

B. Audit scope and methods

Performance engagement

This audit was performed in accordance with the *Auditor-General Auditing Standards* – December 2019 and the Standard on Assurance Engagements ASAE 3500 *Performance Engagements*, issued by the Auditing and Assurance Standards Board. This standard establishes mandatory requirements and provides explanatory guidance for undertaking and reporting on performance engagements.

The conclusions in our report provide reasonable assurance that we have achieved the objectives of our audit. Our objectives and criteria are set out below.

Audit objective and scope

The objective of the audit was to examine the effectiveness of the Queensland public sector’s workforce planning to support an agile and flexible workforce that can meet changing needs and government priorities. We addressed this through the following sub-objectives and criteria.

| Sub-objective 1: Queensland Public Service Commission provides appropriate support and guidance to agencies on workforce agility | | | |
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| Criteria | | Detailed criteria | |
| 1.1 | Public Service Commission, in partnership with the sector, has developed and implemented sector-wide workforce management frameworks and strategies based on better practice. | 1.1.1 | Public Service Commission undertakes environmental scans to understand contemporary workforce management strategies, external and internal workforce impacts, and drivers affecting workforce design and deployment. |
| | | 1.1.2 | Public Service Commission develops strategic workforce frameworks and strategies to assist agencies to develop their strategic workforce plans. |
| 1.2 | Public Service Commission provides support and guidance to Queensland public sector agencies to enable the sector to better plan for and develop the workforce and capabilities it needs for the future. | 1.2.1 | Public Service Commission’s sector-wide guidelines and tools provide adequate support to agencies to develop strategic workforce plans. |
| | | 1.2.2 | Public Service Commission provides appropriate advice and assistance to agencies on managing their workforce and enhancing workforce agility. |



| Sub-objective 2: Queensland Government departments have implemented plans to develop an agile and responsive workforce | | | |
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| Criteria | | Detailed criteria | |
| 2.1 | Departments have developed and implemented strategic workforce plans in line with relevant sector-wide frameworks and better practice. | 2.1.1 | Departments' workforce plans incorporate strategies for attracting, building, and retaining skills, expertise, and talent. |
| | | 2.1.2 | Departments' workforce plans maximise use of data and technology, and incorporate flexible and responsive workforce models, based on contemporary research. |
| | | 2.1.3 | Departments' workforce plans incorporate strategies for strengthening integrity and purposeful leadership. |
| | | 2.1.4 | Departments review and update their strategic workforce plans annually to coincide with the strategic planning process. |

| Sub-objective 3: Queensland Government departments monitor and report on the outcomes of workforce strategies and plans | | | |
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| Criteria | | Detailed criteria | |
| 3.1 | Departments monitor and report on the performance and the planned benefits of their workforce strategies, plans and initiatives. | 3.1.1 | Departments have set evidence-based performance targets and identified benefits for their workforce strategies, plans and initiatives. |
| | | 3.1.2 | Departments monitor, measure and report on how their workforce strategies, plans and initiatives are performing. |
| 3.2 | Departments evaluate their workforce strategies, plans and initiatives and their impact. | 3.2.1 | Departments periodically evaluate their workforce strategies, plans and initiatives to ensure they are contemporary and in line with relevant sector-wide frameworks, and better practice. |
| | | 3.2.2 | Departments identify and manage workforce-related issues, and revise their workforce plans and strategies based on lessons learned. |
| 3.3 | Departments' workforce strategies have delivered planned benefits. | 3.3.1 | Departments can demonstrate that workforce strategies are operating efficiently, effectively, and economically and have achieved planned outcomes. |

The entities we audited

- Public Service Commission
- government departments
 - We examined available workforce data for the 20 core departments and engaged with each one through a survey (see Appendix C for list of departments). All departments responded to our survey.
 - We selected 3 departments for detailed review
 - Department of Children, Youth Justice and Multicultural Affairs
 - Department of Transport and Main Roads
 - Department of Resources.

