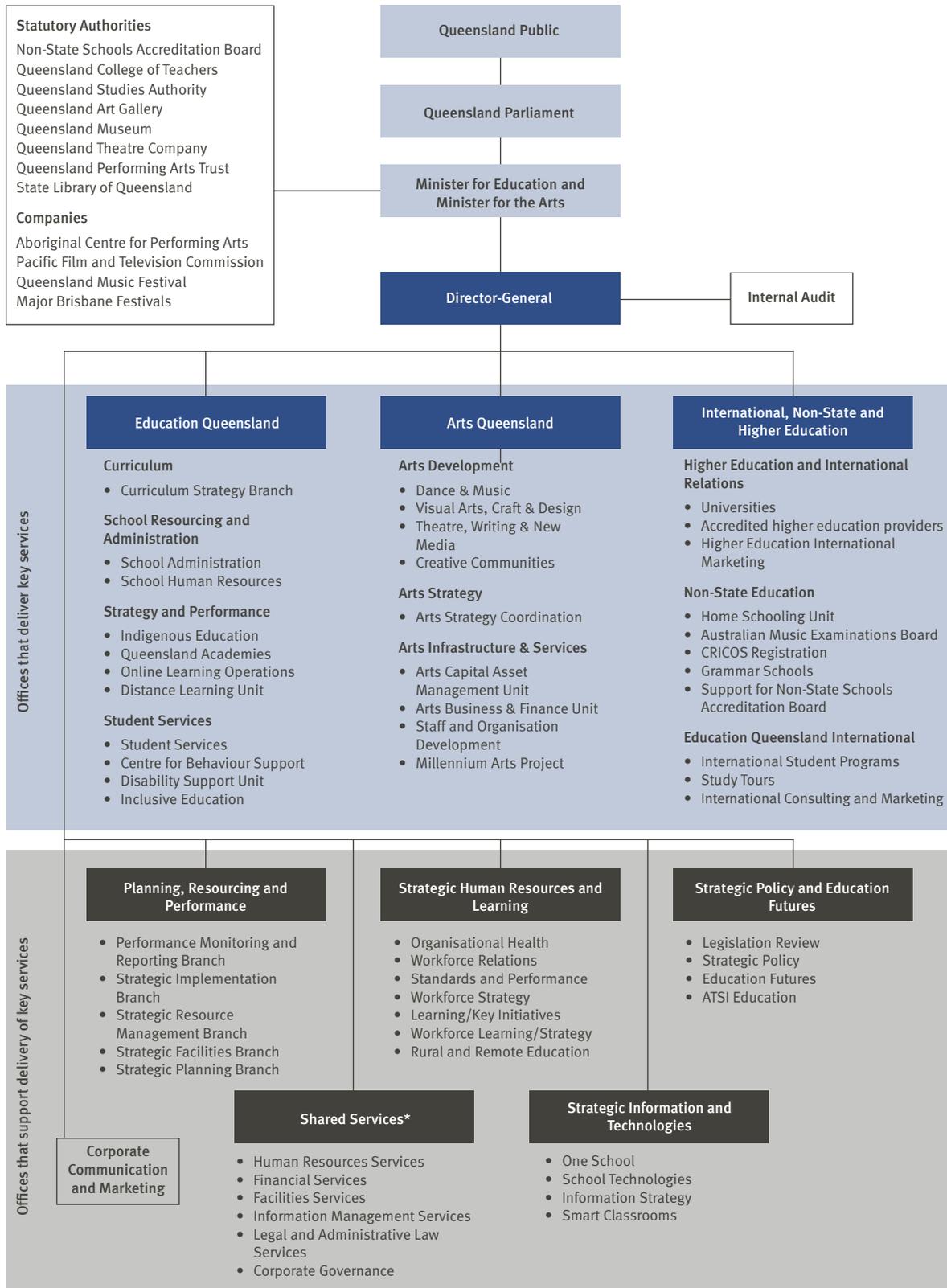


Our organisation



*The Department hosts two Shared Service Providers: the Corporate Administration Agency supports Arts Queensland while Corporate and Professional Services supports Education Queensland.

Management Teams

Executive Management Team



Rachel Hunter BA, DipEd, BEdSt, MBA
Director-General of Education, Training and the Arts

Rachel was appointed as Director-General in September 2006 and is the Department's Chief Executive Officer, responsible to the Premier and the Minister for Education and Minister for the Arts for leading and managing the Department. Prior to her appointment, Rachel was the Director-General of the Department of Justice and Attorney-General and served as Queensland's Public Service Commissioner. Rachel has extensive experience in the vocational, education and training sector. Most notable, Rachel was Director of Queensland's largest training provider – the Southbank Institute of TAFE – and concurrently, the Chair of TAFE Queensland.



Jenny Cranston BA, GradDipEd, MPubAdmin
Deputy Director-General
Education Queensland
Appointed – October 2003

Jenny is responsible for the leadership, management and monitoring of the performance of the state school system in Queensland, which incorporates 1276 state schools across 10 regions with 26 education districts.



Ian Hawke BA, MAdmin
A/Deputy Director-General
International, Non-State and Higher
Education
Appointed – March 2006

Ian is currently responsible for the leadership, policy development and management, accreditation and quality assurance of programs and services covering non-state schools and grammar schools, universities, private higher education providers and international education. Prior to undertaking this role, Ian was Director of Higher Education and International Relations.



Leigh Tabrett PSM, BA(Hons)
A/Deputy Director-General
Arts Queensland
Appointed – March 2005

Leigh is responsible for arts and cultural funding and capital programs and relationships with arts statutory bodies. Prior to taking up this role, Leigh was Assistant Director-General of International, Non-State and Higher Education.



Stan Sielaff BEd, BBus, MEdAdmin, MTech.Mgt
Assistant Director-General
Shared Services
Appointed – December 2005

Stan is currently leading two shared service providers, Corporate and Professional Services (CAPS) and Corporate Administration Agency (CAA). These shared services provide corporate, executive and human resource services to the Department. Stan was previously the Executive Director, Trade for the Department of the Premier and Cabinet.



Richard Eden BSurv (Hons), PhD
Assistant Director-General
Strategic Information and Technologies
Appointed – December 2005

Richard provides leadership in ICT policy, investment and strategic direction for both learning and management purposes as well as direction on business transformation made possible via automation. Richard became the Department's first Chief Information Officer in June 2002, bringing to this strategic role wide CIO experience from the Natural Resources and Mines portfolio.



Zea Johnston BA, GradDipEd, MPubAdmin
Assistant Director-General
Strategic Policy and Education Futures
Appointed – October 2003

Zea has a lead role in the development of long-term education strategy by providing strategic analysis and advice to inform the decision making of the Minister, Director-General and members of the Executive Management Team. Zea was previously the General Manager, Strategic Directions and Policy for the Department of Employment and Training.



Bob McHugh BA, MBA
Assistant Director-General
Planning, Resourcing and Performance
Appointed – February 2003

Bob provides leadership and coordination in the areas of strategic planning, resource management, implementation, performance monitoring and reporting and facilities. Bob has spent his career in the Department as a high school teacher, deputy principal, principal, Regional Executive Director and has held various Assistant Director-General positions.



Gary Barnes BEd, DipT
Assistant Director-General
Strategic Human Resources
Appointed – March 2005

Gary is currently leading strategic policy direction relating to workforce planning, workforce capability and professional development, equity and diversity, organisational health and rural and remote education. Previously, he was Assistant Director-General of Learning and Acting Assistant Director-General of Strategic Policy and Education Futures.



Scott Kessell
Director, Office of the Director-General
Appointed – March 2003

Scott supports the Director-General through the provision of strategic advice on policy and operational issues. He also coordinates information and advice between the Department and the Office of the Minister for Education and the Arts including Cabinet and legislative services.



Ken Smith *BSW(Hons), MSW, FACE*
Former Director-General of Education and the Arts

Ken was appointed in December 2002 and assumed responsibility for Arts Queensland in February 2004. Ken was the Department's chief executive until September 2006. During Ken's tenure he led significant educational reforms including reforms to the senior phase of learning, commencing the first destination studies for students post-Year 12, delivery of class size reduction for Years 4 to 10 and preparations for the introduction of the full-time Prep Year from 2007. He was also accountable for major achievements in the arts and cultural sector, such as the development of the Millennium Arts Precinct. Ken is a Fellow of the Australian College of Educators and Adjunct Professor of Education at the University of Queensland and Griffith University. Previously, Ken was the Director-General of the Departments of Employment and Training; Families; Youth and Community Care; Disability Services Queensland; Housing and Local Government and Planning. He has experience in the non-government sector and has served as chair and member of a number of boards and statutory authorities at state and national levels. He has been appointed to the position of Queensland Agent-General in Europe from early 2007.

Education Queensland Strategic Management Team

Jenny Cranston

Deputy Director-General, Education Queensland

Lesley Englert *BA, DipT*

Assistant Director-General
Curriculum

Appointed – June 2005

Lesley leads the curriculum division in providing leadership, expertise, advice and support for curriculum, assessment, learning and teaching to maximise student engagement, retention and achievement across all three phases of learning.

Terry Kearney *BEd, DipT*

Assistant Director-General
Strategy and Performance

Appointed – July 2005

Terry has the critical role of monitoring and improving schools' performance. Terry also oversees Partners for Success, the organisation's key strategy for Indigenous education and employment, and leads strategic agendas for distance education, online learning and senior schooling innovations, including the Queensland Academies and Education Queensland's Industry School Engagement Strategy.

Ken Rogers *CertT, BEd, MEdAdmin*

Assistant Director-General
Student Services (incorporating Child Safety Director)

Appointed – July 2005

Ken's role includes providing a strategic and whole-of-government coordinated approach to policy, service development and delivery with respect to child safety, behaviour support and the provision of specialist services to students at risk and students with a disability.

Julie Grantham *DipT, BA, BEd, MEd*

Assistant Director-General
School Resourcing and Administration

Appointed – July 2005

Julie leads the strategic and operational management of the resource and planning functions for state schooling. This portfolio also provides leadership in the delivery of advice and services across a diverse range of support functions to schools.

Arts Queensland Strategic Management Team

Leigh Tabrett

Deputy Director-General, Arts Queensland

Jenny Menzies *BA, GradDipComms*

Executive Director

Arts Development

Appointed – December 2005

Jenny leads and coordinates four Arts Sector Directors and their teams in developing and implementing sector specific strategic development plans and strategies. Each arts sector strategy will in turn inform a Queensland Arts Industry Development Plan, which will be a key responsibility of Jenny's position, and will inform the structure and direction of funding programs.

Terry Gibson *BBus*

Executive Director

Arts Strategy Coordination

Appointed – January 2006

Terry's primary responsibility is managing and coordinating the development of major policy frameworks guiding the Government's investment in the arts and cultural sector. He is also responsible for coordinating corporate reporting responsibilities across the agency and for overseeing marketing initiatives. Terry joined Arts Queensland in December 2004 to deliver the agency's industry development and export program.

Jackie Branch *BCom, CPA*

Executive Director

Arts Infrastructure and Services

Appointed – May 2006

Jackie has primary responsibility for the efficient utilisation and effective deployment of Arts Queensland's resources. The role is accountable for resource and capability plans, resourcing plans, and implementation of effective corporate governance arrangements. Jackie previously held the position of Director of Arts Business and Finance.

Allan Welsh *BCom, MBA*

Executive Director

Millennium Arts Project

Appointed – July 2001

Allan manages Arts Queensland's capital works program. His team supports communities as they develop and expand their arts and cultural facilities. Allan manages the Millennium Arts Project, which includes a major expansion of the Queensland Cultural Centre through the construction of a Gallery of Modern Art and the redevelopment of the State Library, together with a number of regional projects.

International Non-State and Higher Education Strategic Management Team

Ian Hawke

Deputy Director-General, International, Non-State and Higher Education (INSHE)

Ian Kimber BA

Director

Office of Higher Education

Appointed – March 2006

Ian is responsible for providing a key interface between the Government and the state's higher education sector, including universities and other higher education providers. He advises on state needs and priorities in higher education, including the provision and distribution of funds and of student places to higher education institutions. The Office researches important issues of higher education policy and practice and facilitates projects directed at particular state priorities.

Kateena Ryan BA, LLB

Director

Office of Deputy Director-General, INSHE

Appointed – March 2006

Kateena supports the Deputy Director-General, INSHE through provision of strategic advice on policy and strategic planning and reporting issues. Kateena provides a coordinating and advisory role in planning, reporting, policy and legislation, and manages the flow of information between INSHE, other areas of the Department, and the Minister's Office.

Laurie Vogler CertT, BA

Director

Office of Non-State Education

Appointed – May 2002

Laurie leads the development of strategic policy and legislative reform relating to non-state schooling, home education and the regulation of education services for overseas students. He also manages support services for specialist music examinations and a range of non-government organisations, including the Non-State Schools Accreditation Board.

Nicole Brigg BMod Lang (Mandarin), BA (PolSci)

General Manager

Education Queensland International

Appointed – February 2005

Nicole has responsibility for managing short and long-term education programs for international students, professional development and training services, aid and development work, and commercial projects including offshore consultancies, syllabus licensing and school projects. Nicole has extensive international trade experience in the education and horticultural sectors.

CAPS Strategic Management Team

Stan Sielaff

Assistant Director-General, Shared Services

Bill Clarke BBus(Mgt), MBA, MACS, AIMM, JP (Qual)

Director

Information Management Services

Appointed – August 1998

Bill provides ICT leadership of a suite of Information and Communication Technologies (ICT) and Knowledge Management Services that contribute to business outcomes and delivery of education. The services comprise ICT Project Services, Network Services, Enterprise and Desktop Services, Application Services, Records and Document Management Services, Web Management Services and the IMS Service Centre supporting users of ICT systems and infrastructure.

Lesley Royes BBus, MBA

Director

Financial Services Branch

Appointed – July 2003

Lesley leads the Financial Services Branch, which provides finance and accounting services to the Department. These services include Strategic Procurement, Financial Operations, Corporate Taxation and School Financial Services. The Branch also delivers financial training and advisory services to school, regional and central office staff.

Graham Atkins BAppSc (QS)

Director

Facilities Services Branch

Appointed – October 2004

Graham leads a diverse team that has responsibility for the delivery of all facilities-related services and the development of facilities operational procedures for state schools and departmental accommodation. Services include all new school development and capital works delivery, maintenance services, student transport, real estate, school security, cleaning services, departmental housing, departmental fleet, and conference services.

Robyn Martin BA, LLB (Qld)

Director

Legal and Administrative Law Branch

Appointed – March 2006

Robyn leads the Legal and Administrative Law Branch, which leads and provides high level strategic legal advice and legal policy advisory services to the Minister, Director-General, senior management and the Department, including state schools. Advice is provided in areas such as commercial law, contract law, general legal matters, property law, administrative law, freedom of information, litigation, intellectual property and copyright law.

Maria O'Neill CertT, BA, GradDip Legal Studies

Director

Corporate Governance

Appointed – July 2003

Maria has primary responsibility for CAPS' business capability planning, budget management and performance reporting. The Corporate Governance team also coordinates the departmental implementation of the whole-of-government Shared Services Initiative to introduce a service management framework to improve quality and efficiency in corporate services.

Rob Mander

Executive Manager

Human Resource Services

Appointed – November 2005

Rob manages the operational human resource function including statewide payroll services, recruitment services and policy development and also oversees TRACER and the Teacher Applicant Centre. Rob is also accountable for the implementation of the whole-of-government HR solution into the Department, which is scheduled for January 2008.

CAA Strategic Management Team

Stan Sielaff

Assistant Director-General, Shared Services

Michael Keily *BEC*

Director

Corporate Administration Agency

Appointed – July 2005

Mike provides overall leadership and direction for the CAA, with a particular focus on the growth of the business at this critical stage in its development. In addition to coordinating the activities of the functional groups within the CAA, Mike oversees the Agency's corporate governance, performance monitoring and reporting, marketing and promotional activities.

Wayne Leaver *BCom, MCom, CPA*

Executive Manager

Financial Services

Appointed – November 1997

Wayne leads the Finance Branch in providing a range of services to clients including accounts payable and receivable, procurement, contract management, financial and management accounting and financial consultancy.

Simon Hartfiel *BE, BSci, MInfoTech*

Executive Manager

Information Management

Appointed – November 2004

Simon has primary responsibility for the delivery of business systems administration, IT services and infrastructure, network support and administration and document and records management to the CAA and its clients.

Evan Hill

Executive Manager

Human Resources

Appointed – November 2004

Evan leads the human resources function for the CAA and delivers a range of HR services to its clients. Services include recruitment and selection, payroll and consultancy in workforce relations and workforce strategy.

Karen Moore *BE*

Executive Manager

Facilities Management

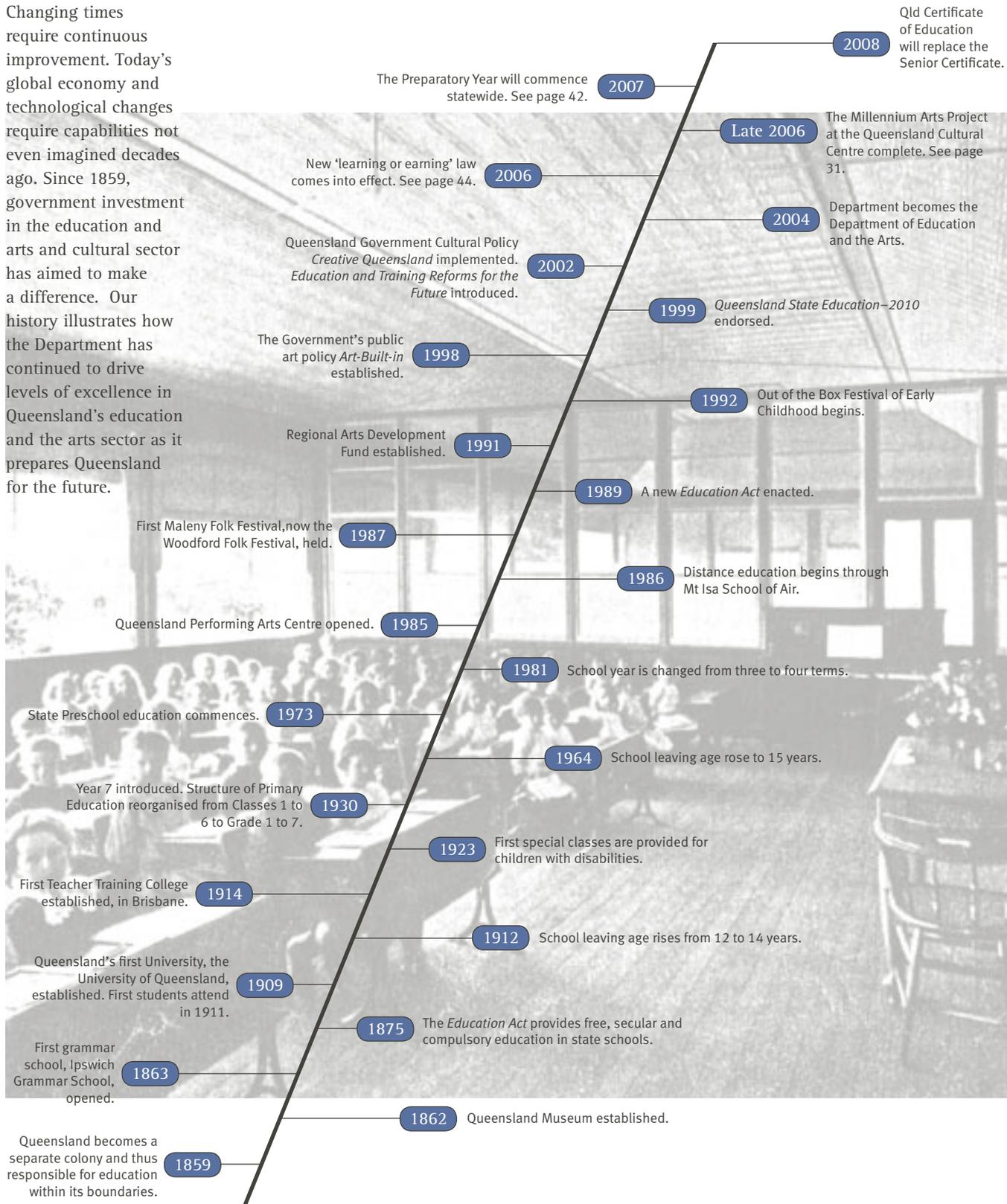
Appointed – December 2005

Karen heads an expert team responsible for asset maintenance, building and property management and facilities advisory services to the Queensland Cultural Centre and other properties owned by Arts Queensland.

Our history

Making a difference ... then and now

Changing times require continuous improvement. Today's global economy and technological changes require capabilities not even imagined decades ago. Since 1859, government investment in the education and arts and cultural sector has aimed to make a difference. Our history illustrates how the Department has continued to drive levels of excellence in Queensland's education and the arts sector as it prepares Queensland for the future.



Our governance

Effective corporate governance ensures we do the right things and things right.

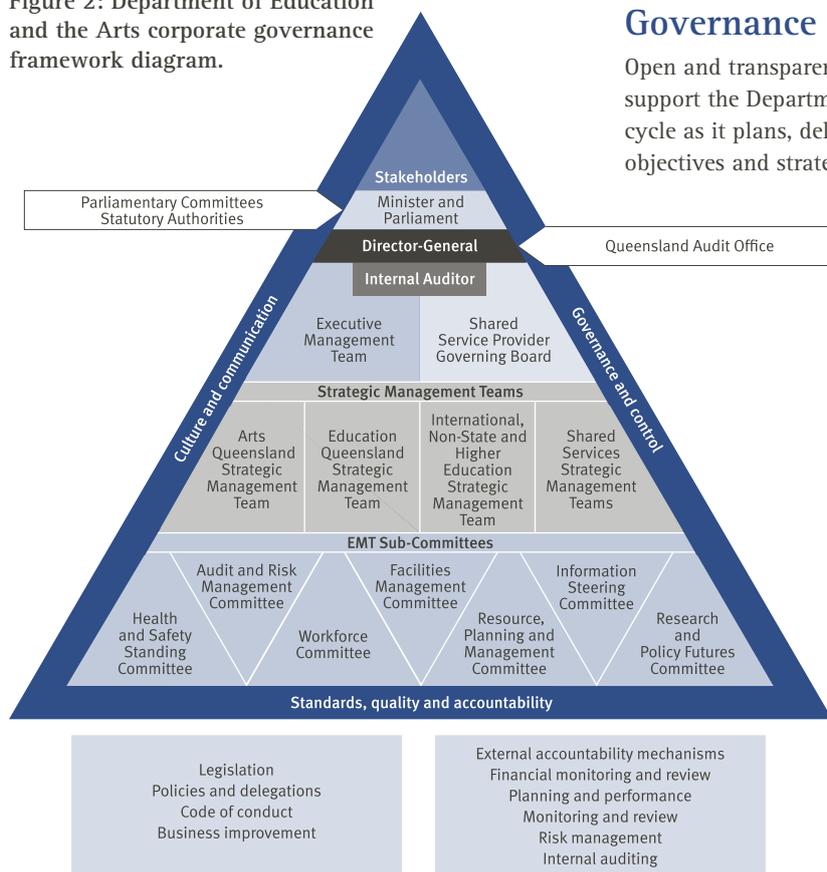
Corporate governance encompasses the structures, systems and processes through which organisational objectives are set and attained, risks managed and performance monitored and reviewed.

The Department's corporate governance framework

The Department's corporate governance framework (Figure 2 below) facilitates management of strategic and operational programs. The framework ensures the efficient and effective delivery of departmental services with due diligence and accountability. It is reviewed on an annual basis.

Stakeholders are at the top of the governance pyramid. They guide the strategic efforts of the Department in delivering educational and arts outcomes for the benefit of the Queensland community.

Figure 2: Department of Education and the Arts corporate governance framework diagram.



The Department's Director-General is responsible to the Minister for Education and Minister for the Arts and the Premier for leading and managing the Department. The Director-General's statutory responsibilities are defined in both the *Financial Administration and Audit Act 1977* and the *Public Sector Act 1996*.

As chief executive, the Director-General strategically positions the Department to achieve defined goals within the state while influencing the arts and education agendas nationally and internationally.

The corporate governance framework underpins the Director-General's leadership of the Department. The framework ensures executive and management teams and committees have clear accountabilities and responsibilities to deliver high-quality education and arts services and programs.

Supporting effective management are robust governance and control mechanisms, organisational culture and communication, and established standards, quality and accountability – based on sound policy and procedures.

Governance and control

Open and transparent corporate governance processes support the Department's continuous improvement cycle as it plans, delivers, reviews and reports on its objectives and strategies.

Executive Management Team

The Department's corporate governance arrangements are overseen by the Executive Management Team (EMT) (for member details, see page 11). The EMT provides leadership and oversight of the Department's strategic direction to address education and arts challenges. EMT meetings are the Department's principal management forum and are held weekly with extraordinary meetings held when required.

Shared Service Providers' Governing Board

The Shared Service Providers' Governing Board comprises the Executive Director, Shared Services Agency, the Director of the Corporate Administration Agency (CAA) and the members of EMT. The board meets quarterly to review and endorse the corporate services directions of the two shared service providers (Information on the Shared Services Initiative and Agencies is provided at page 104).

Strategic Management Teams and Sub-Committees

EMT is assisted by five strategic management teams and seven sub-committees (see Figure 2). The Strategic Management Teams meet weekly and provide leadership, direction and oversight for their respective program areas.

Outcomes achieved by the management teams include:

- providing statewide decision making and direction for controversial or high-risk operational requirements
- consolidating the performance, planning and reporting regime
- assuring the quality of management systems, products and services
- maintaining effective resource and financial accountability.

Sub-committees investigate emerging issues and present EMT options and recommendations on an exceptions basis and provide consolidated reports on their activities to EMT annually. Temporary committees are established when necessary to address a specific organisational need.

Additional mechanisms are also in place to ensure the Minister and the Department's executive have high-level independent advice, such as the Ministerial Advisory Committee for Educational Renewal (MACER), which provides advice on educational issues.

Risk management

The Department's corporate risk management is compliant with the *Financial Management Standard*

1997 and is based on the Australian and New Zealand Standard on Risk Management AS/NZ 4360:2004, ensuring a systematic approach to the identification and analysis of risks and the development of mitigation responses.

Audit and Risk Management Committee

The Audit and Risk Management Committee assists the Executive Management Team to fulfil their governance responsibilities. The committee comprises executive officers of the Department, including the Director-General, the Director (Internal Audit), representatives from schools, districts and regions, an independent external representative and a permanently invited guest from the Queensland Audit Office.

All new members to the Audit and Risk Management Committee are subject to an induction process, which outlines approved terms of reference, roles, and responsibilities.

Achievements – internal audit role:

- confirmed the adequacy of planned coverage and work priorities of the Strategic Internal Audit Plan and the Annual Internal Audit Plan
- ensured recommendations of internal and external audits were implemented
- supported and promoted the independent and objective role of the internal audit function to management
- identified and monitored improvement opportunities for the audit function.

Achievements – risk management role:

- set and monitored departmental risk limits and tolerances
- drove development and communication of realistic performance standards across the Department
- advised on production of risk reports and mitigation strategies for all identified areas of exposure
- established regular, independent, critical evaluation of the Department's risk management activities.

Culture and communication

Communication of standards

Effective communication of management standards (legislation, policies delegations and Code of Conduct) ensures that all members of the organisation receive up-to-date, quality information with respect to their expected roles, responsibilities and authorities.

The Department uses a number of tools to communicate, and seek employee commitment to,

management standards such as:

- departmental induction programs and local induction sessions
- targeted training for new and changed policy and procedural initiatives
- electronic access to departmental standards, policy and procedural initiatives
- consultation during development of departmental policies and procedures.

A listing of legislation related to departmental operations is provided in Appendix 7.

Ethics and the Code of Conduct

The Department's values, detailed on this report's front cover, are the foundation of the culture and organisational climate of the Department. Supporting these values, the departmental Code of Conduct promotes the five ethics principles set out in the *Public Sector Ethics Act 1994*: respect for the law and the system of government; respect for persons; integrity; diligence; and economy and efficiency. [www](#)

The Code of Conduct requires employees to disclose to an appropriate authority suspected or known fraud, corrupt conduct, or maladministration by another public sector employee. Employees who make such disclosures attract the legal protections contained in the *Whistleblowers Protection Act 1994*.

Whistleblowers Protection Act 1994

During 2005–06, 64 public interest disclosures were made relating to alleged official misconduct or serious conduct:

- 11 were verified and appropriate action was taken on a case-by-case basis
 - three were partially verified
 - 13 were not verified
 - 37 were not finalised.
-

The Department has a related Code of School Behaviour (see page 63) and a strong focus on student protection. All school employees are screened for suitability and trained in student protection, including child abuse reporting (as required under the *Education (General Provisions) Act 1989*). The Department liaises closely with the Queensland Police Service, the Crime and Misconduct Commission and the Department of Child Safety to ensure timely and appropriate responses to allegations and reports of harm or risk of harm to students.

Standards, quality and accountability

Planning, reporting and accountability framework

The effective and efficient delivery of services to the community is supported through the Department's planning, reporting and accountability framework (Figure 3). This framework facilitates implementation of management standards with appropriate accountability and quality controls.

Develop strategy

The Department's Strategic Plan outlines the Department's strategic direction and priorities. The plan is developed in consultation with stakeholders and ensures departmental strategies align with the Queensland Government's educational and arts priorities for the community.

Planning

Business and operational plans cascade from the Strategic Plan. This ensures community needs, departmental and divisional planning and the Department's outputs are interlinked, as well as capturing the responsibilities, relationships and accountabilities within the Department, including schools. Specialist plans include:

- Information and Communications Technology Strategic Plan
- Capital Investment Strategic Plan
- Workforce Management Plans
- Risk Management Plans
- School Annual Operational Plans.

Review and evaluation

Review and evaluation are critical components of public sector accountability. The Department's Evaluation Strategy includes a rolling program of planned evaluations. Evaluation findings are used for program decision making, improvement and resource allocation.

Reporting

A corporate performance reporting framework permits EMT to monitor and manage key corporate priorities and deliverables. Key reporting elements within the framework include: the quarterly Corporate Business Report (which facilitates performance monitoring, as well as management of emerging issues), the Ministerial Portfolio Statement, the *Annual Report*, the *School Improvement and Accountability Framework (SIAF)*, *Destination 2010*, and the Evaluation Schedule.