventative strategies and partnerships develop and maintain our integrity to ensure workplaces are ethical and free from misconduct
- processes are in place to ensure complaints against staff that cannot be resolved at a local management level are investigated in a timely manner by trained, competent and unbiased investigators.

Standards and frameworks articulate departmental expectations of employees and support capability-building, including:

- [Queensland Government Public Service publications](#)
- [DETE’s human resource management procedures](#)
- [Developing Performance Framework](#)
- [Queensland Government Performance Management Framework](#)

**Finance**

The internal budget process enables us to effectively and efficiently deliver our outcomes by ensuring resources are appropriately managed within fiscal constraints. Our resource planning allocation and reporting is consistent with [Queensland Treasury and Trade’s Financial Management Framework](#).

**Procurement**

We undertake our [procurement activities](#) in accordance with the [Queensland Procurement Policy](#) and [Purchasing and Procurement Procedures](#).

Procurement officers must be appropriately trained and understand their obligations and responsibilities in respect of the use of public money. Appropriate records are maintained to ensure transparency of the process and to provide evidence of accountability.

All purchases that use funds contained in departmental or school bank accounts are subject to specific responsibilities, regardless of the source of those funds. For example, funds collected from students, parents and fundraising activities.
Information and communication technology

The Queensland Government Enterprise Architecture 2.0 (QGEA) guides the planning and management of Information and Communication Technology (ICT) strategy, ICT policy, information standards and enterprise architecture in Queensland Government departments. It also provides the direction and oversight of ICT investments, ensuring there is close alignment with business strategy and objectives. This enables the best business value to be achieved from our ICT investments, and maximises the use of ICT resources to support effective service delivery.

ICT assets and delivery activities are managed through additional processes including portfolio, program, project delivery and benefits management ensuring that risks are actively managed at every stage of investment.

Portfolio, program and project management

Staff are encouraged to use Queensland Government Methodologies to plan and manage projects, programs and portfolios. These methodologies provide a consistent approach to selecting, prioritising, monitoring and managing programs, projects and benefits that contribute to achieving organisational strategic objectives. The methodologies provide advice and guidelines to ensure projects are completed successfully and their outputs contribute to the overall program and portfolio objectives.

Statutory bodies

We work with statutory bodies that support the delivery of education and training in Queensland.

Statutory bodies are usually established due to:

- a need for some operational independence from the state government
- funding arrangements that are not reliant on the annual appropriations processes, or
- a need to establish a separate legal entity.

Statutory bodies are subject to varying degrees of ministerial control, which are specified in the statutory bodies’ enabling legislation. Ministers are responsible to parliament for the operation of all government boards and are required to table their annual reports in parliament.
6. Improvement

We instil a culture of improvement by supporting processes to enhance performance, and using performance information in decision-making.

Queensland’s Renewal Program

We are actively engaged in the Queensland public sector renewal program which is committed to building the most responsive and respected public service in Australia – efficient, modern and focussed on quality services from the viewpoint of the customer/end user. To support DETE’s renewal strategy, an action plan\(^5\) describes our renewal activities in more detail.

Performance analysis and review

Whole-of-government performance management frameworks and better practice guides support performance improvement.

Performance reviews are embedded into our strategic and operational planning processes and mid-year review. Scanning and reviewing processes not only support the development of plans, but also provide key performance information for improving service delivery and promoting system improvement.

A thorough scanning review and analysis undertaken as part of planning supports improvement by:

- reporting performance against the agreed objectives and measures outlined in plans
- providing evidence of achievement and good practice
- revealing causal factors for performance that is below expectations
- highlighting ongoing and emerging issues and trends requiring attention
- identifying high impact risk, controls and potential treatments.

Outcomes of formal review processes may include actions to improve performance through adjustments to current strategies and allocated resources, or the inclusion of new priorities in the strategic plan and operational plans. Review, analysis and performance improvement is also supported through data analytics and formal, rigorous evaluation of departmental initiatives.

Data analytics and evaluation

The analysis and application of data, combined with evaluations of the degree of success of programs, provide valuable management information on which to base decisions about

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\(^5\) Link available to DETE employees only
future actions. DETE data analytics and evaluation are supported by formal governance committees that provide direction, oversight and quality assurance to analytic and evaluation work.

**Developing our capacity and capability**

We improve the capabilities of our people through comprehensive induction and targeted professional development, providing programs suitable for employees throughout the various phases of their career. This development is determined in the context of the Developing Performance process, and supported by a suite of standards and capability frameworks.

**Public Service Capability and Leadership Framework**

The Queensland Public Service Capability and Leadership Framework (CLF) is a framework for identifying, understanding and building leadership and capability across all Queensland government agencies. The core capabilities within the CLF are reflected in human resource management practices and processes, for example, recruitment and selection processes.

**Professional standards**

Professional standards describe the abilities, knowledge, understanding and professional values that staff within particular professions are expected to demonstrate. Frameworks and standards guide professional growth and the development of teachers, principals and public servants.

**Professional development**

We support and guide employees in performance and professional development practice throughout their career. Our Employee Professional Development including Study and Research Assistance Scheme (SARAS) procedure outlines our ongoing commitment to enhancing staff professional knowledge and skills.

Professional development planning is informed by:

- whole-of-government priorities
- departmental imperatives
- school or work unit capability needs
- individual capability requirements, career goals and interests.

The Workforce Capability and Performance Unit works in partnership with leaders and staff to assist officers to:

- prioritise and develop the capabilities and culture
- improve planning and performance processes
- strengthen leaders' skills in performance conversations
- align their team's work to organisational goals
Recognition programs

Scholarships and awards for current and future employees focus on organisational improvement through recognition and professional development.

Internal audit

Internal audit\(^6\) improves departmental service delivery by identifying improvements in risk management, control and governance processes. Internal Audit provides audit and advisory services across all areas of the department including central office, regional offices and schools.

External audit and review

We are subject to external review processes, including those conducted by the Queensland Audit Office for parliament, in the form of financial and compliance, information systems and performance management systems audits. Parliamentary committees investigate specific issues, and have a continuing role in monitoring and reviewing public sector organisations against the legislation or particular areas of activity.

Periodically, the Queensland Government commissions independent reviews, which encompass one or more portfolios.

\(^6\) Link available to DETE employees only
7. Risk management

Risk management is an integral part of our management processes and an essential function of corporate governance. Our effectiveness is enhanced when risk management is part of our culture and is embedded in its values, practices and business processes.

Risk management focuses on the relationship between risk and its impact on achieving outcomes. When risk management is integrated into strategic and operational planning, the additional risk management information available should enable more informed planning and decision making within the department.

All staff are responsible for managing risk in order to support the achievement of outcomes.

**Enterprise Risk Management Framework and Process**

The Enterprise Risk Management (ERM) Framework sets out principles for risk management. We have adopted the Australian/New Zealand and International Standard for Risk Management (AS/NZS ISO 31000:2009).

The Enterprise Risk Management Process describes how we identify, monitor, report and control risk a part of our planning, performance management and reporting processes.

**Business Continuity Management Framework and Process**

Business continuity management focuses on the risk of inability to deliver critical services in the event of a disaster or crisis. It aims to build resilience in all departmental sites and services when facing major adverse events. We have adopted the Australian and New Zealand Standard for Business Continuity — managing disruption related risks (AS/NZS 5050:2010).

The Business Continuity Management Process describes how we prepare and respond to a disruptive event and ensures that critical business functions continue to operate during a disruptive event and normal operations are returned as soon as possible.

We use the Australian National Audit Office Business Continuity Management – Building resilience in public sector entities Better Practice Guide as a resource.

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Internal controls and financial assurance

Our Internal Controls Framework, documented in the Governance and Internal Controls Policy\(^8\) consists of the following interrelated components:

- control environment
- risk assessment
- internal control activities
- information and communication
- monitoring

Internal controls are classified as

- **financial controls** to help to ensure that financial transactions are appropriately authorised, processed and recorded
- **non-financial controls** to help to achieve our outcomes and delivery of services.

Section 77(2)(b) of the Financial Accountability Act 2009 requires that for each financial year, the chief financial officer must give the accountable officer a 'statement about whether the financial internal controls of the department are operating efficiently, effectively and economically'.

In issuing this statement to the accountable officer, the chief financial officer relies on:

- the strength of our financial governance framework
- internal control framework
- statement of assurance for each region and business unit (certified by responsible officers)
- the self-assessment framework for schools developed by internal audit, and
- audit testing of key financial and internal controls.

Fraud and Corruption Control Framework

An integral part of the department’s Enterprise Risk Management Framework, the Fraud and Corruption Control Framework\(^9\) underpins our zero-tolerance attitude to fraud and corruption.

Its purpose is to minimise opportunities for fraud and corruption (whether committed by internal or external parties); to protect public monies, property, and information and organisational and individual rights; and to maintain the effectiveness of departmental operations. Its implementation ensures that our workforce acts legally, ethically and in the public interest.

\(^8\) Link available to DETE employees only

\(^9\) Link available to DETE employees only
The Framework is based on five best-practice fraud and corruption control resources:

- Queensland Crime and Misconduct Commission - Fraud and corruption control guidelines for best practice (CMC Guidelines)
- The Australian Minister for Home Affairs and Minister for Justice – Commonwealth Fraud Control Guidelines (Commonwealth Guidelines)
- Australian National Audit Office – Fraud Control in Australian Government Entities – Better Practice Guide (ANAO Better Practice Guide), and
- Standards Australia – AS 8001-2008 Fraud and Corruption Control (the Standard).
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